SYLLABUS
OF THE ACADEMIC DISCIPLINE

LEADERSHIP AND ORGANIZATIONAL BEHAVIOR (ID: 4280)

Code and name of specialty	073 «Management»	**Faculty**	Economics and Management
Name of the educational and professional program	«Management» of the second level of higher education branch of knowledge 07 «Management and administration»	**Department**	Management and administration

Lecturer



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Candidate of economic sciences, associate professor.
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The author of more than 120 scientific and educational and methodological works.
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Consultations: according to the consultation schedule.

Completed a foreign internship on the subject *:

1) «Features of the functioning of startup centers», Belarusian State University (Minsk, Belarus);
2) "Leadership and team building", Royal Institute of Technology (Stockholm, Sweden).

* internship materials were used in compiling the content of the discipline

General information about the discipline

Course goal	Formation of system knowledge and understanding of the conceptual foundations of leadership; mastering specific techniques and tools for managing individual behavior in the organization.
Course format	The course involves lectures, practical work and consultations for a better understanding of the material and is accompanied by an electronic training course of the A-Tutor system, has a structure, content, tasks and an evaluation system.

Graduates' competencies according to the EP	**IC.** Ability in solving complex tasks and problems characterized by complex and uncertain conditions and requirements in the field of management or in the study process involving some research and/or innovations carrying out. **GC2.** Be able to communicate with representatives of other professional groups (experts from other branches of knowledge/types of economic activity). **GC4.** Be able to motivate people and achieve common goals. **GC5.** Be able to act on the basis of ethics thinking (motives). **GC7.** Ability of abstract thinking, analysis and synthesis. **SC5.** Be able to create and develop efficient communications in management. **SC6.** Be able to form leadership qualities and demonstrate them in human resource management. **SC8.** Ability of using psychological technologies in staff relations. **SC10.** Be able to manage and develop a company.
Program learning outcomes according to the EP	**PLO7.** Create efficient team environment, communication with representatives of different professional groups and in the international context. **PLO9.** Be able to speak and write state and a foreign language in professional and scientific circles. **PLO10.** Demonstrate leadership skills and abilities of team work, intercommunication, influence their behavior to solve professional problems. **PLO12.** Be able to delegate authority and company (subdivision) management. **PLO13.** Be able to plan and to provide information, methodical, material, financial and staff support of the company (subdivision).
Scope of the course	Number of ECTS credits -4; lectures–28 hours; practical classes – 14 hours; self-study – 78 hours.
Signs of the course	Academic year – 1; semester – 1; obligatory; number of modules – 2.
Form of control	Exam
Prerequisites	The effectiveness of mastering the content of the discipline "Leadership and organizational behavior" will be significantly increased if the student has previously mastered the material of the following disciplines: "Fundamentals of management", "Self-management", "Communicative management".
Hardware and software	Technical means for demonstrating learning results (laptop, projector). Microsoft Office suite of software products.

Structure of the course

Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools		Name of works
3/2	**Topic 1. Study of Organizational Behavior** 1. Organizational behavior and its goals 2. Why organizational behavior matters? 3. Fundamental concepts of organizational behavior 4. Contributing fields to organizational behaviour 5. Models of organizational behavior 6. Current challenges and opportunities for organizational behaviour 7. Limitations of organizational behaviour	Know: components, subject and object of organizational behavior, theories of organizational behavior, factors of organizational behavior, models of organizational behavior, trends in the development of organizational behavior. Be able to: understand the concepts of organizational behavior and its application in managing people; apply the different approaches to organizational behavior and enhance the human relationships within the organization; explore the relationships among the various components of organizational behavior and their effectiveness; identify models of organizational behavior for adequate managing of the organization.	Surveys, discussions, cases.	**S e l f - s t u d y**	Study of lecture material Studying sections of the program that are not presented in lectures Performance of an individual task Preparation for control measures (control works, testing, examination)
3/1	**Topic 2. Personality** 1. Definition of personality 2. Major determinants of personality 3. Personality characteristics in organizations 4. Measuring personality 5. Matching personalities and jobs 6. Trait theories	Know: the structure of the individual level of behavior, the concept and structure of the personality, characteristic features of the personality associated with its behavior in the organization, theories of personality and the laws of individual behavior, the theory of interests and the law of optimal behavior, criteria for rational behavior, what is a psychological contract and types of adaptation employees to the organizational environment. Be able to: define the term personality; identify the determinants of personality; explain the theories of personality; identify several personality characteristics and their influences on behaviours inorganisations; explain how personality is measured; match personality and job.	Surveys, discussions, cases, tests.		

