

<b>Unit Title: Organisational Behaviour</b>	<b>Unit Code: OB</b>
<b>Level: 5</b>	<b>Learning Hours: 160</b>
<b>Learning Outcomes and Indicative Content:</b>	
Candidates will be able to:	
<p><b>1. Examine and discuss the historical development of management thought and consider the implications in a dynamic and changing world</b></p> <p>1.1 Discuss the classical theorists, e.g. Taylor, Fayol, Urwick and Weber</p> <p>1.2 Discuss the key contributions of the Scientific, Bureaucratic and Administrative Management Schools to the study of people in organisations</p> <p>1.3 Understand and explain the behavioural limitations of these theories</p> <p>1.3 Examine Systems Theory and more contemporary theories such as those based on excellence</p> <p>1.5 Identify the primary roles, functions and activities of different management levels</p> <p><b>2. Discuss the nature and meaning of organisational behaviour and explain its importance to management in positively influencing the human resource</b></p> <p>2.1 Define the meaning of organisation and behaviour</p> <p>2.2 Discuss the concept of organisational behaviour and its interface with management</p> <p>2.3 Examine the contribution of Mayo, the Human Relations School and behavioural science to the development of management thought</p> <p>2.4 Explain the characteristics of organisational culture and identify four main types</p> <p>2.5 Explain the various ways in which behaviour is influenced in organisations</p> <p><b>3. Analyse the individual's contribution to organisational behaviour and performance by recognising the importance of personality and perception</b></p> <p>3.1 Identify the individual's contribution to the organisation and the factors affecting behaviour</p> <p>3.2 Compare and contrast the various approaches to personality</p> <p>3.3 Explain the major difficulties in studying personality</p> <p>3.4 Examine the various measures of personality</p> <p>3.5 Explain the process and principles of perception and the problems and distortions that may arise</p>	

- 4. Understand the goals, expectations and roles of individuals within organisations**
  - 4.1 Examine the significance of attitudes, their formation, functions and measurement
  - 4.2 Explain the principles and problems associated with attitude change and describe the impact of behavioural issues on attitudes
  - 4.3 Identify the internal and external factors relevant to the learning process
  - 4.4 Compare classical and operant conditioning
  - 4.5 Examine chain and cyclical theories of learning and discuss their effectiveness
  - 4.6 Identify the nature and causes of stress and understand the links with personality. Discuss the role of the manager in handling stressful situations
  - 4.7 Describe the problems of individuals in work roles, the conflicts that might arise and means available to realise expectations and improved performance
  
- 5. Understand the nature and meaning of motivation and examine a variety of content and process theories together with their implications for management**
  - 5.1 Define motivation and its examine early developments
  - 5.2 Explain individual behaviour through 'need theories' (Maslow, McClelland, Alderfer), motivation and hygiene (Herzberg) and other behavioural models (McGregor, Schein)
  - 5.3 Compare and contrast content with process theories including expectancy, equity and goal setting approaches
  - 5.4 Discuss the implications for management of different theories (including job design)
  - 5.5 Examine the problems of motivation and links to job satisfaction, morale and effectiveness
  
- 6. Explain the nature and meaning of job satisfaction, its relationship to work performance and the various approaches designed to improve it**
  - 6.1 Explain the concept of morale: its nature, measurement, consequences and means of achieving it
  - 6.2 Examine the concept of job satisfaction and its relationship with performance
  - 6.3 Identify sources and reactions to frustration and alienation at work
  - 6.4 Examine the main approaches to improving job design and the principles involved
  - 6.5 Discuss more recent developments in re-designing the working environment (e.g. tele-working, flexibility, autonomous work groups)

**7. Understand the nature and significance of groups in organisations and describe the range of skills required for effective teamwork**

- 7.1 Explain the nature of a group and distinguish formal and informal types
- 7.2 Examine the process of group development and its impacts on individual behaviour
- 7.3 Identify the key characteristics of effective workgroups (e.g. norms, cohesion, conformity) and the task and maintenance functions they fulfil
- 7.4 With reference to the work of Belbin to examine the roles/skills essential for effective team performance
- 7.5 Discuss the nature of team spirit and the characteristics associated with effective and ineffective teams

**8. Discuss the nature of leadership in theoretical terms and outline key variables that determine effectiveness in practice**

- 8.1 Define leadership and compare the differences between leadership and management
- 8.2 Explain the nature of leadership and the exercise of power and authority
- 8.3 Compare and contrast leadership theories based on traits and styles
- 8.4 Examine situational theories including contingency and path-goal models
- 8.5 Summarise the variables affecting leadership effectiveness

**9. Explain the nature, causes and effects of conflict as well and the strategies, structures and procedures for conflict resolution**

- 9.1 Explain the nature and types of conflict between individuals, groups and the organisation
- 9.2 Examine the causes of conflicts
- 9.3 Explain the role of the manager in the management of conflict and its positive and negative implications
- 9.4 Identify different strategies for resolving conflict including interpersonal techniques
- 9.5 Identify specific conflict situations and compare and contrast alternative procedural arrangements for reducing or resolving conflicts

**10. Understand the communication processes in the formal and informal organisation and identify individual, group and organisational barriers to effective communication**

- 10.1 Examine the nature and scope of communication in organisations
- 10.2 Explain the communication process and the use of verbal communication and non verbal behaviours
- 10.3 Compare alternative patterns of group communication (networks) and consider the meaning and importance to management of networking
- 10.4 Analyse the various barriers to effective communication
- 10.5 Describe and explain formal and informal communication systems within and between organisations and the techniques to improve them

**Assessment Criteria:**

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

**Recommended Reading**

ABE, *ABE Study Manual – Organisational Behaviour*, ABE

Mullins L, *Management and Organisational Behaviour* (2004), Pearson Higher Education  
ISBN: 0273688766