

CBN COLLABORATIVE POSTGRADUATE PROGRAMME
UNIVERSITY OF IBANDAN SCHOOL OF BUSINESS
WORK PLAN
NAME OF LECTURER:
COURSE: MBA 712 LEADERSHIP AND ORGANISATIONAL BEHAVIOUR

STUDY WEEK	TOPIC SUB-TOPIC	RESULTS LEARNING	TIME Hrs	METHODS	Suggested Videos
1	1.0 Introduction to Organizational Behaviour 1.1 Understanding Organizational Behavior 1.2 Understanding Learning Style 1.3 Understanding How OB Research is Done 1.4 Trends and Changes	The student can: ✓ What is the importance of interpersonal skills? ✓ What do managers do in terms of functions, roles, and skills? ✓ What is organizational behavior (OB)? ✓ Why is it important to complement intuition with systematic study? ✓ What are the major behavioral science disciplines that contribute to OB? ✓ Why are there few absolutes in OB? ✓ What are the challenges and opportunities for managers in using OB concepts?	3	✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and field	There are many good videos available on the Internet. https://www.youtube.com/watch?v=TC7A9PmMPwE

				trip/industrial visit (if any),	
2	<p>2.0 Managing Demographic and Cultural Diversity.</p> <p>2.1 Introduction</p> <p>2.2 Demographic Diversity</p> <p>2.3 Cultural Diversity</p> <p>2.4 Organizational Culture</p> <p>2.5 Understanding Organizational Culture</p> <p>2.6 Characteristics of Organizational Culture</p> <p>2.7 Creating and Maintaining Organizational Culture</p> <p>2.8 Creating Culture Change</p>	<ul style="list-style-type: none"> ✓ What are the two major forms of workforce diversity? ✓ What are stereotypes and how do they function in organizational settings? ✓ What are the key biographical characteristics and how are they relevant to OB? ✓ What is <i>intellectual ability</i> and how is it relevant to OB? ✓ How can you contrast intellectual and physical ability? ✓ How do organizations manage diversity effectively? ✓ What is organizational culture, and what are its common characteristics? ✓ What are the functional and dysfunctional effects of organizational culture? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources. 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=hliwek1unxY</p> <p>https://www.youtube.com/watch?v=ERawUex-U8</p> <p>https://www.youtube.com/watch?v=4cBN8xH-5Qw</p> <p>https://www.youtube.com/watch?v=MfL_0ko4T3o</p> <p>https://www.youtube.com/watch?v=7g-BLzjEbXU</p> <p>https://www.youtube.com/watch?v=6AFn0vFtLC0</p>

		<ul style="list-style-type: none"> ✓ What factors create and sustain an organization's culture? ✓ How is culture transmitted to employees? 			https://www.youtube.com/watch?v=oBH5vZTdRvI
3	3.0 Understanding People at Work: Individual Differences and Perception 3.1 Introduction 3.2 The Interactionist Perspective: The Role of Fit 3.3 Individual Differences: Values and Personality 3.4 Perception	<ul style="list-style-type: none"> ✓ What is personality? How do we typically measure it? ✓ What factors determine personality? ✓ What is the Myers-Briggs Type Indicator (MBTI), and ✓ What does it measure? ✓ What are the Big Five personality traits? ✓ How do the Big Five traits predict work behavior? ✓ Besides the Big Five, what other personality traits are relevant to OB? ✓ What are values, why are they important, and what is the difference between terminal and instrumental values? ✓ Do values differ across generations? How so? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources ✓ Lectures, tutorials and 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=0DIPY0yUAZk</p>

		✓ Do values differ across cultures? How so?		field trip/industrial	
4	4.0 Individual Attitudes and Behaviours 4.1 Introduction 4.2 Work Attitudes 4.3 Work Behaviors 4.4 The Role of Ethics and National Culture 4.5 Diversity in Organizations 4.6 Attitudes and Job Satisfaction 4.7 Emotions and Moods 4.8 Personality and Values 4.9 Perception and Individual Decision Making	✓ What are the main components of attitudes? are these components related or unrelated? ✓ Does behavior always follow from attitudes? Why or ✓ Why not? Discuss the factors that affect whether behavior follows from attitudes. ✓ What are the major job attitudes? In what ways are these attitudes alike? What is unique about each? ✓ How do we measure job satisfaction? ✓ What causes job satisfaction? For most people, is pay or the work itself more important? ✓ What outcomes do job satisfaction influence? What implications does this have for management?	3	✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide range internet based resources.	https://www.youtube.com/watch?v=XJdE7awhJg0 https://www.youtube.com/watch?v=-fOBB4vD0QU