Structure of the course

Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools		Name of works
3/2	**Topic 3. Emotions and emotional intelligence** 1. What are emotions and moods? 2. The function of emotions 3. Sources of emotions and moods 4. Emotional labor 5. Affective events theory 6. Emotional intelligence 7. Emotion regulation 8. OB applications of emotions and moods 9. How managers can influence moods	Know: meaning of emotions and moods, function of emotions, sources of emotions and moods, what is emotional labor, Affective events theory, emotional intelligence, emotion regulation, OB applications of emotions and moods, how managers can influence moods. Be able to: define affect, emotions, moods; explain the function of emotions; understand the sources of emotions and moods; describe emotional labor; understand the affective events theory; explain how managers can influence moods.	Surveys, discussions, cases.	S e l f - s t u d y	Study of lecture material Studying sections of the program that are not presented in lectures Performance of an individual task Preparation for control measures (control works, testing, examination)
2/1	**Topic 4. Attitudes, values and work ethics** 1. Meaning of attitudes 2. Values 3. Meaning of ethics	Know: meaning of attitudes, values, ethics. Be able to: define attitudes, values and work ethics; explain the components and types of attitude; describe how attitudes are formed; understand the cognitive dissonance theory; distinguish between instrumental and terminal values; explain the concept and theories of ethical behaviour.	Surveys, discussions, cases, tests, business game.		
2/1	**Topic 5. Perception and learning** 1. Factors influencing perception (perception process) 2. Managerial implications of perception 3. Meaning of learning 4. Theories of learning 5. Principles of reinforcement 6. Limitations of behaviour modification 7. Learning and behaviour 8. Learning and personality differences	Know: factors influencing perception, managerial implications of perception, meaning of learning, theories of learning, principles of reinforcement. Be able to: understand meaning and process of perception; describe managerial implications of perception; discuss meaning, components and determinants of learning; explain theories of learning; describe the principles of learning and various learnings curves; understand the role of learning in behaviour modification; discuss implications of personality differences on learning.	Surveys, discussions, cases.		

Structure of the course

Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools		Name of works
2/1	**Topic 6. Communication in organization** 1. Definition of communication. Elements of communication process 2. Types of communication 3. Barriers to communication 4. Steps to overcome barriers to communication	Know: types of communications; elements of the communication process; classification of information in the organization and documentation, how to overcome barriers to communication. Be able to: characterize different types of communications at the researched enterprise, describe examples of the use of documents.	Surveys, discussions, cases.	Self-study	Study of lecture material Studying sections of the program that are not presented in lectures Performance of an individual task
2/1	**Topic 7. Motivation** 1. Nature of motivation 2. Types of motivation 3. Content theories of motivation 4. Process theories of motivation	Know: motivation model, guidelines for employee motivation in the organization, theories of motivation of individual behavior, creation of an effective personnel motivation system, features of formation of foreign labor motivation systems. Be able to: explain the behavior of people in different situations, analyze the level of employee motivation, develop an effective motivation system.	Surveys, discussions, cases, tests, business game.		Preparation for control measures (control works, testing, examination)
2/1	**Topic 8. Stress** 1. Meaning and definition of stress 2. The general adaptation syndrome (GAS) 3. Approaches to stress 4. The causes of stress 5. Individual response to stress (Influence of personality) 6. Consequences of stress 7. Managing stress 8. Framework for preventive stress management 9. Managerial implications of stress	To know: the nature of stress, the causes of stress, the manager's actions regarding the analysis of stressful situations and their management in the organization, failures in the behavior of personnel. Be able to: explain the meaning and definition of stress; describe the general adaptation syndrome; understand four different approaches to stress; explain the causes and consequences of work related stress; understand stress management.	Surveys, discussions, cases.		

