*Leadership and strategic thinking in organizational development*
Master: ORGANIZATIONAL AND OCCUPATIONAL HEALTH PSYCHOLOGY
2nd year / 2nd semester

| Coordinators | **Zoltan Bogathy, PhD, invited professor** |
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| **Type of discipline:** | Compulsory |
| **Number of allocated hours** | 42 |
| **Credits** | 9 |

## Short description

This course is designed to provide students with various perspective on organizational development and leadership approaches. The main purpose of management and leadership is to provide direction, facilitate change and obtain results using efficiently, creatively and responsibly various resources. Main theoretical models will be presented, along with real examples from organizations. There will be emphasis on the development of managerial skills, the planned change in organizations, teamwork and decision processes, intervetions regarding organizational development.

## Competencies (to be developed)
- Developing diagnosis and intervention skills
- Developing skills for making the connection between theory and practice
- Creating frames of understanding various approaches in leadership

## Objectives
- Provide a background and advancements for understanding leadership and management processes
- Analyze leadership roles, strategic thinking and implications for organizational development
- Understanding principles and methods for organizational development

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| **Course: CONCEPTUAL FRAMEWORK OF ORGANIZATION DEVELOPMENT (OD)**<br>**Seminar:  Culture and leadership**<br><br>**References**<br>Carter, L., Ulrich, D., Goldsmith, M. (2005). *Best practices in leadership development and organization change. How the best companies ensure meaningful change and sustainable leadership*. San Francisco: Pfeiffer.<br>Cummings, T.G., Worley, C.G. (2008). *Organization development and change*. Mason: Cengage Learning. |
| **2** |
| **Course: LEADERSHIP AND ORGANIZATIONAL CHANGE**<br> **Seminar:  Delegation and empowerment**<br><br>**References**<br>Gallos, J.V., Schein, E.H. (2006). *Organization development: a Jossey-Bass reader*. San Francisco: Jossey-Bass.<br>Choi, J. (2006). A motivational theory of charismatic leadership: envisoning, empathy , and empowerment. *Journal of leadership and organizational studies*, 13 (1), 24-43 |
| **3** |
| **Course: FOLLOWERSHIP AND ORGANIZATIONAL CHANGE**<br>**Seminar: Follower contributions to effective leadership**<br><br>**References**<br>Armstrong, M. (2009). *Armstrong's handbook of management and leadership. A guide to managing for results (2nd edition)*. London: Kogan Page<br>Ginsberg, R., Gray Davies, T. (2007). *The human side of leadership. Navigating emotions at work*. Westport: Praeger |
| **4** |
| **Course: THE OD PROCESS: DIAGNOSIS OF THE ORGANIZATIONAL SYSTEM**<br>**Seminar: Leadership in action: supporting & recognizing**<br><br>**References**<br>Brodbeck, F.C.(2008). *Leadership in Organization*. In N. Chmiel. *An Introduction to Work and Organizational Psychology: A European Perspectiv*e (Second Edition). Blackwell Publishing<br> Parker, P.A., Sorensen, J. (2008). Emotional intelligence and leadership skills among NHS managers: an empirical inverstigation. *The International Journal of Clinical Leadership*, 16, 137-142. |
| **5** |
| **Course: THE OD PROCESS: ACTION/INTERVENTION**<br>**Seminar: Ledearship in action: Coaching  & mentoring**<br><br>**References**<br>Armstrong, M. (2009).  Management skills. In M. Armstrong. *Armstrong's handbook of management and leadership. A guide to managing for results (2nd edition)*. pp (79-109) London: Kogan Page<br>Wu, J.H., Chen, Y.C., Lin, H.H. (2004). Developing a set of management needs for IS managers: A study of necessary managerial activities and skills. *Information & Management*, 41, 413-429 |
| **6** |
| **Course: THE OD PROCESS: THE MANAGEMENT OF CHANGE**<br>**Seminar: Leadership in action: Using different types of power**<br><br>**References**<br>Choi, J. (2006). A motivational theory of charismatic leadership: envisioning, empathy and empowerment. Journal of Leadership & Organizational Studies, 13 (1), 24-43 |

