

Educational institution
«Belarus State Economic University»

APPROVED
Rector of Educational institution
«Belarus State Economic University»
_____ V.N. Shimov

« » _____ 2015.

Registration number № УД /баз.

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Study program for Masters in the specialization:

1-26 81 01 Business Administration

DRAFTSMAN:

A.V. Cheplyansky, associate professor in the Economics and Management Department of the Higher School of Management and Business of Belarus State Economic University, associate professor, Ph.D. (Economics)

REVIEWERS:

E.N. Petrushkevich, associate professor in the World Economy Department of BSEU, associate professor, Ph.D. (Economics)

V.E. Butsenya, head of the Economic Theory Department of BSTU, associate professor, Ph.D (Economics).

The study program is recommended to affirm by the Economics and Management Department of the Higher School of Management and Business of Belarus State Economic University (protocol № __, __.__.__) and the Scientific and Methodological Council of Belarus State Economic University (protocol № __, __.__.__).

Responsible for editing: A.V. Cheplyansky

Responsible for issue: A.V. Cheplyansky

COURSE INTRODUCTION

In the conditions of globalization, scientific and technological progress the level of competition in product and resource markets increases. An important condition for effective operation of the organization becomes the ability to manage organizational behavior, leading to an increase in employee work results satisfaction and productivity, long-term growth of the company. Syllabus "Management and organizational behavior" is devoted to the peculiarities in the individual, group and organizational behavior, trends and methods of organizational management to improve the effectiveness of the organization.

The purpose of the course is to deepen the knowledge in the theory and practice of management and organizational behavior.

The objectives of the discipline are:

- to provide in-depth knowledge about the methodology of organizational behavior and mechanisms of its management;
- to form an understanding of the principles and characteristics of the individual, group and organizational behavior;
- to develop practical skills to manage organizational behavior in specific situations.

As a result of the discipline studying master student should **know:**

- modern approaches to studying of management and organizational behavior;
- the methods and principles of analysis of the main elements of organizational behavior;
- the factors determining the behavior of employees, working groups and organization;
- organizational behavior management techniques.

be able to:

analyze the social and psychological processes in the organization
control the behavior of staff and social groups in the organization
overcome problematic situations in management
solve assigned organizational tasks in the field of management

have the skills to:

manage group work;
solve conflict situations;
psychologically impact on people in order to increase the efficiency of the organization

Total hours for the discipline – 162, including 30 hours for lectures, 30 hours for practical classes.

The recommended form of control – exam.

SAMPLE THEMATIC PLAN

Course content	hours	including	
		lectures	practical classes
Topic 1. Foundations of Organisational Behaviour	4	2	2
Topic 2. Individual Behaviour In Organisations	8	4	4
Topic 3. Work Motivation and Job Satisfaction	8	4	4
Topic 4. Interpersonal and Group Behaviour	8	4	4
Topic 5. Leadership	8	4	4
Topic 6. Conflict and Stress Management	8	4	4
Topic 7. The Role of Manager in the Organization and Managerial Behaviour	8	4	4
Topic 8. Organisational Control and Power	4	2	2
Topic 9. Organizational Culture and Innovation	4	2	2
Total	60	30	30

CONTENT

1 Foundations of Organisational Behaviour

The scientific conception of organisational behaviour and contributing fields. Basic concepts of organizational behavior. Organizational behavior and the management process. Concept of the psychological contract. Organisational practices. The Peter principle. Parkinson's law. New approaches to management and organisational behaviour. Cross-cultural approach to the study of management and organisational behavior.

2 Individual Behaviour in Organisations

Individual differences and the factors of individual behavior. Personality and its determinants. Nomothetic, idiographic and complementary theoretical approaches to the personality. Emotions, abilities and attitudes in organizations. Diversity management strategies. Learning in organizational behavior: significance, styles and theories. The perception process in organizations. Internal and external factors of the process of perceptual selection. Common perceptual distortions and errors.

3 Work Motivation and Job Satisfaction

The meaning and characteristics of motivation. Main types of needs and expectations of people at work. The blockage of a desired goal: constructive behaviour and frustration. Early theories of motivation: Maslow's hierarchy of needs theory, theory X and theory Y, Herzberg's two-factor theory, McClelland's theory of needs. Contemporary theories of motivation: self-determination theory, goal-setting theory, self-efficacy theory, equity theory, Porter-Lawler expectancy theory. Job satisfaction. Relationship between motivation, job satisfaction and work performance. Motivation and job design. Job characteristics model. Employee involvement. Linking employee involvement programs and motivation theories.