Structure of the course

Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools		Name of works
2/1	**Topic 9. Foundation of group behavior** 1. Definition of groups 2. Reasons for forming groups 3. Stages of group development 4. Characteristics of groups 5. Characteristics of mature groups 6. External conditions imposed on the group 7. Group structure 8. Group decision making 9. Understanding work teams	Know: the essence, types and characteristics of groups, the influence of a group on the behavior of individuals, the stages of group development, the specifics of working in teams, classification of teams, main factors of effective teamwork. Be able to: describe meaning and types of group; explain the reasons for which people and organizations form groups; understand characteristics of groups; discuss various structure of groups; know the techniques of group-decision making; describe meaning, objectives and types of teams.	Surveys, discussions, cases.	S e l f - s t u d y	Study of lecture material Studying sections of the program that are not presented in lectures Performance of an individual task Preparation for control measures (control works, testing, examination)
2/1	**Topic 10. Leadership and group decision making** 1. Definitions and meaning of leadership 2. Nature or characteristic features of leadership 3. Leadership styles and patterns 4. Leadership skill 5. Importance of leadership 6. Functions of a leader 7. Type of leaders 8. Leadership committee 9. Group decision making 10. Groupthink	Know: meaning and nature of leadership, leadership styles and skills, theories of leadership, group decision making, groupthink. Be able to: describe what is leadership; explain styles of leadership; understand various theories of leadership; explain the qualities of a good leader and how to develop them; know how managers use groups to make decisions; prevent symptoms of groupthink.	Surveys, discussions, cases, tests, business game.		
2/1	**Topic 11. Organisational change** 1. Managing change in the organisational context 2. Forces for change in organization 3. Forms of change 4. The role of change agents 5. Resistance to change 6. Managing resistance to change	Know: Be able to: understand meaning and forms of organisation change; explain various forces of change; know how to manage organizational change; descrice the role of change agents; identify the reasons for resistance to change.	Surveys, discussions, cases.		

Structure of the course

Hours (lectures/ practical classes)	Topic and contents in brief	Learning outcomes	Diagnostic tools		Name of works
2/1	**Topic 12. Organizational development** 1. Organization development: an introduction 2. Definition of organization development (OD) 3. Objectives of OD programs 4. Basic assumptions of OD 5. Types of OD activities 6. Values of OD 7. OD interventions or techniques 8. Change management	Know: definition of organization development, objectives of OD programs, basic assumptions of OD, types of OD activities, values of OD, OD interventions or techniques, change management. Be able to: understand meaning, objectives and types of organizational development; describe role of values in organizational development; explain techniques of organizational development.	Surveys, discussions, cases.	Self-study	Study of lecture material Studying sections of the program that are not presented in lectures Performance of an individual task Preparation for control measures (control works, testing, examination)
2/1	**Topic 13. Organizational culture** 1. Culture defined 2. Basic elements of culture 3. Characteristics of organizational culture 4. Creating and sustaining culture 5. How employees learn culture? 6. Successful organizational culture	Know: what is culture of organization, basic elements of culture, characteristics of organizational culture, how to create sustaining culture, how employees learn culture, what is successful organizational culture. Be able to: understand the relation between organizational culture and corporate context; describe contribution of organizational culture to the management of change; analyse elements of organizational culture; review cultural types in organizations.	Surveys, discussions, cases, tests.		

