

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

- 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 as 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* (2008), Pearson Education
ISBN: 9781405854764