

Syllabus  
**48070 «ORGANIZATIONAL BEHAVIOR AND LEADERSHIP»**  
 Prof. Dr. Ingo Weller  
 Fall 2021

**Overview and Key Information:**

Contact information:	Prof. Dr. Ingo Weller, <a href="mailto:ingo.weller@lmu.de">ingo.weller@lmu.de</a> (LMU Munich School of Management, Geschwister-Scholl-Pl. 1, 80539 Munich/Germany)
Dates and times:	September 24/25, 2021, and October 8/9, 2021 Friday course hours are 12.15-18, and Saturday hours are 10.15-16
Course format:	Because of the uncertain pandemic situation (in terms of travel restrictions, quarantine regulations, etc.), I deliver this course in online format (via switchtube). All materials will be uploaded on or shortly before the announced days.
Course type and admission criteria:	The course is a seminar/colloquium. The course language is English. In face-to-face format, 25 students (max.) are admitted. In online format, more students can probably access the course, depending on the circumstances at the time. If the access to the course must be restricted, students will be asked to write and submit a short motivation letter (about 1 page), which will serve as the basis for admission decisions.
Examination:	The exam has three components: <ul style="list-style-type: none"> <li>• Two short summary letters (2 pages each), one on OB and one on leadership (25%)</li> <li>• A brief presentation of a practical case, either focussing on OB or leadership (2 pages) (25%)</li> <li>• A structured discussion of a research article, either from OB or leadership (4 pages) (50%)</li> </ul> <p>I provide a precise description of my expectations at the beginning of the course. Please submit all materials to <a href="mailto:ingo.weller@lmu.de">ingo.weller@lmu.de</a>.</p>
Course credits:	The course earns the participants 3 ECTS points.

**Learning Goals:**

The «Organizational Behavior and Leadership» course is an “advanced introduction”. It is an “introduction” because it does not require lots of prior knowledge on the topic. Some general background from psychology or management is helpful, though. As an introduction, the course gives an overview of what OB is and how leaderships fits in. It is “advanced” because it goes further than a simple introduction. Among other things, we discuss...

- Methodological challenges in OB and leadership research.
- Ethical and moral aspects revolving around the practice of OB and leadership.
- Recent and lasting developments that may fundamentally change what we know or believe to know about OB and leadership. A special focus is on the digital transformation.

The course follows a classical textbook structure; at the same time, it takes the freedom to deviate from textbook style, and introduces a number of general mechanisms, interventions, and processes that help us understand the functioning of OB and leadership as well as make a meaningful connection with practice. Examples include, but are not limited to

- The matching mechanism (or the creation of person-environment fit). Many organizational practices (e.g., hiring, training) aim to achieve a strong match quality (or PE-fit) because it benefits a number of critical individual-, organizational- and economy-/society-level outcomes.
- Transparency interventions. Transparency (e.g., pay transparency) is a recent practice that legislators and managers demand to increase fairness and decrease inequality (e.g., the gender pay gap).
- Organizational transformation processes. Here, the role of leadership comes in. We will further discuss how leadership relates to and serves the strategic human resource management process (e.g., in the performance management cycle).

Students learn OB and leadership theories; how they explain and inform relevant mechanisms, interventions, and processes; and how those can be helpful to understand and improve the world of work.

### **Readings and Materials:**

I provide all of the course materials (videos, slides, articles, links, etc.) online. Circulation of the files to course outsiders is discouraged (i.e., prohibited). Please note that all of the materials are relevant for the exam. Materials are uploaded in batches on or shortly before the announced course days. The course uses the following textbook:

Robbins, S. P., & Judge, T. 2019. ***Organizational behavior*** (18th edition). New York, NY: Pearson.

### **Content Overview:**

Day 1:

- 01: What is OB and leadership?
- 02: Heterogeneity (or “diversity”) in organizations
- 03: Personality

Day 2:

- 04: Attitudes
- 05: Perceptions and decisions
- 06: Motivation and behaviors

Day 3:

- 07: Foundations of social behaviors
- 08: Groups and teams
- 09: Leadership

Day 4:

- 10: Leadership, power and conflict
- 11: Leadership and culture
- 12: Leadership and HRM