UNIVERSITAS INDONESIA
FAKULTAS EKONOMI & BISNIS
DEPARTEMEN MANAJEMEN
PROGRAM STUDI MAGISTER MANAJEMEN

SYLLABUS
LEADERSHIP AND ORGANIZATIONAL BEHAVIOR
ECMM801221
EVEN SEMESTER 2023/2024

Lecturers

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Subject Code	ECMM801221
Subject Title	Leadership and Organizational Behavior
Credit Value	2 Credits
Year/Semester	2023/2
Day/Hour	2,5 hours
Subject Type	Compulsory
Pre-requisite/ Co-requisite/ Exclusion	None
Role and Purposes	This course is an introduction to the basic principle of organizational behavior and leadership. These two subjects are very important for managers to be able to perform effectively in their business. On the completion, participants of this course are expected to be able to develop an understanding about the basic concept and theories of organizational behavior, leadership functions in organizational context, identify and analyze various issues related to leadership and organizational behavior

Subject Learning Outcomes	Program Objectives: 1. MM-FEB UI graduates should demonstrate integrity, ethical behavior, and respect for diversity. 2. MM-FEB UI graduates should demonstrate concern towards society. 3. MM-FEB UI graduates should demonstrate effective leadership qualities. 4. MM-FEB UI graduates should have effective communication skills within a global setting. 5. MM-FEB UI graduates should be able to conduct applied business research. 6. MM-FEB UI graduates should exhibit entrepreneurial spirit. 7. MM-FEB UI graduates should demonstrate creativity and innovative thinking. 8. MM-FEB UI graduates should be able to formulate business models using contemporary approaches. **Learning Goal (LG) and Learning Objective (LO):** **Learning Goal: ORAL COMMUNICATION - Students are able to present their business ideas properly.** Learning Objectives: 1. able to (introduce) deliver their presentation in a clear and interesting way. 2. able to deliver content with a logical structure. 3. able to organize their ideas in a presentation.

Subject Synopsis/ Indicative Syllabus				
	Week#	**Topics**	**Sub-Topic**	**Reading Materials**
	1	Introduction to Leadership & Organizational Behavior Managing Culture	• What is Organization & Organizational Behavior • The Managerial Context: Getting Things Done with and Trough other People • Organizational Culture: Definition & Context • Dynamics of Organizational Culture • Functions & Types of Culture • How Culture Form and Embedded • Leader Roles in Managing Culture	KK Chapter 1 & 3

		2	The Key to Individual Differences Values, Attitudes, Job Satisfaction, and Counter Productive Behavior	• Self-Concept, Personality • Abilities & Performance • Emotion in the workplace • Personal Values, Attitudes, Job Satisfaction • Counterproductive Behavior	KK Chapter 5 & 6 Movie Case: Coach Carter
		3	Social Perception and Attribution Foundations of Motivation	• Information Processing Model of Perception • Stereotypes, Self-fulfilling Prophecy, Attribution • Content theories of motivation • Process theories of motivation • Equity theories of motivation • Adams equity theories of motivation • Expectancy theory of motivation • Goal Setting & Job Design	KK Chapter 7 & 8 Movie Case: Coach Carter
		4	Group Dynamic Developing and Leading Effective Teams	• Group & Social Networking • The Group Development Process • Roles & Norms • Group Structure & Compositions • Group Effectiveness • Work Teams Effectiveness • Types of Teams • Team Building & Team Leadership	KK Chapter 10 & 11 Movie Case: Coach Carter
		5	Individual & Group Decision Making	• Models of Decision Making • Decision Making Biases • Dynamics of Decision Making • Group Decision Making	KK Chapter 12 & 13 Movie Case: Coach Carter

		Managing Conflict & Negotiation	• Conflict: A Modern Perspective • Types of Conflict • Managing Conflict • Negotiation	
		Mid-term exam		
	6	Influence, Empowerment & Politics Managing Change	• Organizational Influence Tactics • Power • Empowerment • Organizational Politics • The Need for Change • The Change Management Process • Organizational Development & The OD Process • Why People Resist to Change • Strategies to Overcome Resistance to Change • Leading Organizational Change	KK Chapter 15 & 18 Movie Case: Coach Carter
	7	Developing Leadership in Organization	• Leadership Defined • Theories of Leadership • Six Leadership Passages • From Managing Self to Managing Others • From Managing Others to Managing Manager	KK Chapter 16 Charan, Drotter & Noel 1-3
	8	Developing Leadership in Organization	• From Managing Manager to Managing Functional Manager • From Functional Manager to Business Manager • From Business Manager to Group Manager • From Group Manager to Enterprise Manager	Charan, Drotter & Noel 4-7, 11