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| **Course: ENVISIONING AND IMPLEMENTING CHANGE**<br>**Seminar: Participative leadership**<br><br>**References**<br>Kets de Vries, M.F.R. (2003). *Leaders, fools and impostors. Essays on the Psychology of Leadership*. Lincoln: iUniverse |
| **8** |
| **Course: LEADING AND MANAGING PLANNED CHANGE**<br>**Seminar: Ethical and moral leadership**<br><br>**References**<br>Detert, J.R., Trevino, L.K.,Burris, E.R., Andiappan, M. (2007). Managerial models of influence and counterproductivity in organizations: A longitudinal business unit-level investigation. *Journal of Applied Psychology*, 92, 993-1005<br>Kalshoven, K. (2010). *Ethical leadership-through the eyes of employees*. Enschede: Ipskamp Drukers |
| **9** |
| **Course: LEADERSHIP IN TEAMS AND DECISION GROUPS**<br>**Seminar: Facilitating team development**<br><br>**References**<br>Bruch, H., Gerber, P., Maier, V. (2005). Strategic change decisions: doing the right change right. *Journal of Change Management,* 5 (1), 97-107<br>Vroom, V.H. (2000). Leadership and the decision-making process. *Organizational Dynamics*, 28 (4), 82-94 |
| **10** |
| **Course: HUMAN RESOURCES OD INTERVENTIONS**<br>**Seminar: Moderated group discussion**<br><br>**References**<br>Kim, H. (2005). Organizational interventions influencing employee career development preferred by different career success orientations. *International Journal of Training and Development*, 9 (1), 47-61 |
| **11** |
| **Course: STRATEGICAL OD INTERVENTIONS**<br>**Seminar: Moderated group discussion**<br><br>**References**<br>Bednar, D.H., Godkin, L. (2009). Organizational learning and the development of a networked company. *Review of Policy Research, 26* (3), 329-343 |

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| **Course: STRATEGICAL LEADERSHIP AND POLITICAL POWER**<br>**Seminar: Moderated group discussion**<br><br>**References**<br>Messick, D.M., Kramer, R.M. (2005). *The psychology of leadership.* New perspectives and research. New Jersey: Lawrence Erlbaum Associates |
| **13** |
| **Course: STRATEGICAL LEADERSHIP AND COMPETING VALUES**<br>**Seminar:  Moderated group discussion**<br><br>**References**<br>Carlson, C., Clemmer, F., Jennings, T., Thompson, C.D., Page, L.J. (2007). Organizational Development 101: Lessons from Star Wars. *The Journal of Individual Psychology,* 63 (4), 424-439 |
| **14** |
| **Course: MAJOR FINDINGS IN LEADERSHIP AND OD RESEARCH**<br>**Seminar: Moderated group discussion**<br><br>**References:**<br>Kornor, H., Nordvik, H. (2004). Personality traits in leadership behavior. *Scandinavian Journal of Psychology*, 45, 49-54<br>Chen, G., Kirkman, B.L., Kanfer, R., Allen, D., Rosen, B. (2007). A multilevel study of leadership, empowerment and performance in teams. *Journal of Applied Psychology,* 92 (2), 331-346<br>Tepper, B.J., Moss, S.E., Lockhart, D.E., Carr, J.C. (2007). Abusive supervision, upward maintenance communication, and subordinates' psychological distress. *Academy of Management Journal*, 50 (5), 1169-1180 |

**Evaluation**

1. **Coordinating group** discussion – having the role of discussion leader (preparing materials for colleagues, faciliting group discussion, pointing out relevent aspects for the topic) *(4 points)*
2. **Written exam** *(5 points)*

Re-examination methodology
1. **Written exam** *(5 points)*
2. **Preparing a power point presentation on one of the topic** *(4 points)*

**ATTENDANCE**

Is required for 10 out of 14 courses/seminars.

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