

STAGE 2

MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Theme:	Human Resource Management
Assessment Weighting:	50% Coursework 50% Examination

INTRODUCTION

This module is designed to provide students with a clear insight to the needs for organisational effectiveness, the importance of an understanding of management and organisational behaviour and their roles as integrated activities. This module builds upon the material studied in the *Management and Marketing Principles* module in Stage 1. Emphasis is placed on key factors such as individual and group behaviour within a business context and explores how environmental and intercultural influences affect the dynamics of the organisation.

AIMS

The aims of this module are to:

- Enable students to explore and evaluate issues surrounding the behaviour of individuals including environmental and intercultural influences on group behaviour, motivation and learning, communication, leadership, group conflict, and change
- Introduce students to organisational controls, power, principles and ethics
- Recognise the role of learning in organisational behaviour
- Examine the tasks and contributions of managerial work including an exploration of leadership and its role in management.

LEARNING OUTCOMES

On successful completion of this module, students should be able to:

- Identify the major trends in the development of organisational behaviour and management thinking
- Outline the importance of the individual's contribution to the organisation and factors affecting behaviour and performance
- Explain the significance of learning in organisational behaviour and in management
- Examine factors which influence group cohesiveness and performance
- Discuss and evaluate the main theories of leadership and the attributes of a successful leader
- Explore approaches to corporate social responsibilities and ethics in organisations

- Assess the importance of good structure for organisational performance
- Demonstrate their knowledge of the subject matter through presentations, debates and written work.

INDICATIVE MODULE CONTENT

Introduction to Management and Organisational Behaviour

- Historical Evolution of Organisational Behaviour
- Historical Evolution of Management

Individuals Differences and Diversity

- Managing individuals at work
- Personality
- Diversity Management & Organisations

The Nature of Learning

- Organisations and the Management of Learning
- The learning Organisation
- Facilitating Learning

Work Motivation and Job Satisfaction

- Needs and Expectations at Work
- Theories of Motivation
- The Meaning and Nature of Job Satisfaction

Work Groups and Teams in Organisations

- The Meaning and Importance of Groups and Teams
- Role Relationships
- Group Values and Norms

The Role and Nature of Management and Leadership

- Managerial and Leadership styles
- The Manager and the Leader
- Managing People

Organisation Structure and Design

- The Meaning and Nature of Organisational Structure
- The Design of Organisation Structure
- Division of Work

Organisational Control and Power

- Elements of Organisation Control
- Power and Management Control
- Delegation and Empowerment
- Behavioural Factors in Control Systems

Organisation Culture and Change

- Organisational Culture
- The Importance of Culture
- The Nature of Organisational Change
- The Management of Organisational Change

Organisational Strategy & Ethics

- Corporate Social Responsibility