



LEADERSHIP AND ADVANCED ORGANIZATIONAL BEHAVIOR

General data

Course code:	
ECTS credits:	9
Type of the course:	B1
Semester:	Spring
Course restrictions:	<i>It should be taken as the first management course before the other management courses.</i>
Course leader (with availabilities):	Zsuzsanna Vitai vitai.zsuzsanna@tkk.pte.hu Room B429
Further lecturer(s) (with availabilities):	

1. Description and aims

Although economics, accounting, finance, and statistics knowledge is essential and indispensable in business, managing organizations, groups, and individuals is equally important. Whatever the field, the businessperson will work with people throughout his or her career, whether as a subordinate or a manager. Therefore, it is crucial to know the causes of human behavior, how behavior manifests itself, and to have an appropriate ability to deal with people. Building on basic management knowledge, the Organizational Behaviour course addresses the characteristics of human behavior in the organization at three levels: individual, group, and organizational systems. The Leadership part of the course provides students with the essential theoretical and practical knowledge of leadership that enables them to develop themselves to become effective leaders. The course allows students to apply their OB and Leadership knowledge to improve organizational effectiveness.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

CILO 1. Knows the theories and terminology of the discipline of organizational behavior and leadership, the role and characteristics of both disciplines in economic organizations and social institutions (PILO 1)



CILO 2. Using specific knowledge of human behavior in psychology, sociology, social psychology, and cultural anthropology, the students will be able to identify and analyze complex processes and apply them to solve practical problems (PILO3)

CILO 3. Students will have a complex set of skills to meet the challenges of managing people (PILO5).

CILO 4. Their work will be based on ethical behavior and a commitment to sustainable business operations (PILO7).

CILO 5. Advocate the principles of diversity, responsible, value-based management, equal opportunities, legality, and international management standards (PILO7 and PILO8).

(The remarks in brackets express each CILO's connection to the Program's Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. **05 02 – 08 02. *Introduction requirements. How will we work together?***

Textbook: **Chapter 1** The Nature and Importance of Leadership (in a Changing World)

2. **12 02 – 15 02. *Traits. Motives and Characteristics of Leaders***

Textbook: **Chapter 2** Traits. Motives and Characteristics of Leaders

3. **19 02 – 22 02 *Charismatic and Transformational Leadership (Peer exchange Case study)***

Textbook: **Chapter 3** Charismatic and Transformational Leadership

Online Class – NO attendance is required!

4. **26 02 – 29 02 *Leadership Behaviors, Attitudes and Styles***

Textbook: **Chapter 4** Leadership Behaviors, Attitudes and Styles

5. **04 03 – 07 03. *Leadership Ethics and Social Responsibility***

Textbook: **Chapter 6** Leadership Ethics and Social Responsibility

Online Class – NO attendance is required!

6. **11 03 – 14 03. *Contingency leadership theories, adaptive leadership***

Textbook: **Chapter 5** Contingency and Situational Leadership, plus handout about adaptive leadership

Harvard simulation Patient zero with personal physical attendance!



7. 18 03 – 21 03. *Leading Teams (Peer exchange case study 2)*

Textbook: Chapter 9 Developing Teamwork

Online Class – NO attendance is required!

8. 25 03 – 28 03. *Communication and Conflict Resolution Skills*

Textbook: Chapter 12 Communication and Conflict Resolution Skills

9. 29 03 – 05 04 *Spring break!*

10. 08 04 – 11 04. *Guest lecture on diversity Professor Sabine Bacouel Jentjens from ISC Paris*

11. 15 04 – 18 04. *Power, Politics, and Leadership*

Textbook: Chapter 7: Power Politics and Leadership

12. 22 04 – 25 04. *Decision-making theories and practice, individual and organizational 2
Harvard Simulation Coffe Shop Inc.*

13. 29 04 – 02 05 *Harvard ManageMentor Stress Management*

Online Class – NO attendance is required!

14. 06 05 – 09 05. **Harvard Simulation Crafting your life and reflection
on the course**

11. *Learning and teaching strategy, methodology*

Seminar-like theoretical classes with management exercises. Three Harvard simulations and one Harvard ManageMentor class to strengthen management and leadership skills. The course will use videos and short cases to support critical thinking, argumentation, and problem-solving. The course will use software, MindTap and PeerExchange. The usage of AI in the course is strongly advised and supported. The free versions are sufficient.

