



SYLLABUS

ORGANISATIONAL BEHAVIOUR

RECOMMENDED TEXTBOOKS

1. Management and Organisational Behaviour, by L Mullins: (5th ed.) Pitmans. 1999
2. An Introduction to Organisational Behaviour, by SP Robbins (8th ed.) Prentice Hall.

SYLLABUS

SECTION 1 Foundations of a behavioural approach to work (2%) Mullins, ch. 1 and 4

PURPOSE To introduce students to the history of the behavioural movement in management. Satisfying individual needs in the work environment. The influence of a behavioural approach on organisational effectiveness.

LEARNING OBJECTIVES

- 1.1 Explain the meaning and nature of Organisational Behaviour.
- 1.2 Provide an introduction to a behavioural approach to management.
- 1.3 Be aware of the complex nature of the individual in work organisations.
- 1.4 Explain main influences on behaviour in work organisations and the nature of behavioural science.

SECTION 2 Individual and the work environment (4%) Mullins, ch. 1

PURPOSE To study socialisation of individuals into the work environment. To determine the role of the individual in the work environment. Role ambiguity. Role conflict, incongruency theory and role conflict, role and status. Transaction analysis and role. Comparing the work environment with environment with the individual.

LEARNING OBJECTIVES

- 2.1 Outline the individual's contribution to the organisation and the factors affecting behaviour and performance.
- 2.2 Recognition of the individual.
- 2.3 Organisational change and individual differences.
- 2.4 Role relations.
- 2.5 Role conflict.
- 2.6 Role stress.

SECTION 3 Individual personality development and attitudes (3%) Mullins, ch. 4

PURPOSE Investigate personalities and human behaviours. Compare attitudes.

LEARNING OBJECTIVES

- 1.1 Dynamics – the key to understanding personality
- 1.2 Approaches to personality studies:
 - 3.2.1 Nomothetic
 - 3.2.2 Ideograph
- 1.3 Stress and the individual

- 1.4 Attitudes
 - 3.4.1 What are attitudes?
 - 3.4.2 The functions of attitudes
 - 3.4.3 Prediction of behaviour
 - 3.4.4 Attitudes, managers and culture
 - 3.4.5 Attitudes change

SECTION 4 The cognitive basis of individual behaviour (5%) Mullins, ch. 4

PURPOSE Analyse perception Explain the learning process Look at problem solving techniques

LEARNING OBJECTIVES

- 1.1 The process of learning
 - 4.1.1 A simplified view of the learning process
 - 1.1.2 The nature of learning
 - 1.1.3 The learning theory
- 4.2 Examine the process of perception
- 4.3 Explain the internal and external factors, which influence the process of perception.
- 1.4 Identify problems, distortions and bias with regard to perception of people.
- 1.5 Examine the link between perception and communication and the importance of understanding the interaction process.
- 1.6 Recognise the importance of the study of perception and gender.

SECTION 5 Job design (10%) Mullins, ch. 15

PURPOSE Demonstrate the need for better job designs Explain intrinsic and extrinsic job factors

LEARNING OBJECTIVES

- 1.1 Work organisation and job design
- 1.2 Individual job design
 - 5.2.1 Job rotation
 - 5.2.2 Job enlargement
 - 5.2.3 Job enrichment
- 5.3 Comprehensive model of job enrichment (Hackman and Oldham)
- 5.4 Job enrichment and job satisfaction
- 5.5 Broader organisational approaches to improved job design

SECTION 6 Job Satisfaction (6%) Mullins, ch. 15

PURPOSE To define job satisfaction and the importance thereof

LEARNING OBJECTIVES

- 1.1 Meaning and nature of job satisfaction – Motivation and job satisfaction
- 1.2 Job satisfaction and work performance
- 1.3 Dimensions of job satisfaction
- 1.4 Factors which influence job satisfaction

SECTION 7 Participative Management (3%) Mullins, ch. 20

PURPOSE Analyse the concept of participative management

LEARNING OBJECTIVES

- 1.1 Define organisational climate
- 1.2 Perception of employees
- 1.3 Characteristics of a healthy organisational climate
- 1.4 Staff morale

- 1.5 Employee commitment
- 1.6 Management of organisational climate

SECTION 8 Stress in the work environment (2%) Mullins, ch. 6

PURPOSE Discuss stress and the desire to succeed sources of stress in the work in the work environment.