		<ul style="list-style-type: none"> ✓ What is the difference between emotions and moods? ✓ What are the sources of emotions and moods? ✓ What impact does emotional labor have on employees? ✓ What is affective events theory? What are its ✓ Applications? 			
5	<p>5.0 Theories of Motivation</p> <p>5.1 Introduction</p> <p>5.2 Motivation Concepts</p> <p>5.3 Motivation: From Concepts to applications</p> <p>5.4 Need-Based Theories of Motivation</p> <p>5.5 Process-Based Theories</p>	<ul style="list-style-type: none"> ✓ What are the three key elements of motivation? ✓ What are some early theories of motivation? How applicable are they today? ✓ How do the predictions of self-determination theory apply to intrinsic and extrinsic rewards? ✓ What are the implications of employee engagement for management? ✓ What are the similarities and differences between goal setting theory and management by objectives? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. ✓ Guided study will include text readings and the use of a wide 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=8iVpF81xrYM</p>

		<ul style="list-style-type: none"> ✓ What are the similarities and differences between reinforcement theory and goal-setting theory? ✓ How is organizational justice a refinement of equity theory? ✓ What are the key tenets of expectancy theory? ✓ What are some contemporary theories of motivation and how do they compare to one another? 		range internet based resources.	
6	<p>6.0 Designing a Motivating Work Environment</p> <p>6.1 Introduction</p> <p>6.2 Motivating Employees Through Job Design</p> <p>6.3 Motivating Employees Through Goal Setting</p> <p>6.4 Motivating Employees Through Performance Appraisals</p>	<ul style="list-style-type: none"> ✓ What is the job characteristics model? How does it motivate employees? ✓ What are the three major ways that jobs can be redesigned? In your view, in what situations would one of the methods be favored over the others? ✓ What are the three alternative work arrangements of flextime, job sharing, and telecommuting? What are 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=TNRNPTsBFfg</p> <p>https://www.youtube.com/watch?v=vRTPeOZfp_A</p>

	<p>6.5 Motivating Employees Through Performance Incentives</p>	<p>the advantages and disadvantages of each?</p> <ul style="list-style-type: none"> ✓ What are employee involvement programs? How might they increase employee motivation? ✓ What is variable pay? What are the variable-pay programs that are used to motivate employees? What are their advantages and disadvantages? ✓ How can flexible benefits motivate employees? ✓ What are the motivational benefits of intrinsic rewards? 		<ul style="list-style-type: none"> ✓ Guided study will include text readings and the use of a wide range internet based resources 	<p>https://www.youtube.com/watch?v=XtIpgZcKU3I</p> <p>https://www.youtube.com/watch?v=ZVBevshWePY</p> <p>https://www.youtube.com/watch?v=akUdyh8ERvQ</p> <p>https://www.youtube.com/watch?v=o2mi8zhnhYM</p>
<p>7</p>	<p>7.0 Managing Stress and Emotions</p> <p>7.1 Introduction</p> <p>7.2 What Is Stress?</p> <p>7.3 Avoiding and Managing Stress</p> <p>7.4 What Are Emotions?</p> <p>7.5 Emotions at Work</p>	<ul style="list-style-type: none"> ✓ What forces act as stimulants to change, and what is the difference between planned and unplanned change? ✓ What forces act as sources of resistance to change? ✓ What are the four main approaches to managing organizational change? 	<p>3</p>	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/results?search_query=Managing+Stress+and+Emotions</p> <p>https://www.youtube.com/watch?v=oldgGLQBuz8</p>

	<p>7.6 The Role of Ethics and National Culture</p>	<ul style="list-style-type: none"> ✓ How can managers create a culture for change? ✓ What is stress, and what are the possible sources of stress? ✓ What are the consequences of stress? ✓ What are the individual and organizational approaches to managing stress? 		<p>analysis and Quizzes.</p> <ul style="list-style-type: none"> ✓ Guided study will include text readings and the use of a wide range internet based resources. ✓ Lectures, tutorials and field trip/industrial 	<p>https://www.youtube.com/watch?v=OWStPsq2l0w</p>
MID SEMESTER BREAK					
8.	<p>8.0 Communication</p> <p>8.1 Chapter Introduction</p> <p>8.2 Understanding Communication</p> <p>8.3 Communication Barriers</p> <p>8.4 Different Types of Communication and Channels</p> <p>8.5 The Role of Ethics and National Culture</p>	<ul style="list-style-type: none"> ✓ What are the primary functions of the communication process in organizations? ✓ What are the key parts of the communication process, and how do you distinguish formal and informal communication? ✓ What are the differences among downward, upward, and lateral communication? ✓ What are the unique challenges to oral, written, 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=RkebtEk2zU0</p> <p>https://www.youtube.com/watch?v=dDW6FYdIoYE</p> <p>https://www.youtube.com/watch?v=NNVZxTkiX1Y</p>

