

<b>Annex No. 3</b>		<b>Second Cycle Studies Subject Program</b>			
1.	Title of subject	<b>Leadership &amp; Organizational Behavior</b>			
2.	Code	<b>MSHR 521</b>			
3.	Study program	<b>MBA in Strategic Human Resource Management</b>			
4.	Organizer of the study program (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 2 <sup>nd</sup> semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Aleksandra Janeska-Iliev, PhD Associate professor			
9.	Preconditions for enrolment	Completed previous (first)cycle of studies with at least 240ECTS			
10.	<p>Course Competencies and Student Learning Objectives:</p> <p>Apart from the need of understanding leadership in organizations as human behavior, this module should offer improving the understanding and management of people at the workplace in general. Hence enabling in-depth understanding of the social, psychological, and organizational factors that shape individuals' behavior at work will allow for effective collaboration, covering issues related to motivation, decision making, team composition, organizational conflicts, effective collaboration, and power dynamics.</p> <p>Upon completing this course, participants should be able to:</p> <ul style="list-style-type: none"> <li>• Understand people management skill set, considering the individual, group and organizational level.</li> <li>• Recognize and respect individual differences in attitudes, personality and perceptions</li> <li>• Recommend action to improve employees' motivation, behavior, and attitudes.</li> <li>• Assess major aspects related relating to motivation, commitment and engagement at work and how these are put into practice by organizations.</li> <li>• Build, participate in, and lead multicultural teams more effectively</li> <li>• Understand the benefits and drawbacks of team-based work, how teams develop, functional and dysfunctional roles</li> <li>• Understand and cultivate leadership as a very important dimension of the management profession and become true leaders for individuals and groups in the organization.</li> <li>• Understand why organizational culture is important bounded to continuous improvement</li> </ul> <p>Student Learning Objectives:</p> <ul style="list-style-type: none"> <li>• Demonstrate an essential understanding of the core organizational behavior principles in work contexts.(SLO.1.1)</li> <li>• Able to integrate and apply the tools and techniques of business to solve complex business problems and make sound business decisions. SLO 2.3</li> <li>• Discuss and analytically evaluate the characteristics of effective leadership and the methods used to develop leaders in organizations (SLO 2.4)</li> </ul>				
11.	<p>Subject content:</p> <ul style="list-style-type: none"> <li>• Individual differences in the organizational context</li> <li>• Values, attitudes and perception</li> <li>• Motivation</li> <li>• Groups, teams and teamwork</li> <li>• Virtual teams</li> <li>• Conflicts in the organizational context</li> <li>• Leadership</li> <li>• Understanding organizational culture</li> </ul>				
12.	Learning methods:				

	Classroom Opinion Polls, Minute Paper, Online Discussions, Quizzes, Individual Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise, Simulation, Course Video,					
13.	Total hours	6 ECTS x25 hours= 150				
14.	Allocation of hours per activity	24+16+40+30+20+20=150				
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Simulations	40		
		16.2.	Individual leadership action plan	30		
		16.3.	Online discussions	20		
		16.4.	Self-study	20		
17.	Grading method					
	17.1.	Tests (Essay, Short-answer exam)			30%	
	17.2.	Individual Assessment (Individual leadership action plan, Peer to peer evaluation)			20%	
	17.3.	Group Assessment (Group Case Presentation, Team Application Exercise)			30%	
	17.3.	Attendance and participation(quizzes, Online discussions)			20%	
18.	Grading scale				5 (five) (F)	
					6 (six) (E)	
					7 (seven) (D)	
					8 (eight) (C)	
					9 (nine) (B)	
					10 (ten) (A)	
19.	Preconditions for taking the final exam		Completing 15 and 16			
20.	Language		English			
21.	Evaluation method		Internal evaluation and questionnaire			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Dr. Christopher P. Neck , Jeffery D. Houghton, Emma L. Murray	Organizational Behavior: A Skill-Building Approach 2nd Edition	SAGE	2019
		2.	Michael A.Hitt	Organizational Behavior, Fifth Edition	Wiley	2017
		3.				
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Linda A. Hill , Kent Lineback	Being the Boss, with a New Preface: The 3 Imperatives for Becoming a Great Leader	Harvard Business Review Press	2019

		2.	Haas, M. and Mortensen, M.,	The secrets of great teamwork	Harvard business review, 94(6), pp.70-76.	2016
		3.				