RECOMMENDED TEXTBOOKS


SYLLABUS

SECTION 1 Foundations of a behavioural approach to work Mullins
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

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
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

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
  4.1.2 The nature of learning
  4.1.3 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

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

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

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
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
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
PURPOSE Determine goal setting Identify reinforcements

LEARNING OBJECTIVES
1.1 Explain the reinforcement theory
1.2 Explain traditional motivation
1.3 Identify positive reinforces
1.4 Analyse reinforcement and punishments
1.5 Organisational goals

SECTION 11 The relationship between money and motivation
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
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
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
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
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
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
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

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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