



<b>Course Code</b> MABM 530	<b>Course Title</b> Organizational Behavior & Leadership	<b>ECTS Credits</b> 10
<b>Department</b> School of Business	<b>Semester</b> Fall, Spring, Summer	<b>Prerequisites</b> None
<b>Type of Course</b> Core	<b>Field</b> Management	<b>Language of Instruction</b> English, Greek

## Objectives of the Course:

The main objectives of the course are to:

- Collect and analyze data for the purpose of problem solving related to organizational behavior issues.
- Undertake, complete, present and submit a project using appropriate, methodological, evaluative, presentational and writing techniques.
- Develop competencies, together with intrapersonal and interpersonal skills, through participation in a group/individual project, present in class and submitted in a paper format.
- Develop competencies, together with intrapersonal and interpersonal skills, through participation in class group work.
- Critically evaluate the current organizational behavior practices, organization structure, cultural change
- Relate the day to day issues of organizational behavior to basic dilemmas and tensions.
- Recognize those aspects of the organization of work – motivation, leadership, coaching, mentoring, job design and communication.
- Focus on leadership from a managerial perspective.
- Explore leadership models
- Become acquainted with current research findings
- Investigate examples of leadership in practice, intercultural management, legal and ethical decision making, corporate sustainability
- Engage in developmental activities to evaluate and enhance their leadership skills

## Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Discuss individual behavior, values and personality** (describe the multidisciplinary origins of the study of organizational behavior, describe of the factors that influence personality).
2. **Summarize the perceptions, learning, emotions, attitudes, and motivation in organizations** (acquire knowledge in applying motivational theories to resolve problems of employee absenteeism, turnover, stress, job satisfaction, job performance and organizational commitment).
3. **Discuss high performance team development and explore the foundations of team dynamics** (acquire knowledge on organizational factors affecting teams, recognize organizational cultures in which groups function).
4. **Discuss team/group development** (acquire knowledge describe the way teams/groups contribute to the organization describe the methods for team formation, recognize the stages of team development, describe the factors affecting selection of team members).
5. **Communication in organizations** (acquire abilities and in identifying why effective communication systems).
6. **Compare and contrast power and influence in organizations** (acquire knowledge of the different forms of power and its influence on organization performance, explain the difference between equity and equality from a coalition formation perspective).
7. **Explain the difference between equity and equality from a coalition formation perspective** (demonstrate ability to apply the dependence theory of power in simulated exercises and class activities).
8. **Define leadership in organizational settings** (acquire knowledge in applying leadership theories to the diagnosis and resolution of real leadership problems).
9. **Analyze organizational structure and design** (acquire knowledge on different organizational structures, their advantages and disadvantages).
10. **Decide applied performance practices and stress management** (develop skills in handling stress and also identify the different form of stress).
11. **Explain the dynamics of organizational change** (understand the dimensions of organizational change and its influence on the performance).
12. **Identify major issues in organizational change** (acquire knowledge on the area of organizational change).
13. **Identify the diverse, contemporary leadership competencies** utilized in organizational settings, and when them for best results.
14. **Develop strategies which can exploit the ability to think** outside the of box in order to solve problems effectively
15. **Utilize and develop their emotional intelligence** for better results both at work and in their personal life.
16. **Identify the conditions that both nurture** and prevent innovation and creativity, in order to develop strategies to overcome any likely blockages to creativity and innovation.
17. **Utilize a variety of techniques in order to unblock** the elements which prevent innovation and creativity, at both individual and group level

## Course Contents:

1. **What is Organizational Behavior:** Explain the concept of organizational behavior and describe the goals of the field, describe what managers do to accomplish goals. Describe the contemporary contingency approach to management.
2. **Foundations of Individual Behavior:** Define personality and discuss its general role in influencing organizational behavior. Describe the dispositional, situational, and interactionist approach to organizational behavior. Discuss the Five-Factor Model of personality and others.
3. **Values, Attitudes and Job Satisfaction:** Describe how people form attributions and biases in attribution. Discuss the concepts of workforce diversity and valuing diversity. Discuss how racial, ethnic, gender and age stereotypes affect organizational behavior and what organizations can do to manage diversity.
4. **Personality and Emotions:** Discuss the concepts of workforce diversity and valuing diversity. Discuss how racial ethnic, gender and age stereotypes affect organizational behavior and what organizations can do to manage diversity.
5. **Perception and Individual Decision-Making:** Define attitudes and explain how people develop and change attitudes. Explain the concept of job satisfaction and discuss some of its key contributors, including discrepancy, fairness, disposition, mood and emotion in promoting job satisfaction.
6. **Motivation Concepts and Applications:** Define motivation, discuss its basic properties and distinguish it from performance. Compare and contrast intrinsic and extrinsic motivation. Explain and discuss the different factors that predict performance and define general cognitive ability and emotional intelligence. Explain and discuss need theories of motivation.
7. **Understanding Group Behavior and Teams Communication:** Define groups and distinguish between formal and informal groups. Review how norms, roles and status affect social interaction.
8. **Power and Politics:** Define power and review the bases of individual power. Explain how people obtain power in organizations. Define organizational politics and discuss its various forms. Define ethics and review the ethical dilemmas that managers face. Define sexual harassment.
9. **Conflict and Organization Structure:** Define interpersonal conflict and review its causes in organizations. Explain the types of conflict and the process by which conflict occurs. Discuss the various modes of managing conflict. Review a range of negotiation techniques.
10. **Organizational Change and Stress Management:** Explain the environmental forces that motivate organizational change and describe the factors that organizations can change. Describe the basic change process and the issues that require attention at various stages of change. Explain how organizations can deal with resistance to change. Define organizational development and discuss its general philosophy.
11. **Managing complexity and ambiguity:** to enhance leadership skills and innovative thinking
12. **Understanding stakeholders and building coalitions:** it is not a 'one man show'
13. **The competencies of effective leaders:** which competencies and when s to use them
14. **Thinking outside the box:** break all the rules
15. **Emotional intelligence and the effective leader:** developing and utilizing emotional intelligence
16. **Creative problem-solving:** thinking creatively and effectively

**Learning Activities and Teaching Methods:**

PowerPoint Lectures, practical exercises, class activities, role play.
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**Assessment Methods:**

PowerPoint presentations, Major Paper, case study assignments, midterm exam, final exam.
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**Required Textbooks/Reading:**

Authors	Title	Publisher	Year	ISBN-10
McShanes & Von Glinow M.	Organizational Behavior	McGraw Hill	2010 5 <sup>th</sup> Edition	0073381233

Authors	Title	Publisher	Year	ISBN
Boyatzis, R. E., and McKie, A	Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion	HBS Press	2005	1591395631

**Recommended Textbooks/Reading:**

Authors	Title	Publisher	Year	ISBN
Greenberg, J and Baron R	Behavior in Organizations	Prentice Hall, 9 <sup>th</sup> Edition	2008	131542842