References

Basic

1. Bass, B., Bass, R. (2008). Handbook of Leadership: Theory, Research, and Managerial Applications. Fourth edition. Simon & Schuster, Inc.: New York.
2. Edgar H. Schein. Organizational Culture and Leadership. Jossey-Bass; 4th edition, 2010. 464 p.
3. Edwin Locke. Handbook of Principles of Organizational Behavior. 2nd Ed. Jon Wiley and Sons, 2014. 683 p.
4. Essentials of Organizational Behavior, 10th ed. (Prentice Hall, 2010).
5. Maxwell John C. The Leadership Handbook: 26 Critical Lessons Every Leader Needs, HarperCollins Leadership, 2015. 272 p.
6. Organizational behavior / Stephen P. Robbins, Timothy A. Judge. 15th ed., 2013.
7. Organizational behavior: emerging knowledge and practice for the real world / Steven L. McShane, Mary Ann Von Glinow. 5th ed.
8. Ozgur Demirtas, Mustafa Karaca. A Handbook of Leadership Styles. Cambridge Scholars Publishing, 2020. 452 p.
9. Schermerhorn, John R., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt. Organizational Behavior. Wiley Global Education, 2013. 600 p.
10. Updated: Modern Leadership for Modern Local Government / prepared by Council of Europe Centre of Expertise for Local Government Reform in cooperation with John Jackson, CoE expert, UK. 2015. 414 p.

Additional

1. Jeffrey A. Miles. Management and Organization Theory. Paperback, 2012. 480 p.
2. Gary Dessler. Human Resource Management. Pearson Higher Education, 2016. 720 p.
3. Fundamentals of Management, 7th ed., with David DeCenzo and Mary Coulter
(Prentice Hall, 2011).
4. Training in Interpersonal Skills, 6th ed., with Phillip Hunsaker. (Prentice Hall, 2011).
5. Schermerhorn, John R. Management, 3rd ed. John Wiley & Sons Canada, 2014. 622 p.
6. Stephen P. Robbins. The Truth About Managing People, 3rd ed. FT Press, 2012. 240 p.

Course policies

Control policy	The following assessment tools and methods of demonstrating learning outcomes are used: current questionnaires; tests; individual assignments and presentations; assessment of individual papers' results; talks and discussions on problematic issues; personal consultations; exam tests. Rector's control is also possible.
Consulting policy	Semester consultations are conducted according to the schedule approved by the Management and Administration Department at the beginning of the semester.
Retaking exam policy	A student has the right to retake a module in order to increase his/her rating. It usually takes place within a week after the scheduled module control taking. An exam retaking must be agreed with the study schedule.
Academic honesty policy	Cheating during tests and exams is strictly forbidden (including mobile devices use). Mobile devices are allowed to be used only in online testing – under distance study conditions.
Attendance policy	The classes attendance is an obligatory component of the educational process. Taking into account some important circumstances (i.e., serious illness, special needs, business trips, family problems, participation in academic mobility programs, etc.), a student can be trained according to an individual timetable approved by the lecturer and the Dean's office.

Assessment System

Distribution of points for evaluating the student's success

Total points for all types of educational activities	Rating ECTS	Rating according to the national scale
90-100	A	excellent
82-89	B	good
75-81	C	good
67-74	D	satisfactory
60-66	E	satisfactory
35-59	FX	unsatisfactory with the possibility of reexamination
1-34	F	unsatisfactory with compulsory studying of discipline

Scoring

Module 1			Module 2			Final term mark		Total on discipline
Classroom work and self-study			Classroom work and self-study					
Theoretical classes (tests)	Practical classes		Theoretical classes (tests)	Practical classes				
10	**20**		**15**	**45**		**25**		**100**
Lectures №1-6	Pract. Work №1	6	Lectures №7-14	Pract. Work №4	7	Theoretical course	10	
	Pract. Work №2	7		Pract. Work №5	7	Practical task	15	
	Pract. Work №3	7		Pract. Work №6	7			
				Pract. Work №7	7			
				Individual task	17			

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The syllabus was reviewed and approved at the meeting of department management and administration, minutes of «29» August 2022 № 1