4 Interpersonal and Group Behaviour

The meaning and importance of groups and teams. Differences between groups and teams. Types of groups. Group properties: roles, norms, status, size, cohesiveness and diversity. Interactions among members of a group. Balance between the team and the individual. Group decision making process and techniques. Characteristics of an effective work group. Group effectiveness model. Transactional analysis and Johari window.

5 Leadership

The meaning of leadership. Theoretical approaches to leadership. Leadership effectiveness and leadership development. Moral aspects of leadership. Authentic, spiritual, servant and ethical leadership. Cross-cultural dimensions of leadership. The research programme GLOBE.

6 Conflict and Stress Management

Definition, nature and scope of conflict. Functional and dysfunctional conflict. Traditional, human relations, behavioural and modern approaches to the conflict. Types of conflict. Conflict process and conflict resolution model. Definition and symptoms of stress. Sources of job stress. Burnout: causes and prevention. Management of stress: individual and organizational level strategies

7 The Role of Manager in the Organization and Managerial Behaviour

The meaning, main functions and principles of management. Managerial roles and competencies. Managerial effectiveness and its measures. Styles of managerial behavior in the organization. Styles of managerial behavior and X, Y and Z theories.

8 Organisational Control and Power

The nature of management control and elements of an organisational control system. Forms and strategies of control. Power and management control. Sources of power. Types of power and power tactics. Empowerment and delegation. Main stages in the process of delegation.

9 Organizational Culture and Innovation

Organizational culture, its basic elements and functions. National culture and corporate culture. Creating and sustaining culture. The ways of culture learning. Innovation in organizations. The process of innovation. Exploration and exploitation of innovation. Managing organizational culture and innovation. Management philosophy and strategy. Corporate culture and organizational success. Tensions between cultural stability and innovation

INFORMATION AND METHODOLOGICAL PART

Literature

primary:

1. Certo, S.C. Modern management: concepts and skills / S.C. Certo, S.T. Certo. – 12-th ed. – Edinburgh: Pearson, 2012. – 600 p.
2. George, J. M. Understanding and managing organizational behavior / J.M. George, G. Jones. – 6-th ed. – New Jersey: Prentice Hall, 2012. – 670 p.
3. Griffin, R.W. Organizational behavior: managing people and organizations / R.W. Griffin, G. Moorhead. – 11-th ed. – Mason: South-Western, 2014. – 628 p.
4. Kondalkar, V.G. Organizational behaviour / V.G. Kondalkar. – New Delhi: New Age International (P) Ltd., 2007. – 370 p.
5. Mullins, L.J. Management and organisational behaviour / L.J. Mullins. – 9-th ed. – Edinburgh: Pearson, 2010. – 896 p.

secondary:

6. Aquinas, P.G. Principles of management and organisational behaviour / P.G. Aquinas. – New Delhi: Excel books private limited, 2007. – 370 p.
7. Belbin, M. Modern management: concepts and skills / M. Belbin. – 3rd ed. – Oxford: Elsevier Ltd., 2010. – 600 p.
8. Burton, R. M. Organizational design: a step-by-step approach / R.M. Burton, B. Obel, G. DeSanctis. – 2nd ed. – New York: Cambridge University Press, 2011. – 276 p.
9. Carter, L. Best practices in leadership development and organization change / L. Carter, D. Ulrich, M. Goldsmith. – San Francisco: Pfeiffer, 2005. – 500 p.
10. Mullins, L.J. Hospitality management and organisational behaviour / L.J. Mullins, P. Dossor. – 5-th ed. – Edinburgh: Pearson, 2013. – 512 p.
11. Organizational behavior / J. R. Schermerhorn [etc.]. – 12-th ed. – Hoboken: John Wiley & Sons, Inc, 2012. – 654 p.
12. Robbins, S.P. Essentials of organizational behavior / S.P. Robbins, T.A. Judge. – 12-th ed. – New Jersey: Prentice Hall, 2014. – 376 p.
13. Robbins, S.P. Management / S. P. Robbins, M. Coulter. – 11-th ed. – New Jersey: Prentice Hall, 2012. – 672 p.
14. Meudell K. Management and organisational behaviour: student's work-book paperback / K. Meudell, T. Callen. – 3-rd ed. – New Jersey: Prentice Hall, 1999. – 240 p.