LEARNING OBJECTIVES

- 8.1 Discuss the stresses at work
- 8.2 Discuss the role relationships and conflict
- 8.3 Organisational situations creating role problems and as a result stress
- 8.4 Managerial stress

SECTION 9 Human needs and motivation (15%) Mullins, ch. 4

PURPOSE Analyse motivation and the effects on the employee in the organisation.

LEARNING OBJECTIVES

- 9.1 Explain the meaning of motivation
- 9.2 Needs and expectations at work
- 9.3 Frustration – induced behaviour
- 9.4 Content theories of motivation
- 9.5 Maslows hierarchy of needs model
- 9.6 Alderfers modified need hierarchy model
- 9.7 Herzbergs two – factor theory
- 9.8 Mc Cellands Achievement motivation theory

SECTION 10 Goal setting and reinforcement (3%) Mullins, ch.9 and 14

PURPOSE Determine goal setting Identify reinforcements

LEARNING OBJECTIVES

- 1.1 Explain the reinforcement theory
- 1.2 Explain traditional motivation
- 1.3 Identify positive reinforcers
- 1.4 Analyse reinforcement and punishments
- 1.5 Organisational goals

SECTION 11 The relationship between money and motivation (5%) Mullins, ch. 14

PURPOSE To analyse the relationship between money motivation Identify reinforcements

LEARNING OBJECTIVES

- 11.1 Identify the relationship between money and the satisfaction of needs
- 11.2 Process theories of motivation
- 11.3 Equity theory – Adams

SECTION 12 Leadership styles (8%) Mullins, ch. 8

PURPOSE

To study the relationship processes and compare the relationship between directing and leading

LEARNING OBJECTIVES

- 1.1 Meaning of leadership
- 1.2 Differentiate between leadership and management
- 1.3 Explain managerial leadership

- 1.4 Examine the leadership relationship
- 1.5 Distinguish between different powers and leadership influences
- 1.6 Analyse the different approaches to leadership

SECTION 13 Communication in the working environment (2%) Mullins, ch.5

PURPOSE

Discuss the communication process, methods of communication, barriers of communication and the role of management in organisational communications.

LEARNING OBJECTIVES

- 13.1 Analyse the communication process
- 13.2 Determine the methods of communication
- 13.3 Study the barriers of communication
- 13.4 Examine the role of management in organisational communication

SECTION 14 Participative Management (5%) Mullins, ch.6

PURPOSE Analyse the concept of participative management.

LEARNING OBJECTIVES

- 14.1 Examine the development of group participation
- 14.2 Examine the degrees of participation
- 14.3 Evaluate the techniques of participative management and the limitations thereof.

SECTION 15 Leadership and group performance (5%) Mullins, ch. 6

PURPOSE Explain the meaning and nature of groups.

LEARNING OBJECTIVES

- 15.1 Explain the meaning and importance of groups
- 15.2 Influences on behaviours on at work
- 15.3 Formal and informal groups
- 15.4 Reasons for the information groups
- 15.5 Group cohesiveness and performance.

SECTION 16 + 17 Small group behaviour and intergroup behaviour (2%) Mullins, ch. 6

PURPOSE Definition of small groups and nature of intergroup behaviour.

LEARNING OBJECTIVES

- ☐ Role relations
- ☐ Role conflict
- ☐ Role stress
- ☐ Character effectiveness
- ☐ Work group
- ☐ Group development

SECTION 18 Management of organisational development and change (12%) Mullins, ch.20

PURPOSE

To study the diverse factors that arise as a result of organisational change and to investigate the principles of organisational development.

LEARNING OBJECTIVES

- 18.1 Culture and climate

- 18.2 Resistance to change
- 18.3 Overcoming resistance to change
- 18.4 Force-field analysis
- 18.5 Organisational development

SECTION 19 Using behavioural knowledge to improve management effectiveness (10%) Mullins, ch.9

PURPOSE Linking management theory to practice Ethical issues

LEARNING OBJECTIVES

- 19.1 The management of opportunities and risks
- 19.2 Social responsibilities of management
- 19.3 Value in the organisation
- 19.4 Values and ethics
- 19.5 Business ethics

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