			• Identifying Potential Pipeline Failures	
	9	Execution	• Why Execution is Needed • The Building Blocks of Execution • The Three Core Processes of Execution	Bossidy&Charan
	10	Current issue in Leadership and Organisation Behavior	Leadership in Digital Era	1. Bersin (2016) 2. Nielsan & Meehan (2015) 3. Handy (1995) 4. McCann & Kohntopp (2019) 5. Brett (2019) Ch.3
Teaching/Learning Methodology	Theoretical concepts about leadership and organizational behavior will be studied in class, combined with various relevant real-world cases discussion to provide platforms in understanding the applications of such concept and theories in organization. The participant centered learning (PCL) approach willbe applied in the learning process. With this approach students will become the center of the learning process and lecturer will act as facilitator who ensuresthat the learning process can run smoothly and effectively. Students are encouraged to be active participants in the class meeting. Individually, students are strongly required to read all the materials to be discussed in class. PCL questions and assignment will be given by the lecturer a week before the class sessions. On the first session the class will be divided into several groups and one group will be assigned to discuss the questions as well as the assignments and then present the result in class on the following session. Attendance: Minimum 80% of Total Lecture: **1.** A maximum of 3 (three) times absent, for no reason. **2.** Students who came 15 minutes after class begins is considered not present.			

	Description	Part 1	Part 2	LG
Assessment Method in Alignment with Intended Learning Outcomes	Mid-term Exam	25%	-	
	Final term Exam	-	25%	
	Presentation *	10%	10%	V
	Mid-term Assignment (individual)	10%	-	
	Class participation	5%	5%	
	Final-term Assignment (individual)		10%	
	Total	50%%	50%	

*Presentation will be conducted in group with individual evaluation

Reading List and References	Required Readings:
	1. Bersin, J. (2016). "Digital Leadership Is Not an Optional Part of Being a CEO". *Harvard Business Review*. December.
	2. Bossidy, Larry & Charan, Ram (2002). *Execution*. Chrom Business. New York.
	3. Brett, J. (2019). *Evolving Digital Leadership: How to Be a Digital Leader in Tomorrow's Disruptive World*. Forest Lodge, New South Wales, Australia: Apress.
	4. Charan, Noel & Drotter (2001) *Leadership Pipeline*. Jossey Bass. San Fransisco.
	5. Handy, C. (1995). "Trust and The Virtual Organization". *Harvard Business Review*, May-June.
	6. Kreiter, Robert and Kinicki, Angelo. (2013). *Organizational behavior.* 10th edition. McGraw-Hill. Boston.
	7. McCann, J. & Kohntopp, T. (2019). "Virtual Leadership in Organizations: Potential Competitive Advantage?". SAM Advanced Management Journal. 84(3), 26-39.
	8. Nielsen, T. & Meehan, P. (2015). "The 5 Paradoxes of Digital Business Leadership". *Harvard Business Review*. July.
	Case Movie: Coach Carter (2005)

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[1] Revision on the movie case based on CTL evaluation

Assignment Guidelines (Individual Assignment)[2]	1. Students should identify a problem in an organization related to the topics discussed in the class and provide suggestions on what you can door what contribution that you could provide to solve the problem.
	2. Assignments should be submitted during mid-term exam and final-term exam.
	3. The Assignment should cover:
	    • Introduction about the organization
	    • Challenges / problems in the organization
	    • Your contribution to solve the problem.
	    • Conclusion
	Format file: PowerPoint and not more than 10 slides. The assignment should be submitted during the midterm and final exam.

Plagiarism	Plagiarism is defined as inserting words/sentences/ideas belonging to other author/s in part or in whole without referring to the sources. Students must indicate the source of any words/sentences from other author/s in his/her writing.
	
	Plagiarism also refers to the copying in part or in whole other student's assignment, or copying from books, journals, web, magazines, newspapers, etc.
	
	Plagiarism also includes the act of auto-plagiarism defined as the use of one's own words/sentences/ ideas taken from other assignment/paper that have been submitted for grading in other or the same course without any referenceto its/their source/s.
	
	In accordance with the disciplinary rules and code of ethics for students as indicated on the Guidebook of FEBUI, students are prohibited to conduct plagiarism, and will be sanctioned/punished accordingly.
	
	The sanctions/punishment are as follows:
	    • First time offense, the minimum sanction is a Zero (0) grade for the assignment are maximum an F
	    • Second time offense, the grade for the course will be an F.
	    • Third time offense, the student will be expelled from Department of Management, FEBUI.

Statement of Authorship	It is mandatory that a *Statement of Authorship* must be included and posted on the front page of the assigned paper/assignment.

	Statement of Authorship
	I/We........................the undersigned declare to the best of my/our ability that the paper/assignment herewith is an authentic writing carried out by myself/ourselves. No other authors or works of other authors have been usedwithout any reference to its sources. This paper/assignment has never been presented or used as an assignment for other courses except if I/we clearly stated otherwise. I/We fully understand that this assignment can be reproduced and/or communicated for the purpose of detecting plagiarism. Name : Student's ID Number : Signature : Course : Paper/Assignment Title: Date : Lecturer : (signed by all and every single student if its a group assignment)

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[2] Revision on assignment based on CTL evaluation