		<p>and nonverbal communication?</p> <ul style="list-style-type: none"> ✓ What are the advantages and challenges of electronic communication? ✓ What are the main forms of electronic communication? ✓ What are their unique benefits and challenges? ✓ What is the difference between automatic and controlled processing of persuasive messages? ✓ What are some common barriers to effective communication? ✓ What unique problems underlie cross-cultural communication? 		<ul style="list-style-type: none"> ✓ Guided study will include text readings and the use of a wide range internet based resources 	<p>https://www.youtube.com/watch?v=HANw168huqA</p> <p>https://www.youtube.com/watch?v=-DHeRk4cwtY</p> <p>https://www.youtube.com/watch?v=pNGsWfROesE</p>
9	<p>9.0 Managing Groups and Teams</p> <p>9.1 Chapter Introduction</p> <p>9.2 Group Dynamics</p> <p>9.3 Understanding Team Design</p> <p>Characteristics</p>	<ul style="list-style-type: none"> ✓ How do you explain the growing popularity of teams in organizations? ✓ What is the difference between a group and a team? ✓ What are the four types of teams? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=LzPyN11zB-c</p> <p>https://www.youtube.com/watch?v=CKIIDxyBKp8</p>

	<p>9.4 Management of Teams</p> <p>9.5 Barriers to Effective Teams</p>	<ul style="list-style-type: none"> ✓ What conditions or context factors determine whether teams are effective? ✓ How can organizations create team players? ✓ When is work performed by individuals preferred over work performed by teams? ✓ What are three ways in which our understanding of teams differs in a global context? 		<p>include: Presentations, Case Study analysis and Quizzes.</p>	<p>https://www.youtube.com/watch?v=ME1ppZ9WaKU</p> <p>https://www.youtube.com/watch?v=CKIIDxyBKp8</p>
10	<p>10.0 Conflict and Negotiations</p> <p>10.1 Chapter Introduction</p> <p>10.2 Understanding Conflict</p> <p>10.3 Causes and Outcomes of Conflict</p> <p>10.4 Conflict Management</p> <p>10.5 Negotiations</p>	<ul style="list-style-type: none"> ✓ What is conflict? ✓ What are the differences among the traditional, interactionist, and managed-conflict views of conflict? ✓ What are the steps of the conflict process? ✓ What is negotiation? ✓ What are the differences between distributive and integrative bargaining? ✓ What are the five steps in the negotiation process? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. 	<p>https://www.youtube.com/watch?v=hojfxVJLwhs</p> <p>https://www.youtube.com/watch?v=XN_Gwdak54w</p> <p>https://www.youtube.com/watch?v=uWD95n_86fA</p> <p>https://www.youtube.com/watch?v=v4sby5j4dTY</p>

		<ul style="list-style-type: none"> ✓ How do the individual differences of personality and gender influence negotiations? ✓ What are the roles and functions of third-party negotiations? 		<p>Guided study will include text readings and the use of a wide range internet based resources</p>	<p>https://www.youtube.com/watch?v=uWD95n86fA</p>
11	<p>11.0 Making Decisions</p> <p>11.1 Chapter Introduction</p> <p>11.2 Understanding Decision Making</p> <p>11.3 Faulty Decision Making</p> <p>11.4 Decision Making in Groups</p>	<ul style="list-style-type: none"> ✓ What is perception, and what factors influence our perception? ✓ What is attribution theory? What are the three determinants of attribution? ✓ What are its implications for explaining organizational behavior? ✓ What shortcuts do people frequently use in making judgments about others? ✓ What is the link between perception and decision making? ✓ How does one affect the other? ✓ What is the rational model of decision making? How is it different from bounded rationality and intuition? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=pPIhAmWGbQ</p> <p>https://www.youtube.com/watch?v=Ah2Ibvfn5LE</p> <p>https://www.youtube.com/watch?v=1mLQFm3wEfw</p> <p>https://www.youtube.com/watch?v=d7Jnmj2BkS8</p>