12. *Assessment*

Formative assessment elements: Class participation is 10%

Summative assessment elements: Two papers are 40% (20% each), MindTap assignments 20%, and one final essay is 30%.

Students have to do all the assignments. The Final essay is mandatory; if a student does not hand it in, it is an automatic failure, even if all other elements are passed!

An element is deemed passed if the student achieves 51% result in it.



Individual Assessment	100%	Group Assessment	0%
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CIOs
PE paper 1	20%	Electronic		No	Yes	1,2
PE paper 2	20%	Electronic		No	Yes	1,2
MindTap Assignments	20%	Electronic		No	Yes	1,2
Final Essay	30%	Electronic		Yes	Yes	3,4,5
Class part.	10	In-person			Yes	3,4,5

* Req.: Completing the element is required to pass the course, irrespective of the performance in other elements.

13. Learning materials

- Essential
 - **Andrew J. Dubrin: Leadership: Research Findings, Practice, and Skills, 9th Edition**
 - **Cengage Learning MindTap interface – provided by the Faculty of Business and Economics**
 - **Harvard materials – provided by the Faculty of Business and Economics**
- Recommended
 - Buchanan, D.A., Huczynski, A.A. (2017): Organizational Behaviour, 9th ed. Pearson Education
 - Nelson, D, Quick, J.C.: ORGB 6th ed. Cengage Learning
 - Robbins, S. Judge, T: Organizational behavior 14th ed. Prentice Hall
 - Lussier, R.N., Achua, C.F. (2016): Leadership Theory Application and Skill Development, Cengage Learning

14. Further information

International aspects embedded with the course.
All textbooks are published in English by international publishing houses, cases and exercises are about international companies, the three Harvard simulations, and the ManageMentor course.
Ethics, Responsibility, & Sustainability (ERS) aspects are embedded in the course.
There is a dedicated class on diversity and leadership ethics.
Connections to the world of practice of the course
All cases and exercises are based on real-life situations. International guest lecturers are invited.



ACADEMIC POLICIES

Academic Honesty:

Academic honesty is imperative. Cheating at an examination means the Programme Leader will initiate an investigation into the affair. We will extensively use AI in the course. Students are expected to work with it, but in the way it is required. To attribute AI's work to your own is plagiarism! You have to indicate in your work how you use AI, what is part of the work done by artificial intelligence, and what your contribution is!

E-mail policy:

In the 21st century, e-mails are essential communication channels. I will use some elementary rules:

- 1. I try to answer every e-mail within 24 hours – provided I or someone in my family does not get sick.**
- 2. I do not answer student e-mails after 6 p.m. nor acknowledge that I have read them! I also do not answer student e-mails at the weekend; I do that on workdays.**
- 3. Please do not ask professional questions via e-mail. Ask for an appointment during my office hours, and we can talk.**
- 4. Please do not email me e-mails to let me know you are not attending class. If you are sick, then it is prohibited anyway. I carefully track attendance; if you write an email that you do not come, it will not exempt you from the policy; you will be registered absent.**
- 5. Please use the basic rules of courtesy in EVERY communication with lecturers. I respect every student; I expect all students to respect me.**

Whenever my door is open, you can come in and talk to me; if my door is closed, I am working on something urgent, then please wait till office hours.

The responsibility for passing the course is yours! I do everything I can to help you learn, but you must do the job!



If you need help, do not suffer alone! Ask any of us, the teaching team members, to help you. We will try to do everything that we can within the framework of our faculty's regulations.

For students with learning or other disabilities:

Please come to me after the FIRST class of LAOB and tell me what accommodation you need. I will do everything I can to help you as long as it is allowed by University regulations.

For exchange students:

It is always a pleasure to have exchange students in my class. Nevertheless, please do not expect special treatment. You will be treated equitably as our registered students, with equal rights and responsibilities. All exams will be on the announced dates; no change is possible. The final exam will not be held for you at a time different from the registered students. Please carefully book flights and other tickets because the only exception I promise to make is if there is a clash in the exam timetable and you have more on one day than you can handle!

**Learning is fun, enjoy your
class!**