		<ul style="list-style-type: none"> ✓ What are some of the common decision biases or errors that people make? ✓ What are the influences of individual differences, organizational constraints, and culture on decision making? ✓ Are unethical decisions more a function of an individual decision maker or the decision maker's work environment? Explain. ✓ What is creativity, and what is the three-component model of creativity? 			
12	<p>12.0 Leading People within Organizations</p> <p>12.1 Introduction</p> <p>12.2 Who is a Leader?</p> <p>12.3 Trait Approaches to Leadership</p>	<ul style="list-style-type: none"> ✓ Are leadership and management different from one another? If so, how? ✓ What is the difference between trait and behavioral theories? Are the theories valid? ✓ What are the main limitations of behavioral theories of leadership? 	3	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=tgJMJ81TYr0</p> <p>https://www.youtube.com/watch?v=dVLE RJ5IdrA</p>

	<p>12.4 What Do Leaders Do?</p> <p>12.5 Behavioral approaches to leadership</p> <p>12.6 What Is the Role of the Context? Contingency Approaches to Leadership</p> <p>12.7 What's New? Contemporary Approaches to Leadership</p>	<ul style="list-style-type: none"> ✓ What is Fiedler's contingency model? Has it been supported in research? ✓ How do charismatic and transformational leadership compare and contrast? Are they valid? ✓ What is authentic leadership? Why do ethics and trust matter to leadership? ✓ How is mentoring valuable to leadership? ✓ What are the keys to effective mentoring? ✓ How can organizations select and develop effective leaders? 		<p>Case Study analysis and Quizzes.</p>	<p>https://www.youtube.com/watch?v=X6RObZecBHI&list=PLQ3OxXptoCTG3NNwM-9Yxin-ELDsOEXNu</p> <p>https://www.youtube.com/watch?v=JtKC2vnXjPE</p> <p>https://www.youtube.com/watch?v=hT5RPduOx0</p> <p>https://www.youtube.com/watch?v=to6dPgKQan0</p>
13	<p>13.0 Power and Politics</p> <p>13.1 Chapter Introduction</p> <p>13.2 The Basics of Power</p> <p>13.3 The Power to Influence</p> <p>13.4 Organizational Politics</p>	<ul style="list-style-type: none"> ✓ What is <i>power</i>? How is leadership different from power? ✓ What are the similarities and differences among the five bases of power? ✓ What is the role of dependence in power relationships? ✓ What are the nine most often identified power or 	3		<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=bnLv4RTg1F8</p> <p>https://www.youtube.com/watch?v=BDqvzFY72mg&list=PLh9mgdi4rNeyViG2ar68jkgEi4y6doNZy</p>

	<p>13.5 Understanding Social Networks</p>	<p>Influence tactics and their contingencies?</p> <ul style="list-style-type: none"> ✓ What is the connection between sexual harassment and the abuse of power? ✓ What are the causes and consequences of political behavior? ✓ What are some examples of impression management techniques? ✓ What standards can you use to determine whether a political action is ethical? 			<p>https://www.youtube.com/watch?v=-2Ed1R0iH4c</p>
<p>14</p>	<p>14.0 Organizational Structure and Change</p> <p>14.1 Introduction</p> <p>14.2 Organizational Structure</p> <p>14.3 Organizational Change</p>	<ul style="list-style-type: none"> ✓ What are the six key elements that define an organization's structure? ✓ What is a bureaucracy, and how does it differ from a simple structure? ✓ What is a matrix organization? ✓ What are the characteristics of a virtual organization? ✓ How can managers create a boundary less organization? 	<p>3</p>	<ul style="list-style-type: none"> ✓ The students will learn through a combination of face – to - face contact and guided study. ✓ Personal contact sessions will include: Presentations, Case Study analysis and Quizzes. 	<p>There are many good videos available on the Internet.</p> <p>https://www.youtube.com/watch?v=p0tjB88vLYo</p> <p>https://www.youtube.com/watch?v=5xsPLr-q_Nk</p> <p>https://www.youtube.com/watch?v=tJQToT-dNX0</p>

		<ul style="list-style-type: none"> ✓ Why do organizational structures differ, and what is the difference between a mechanistic structure and an organic structure? ✓ What are the behavioral implications of different organizational designs 			https://www.youtube.com/watch?v=dXHPqYGWlkg https://www.youtube.com/watch?v=dXHPqYGWlkg
REVISION WEEK					
WEEK STUDY (WEEK 1 TO 14)					
FINAL EXAMINATION					

LECTURER:

PROGRAMME LEADER