

## *Organisational Behaviour*

### **Intended Module Learning Outcomes**

On successful completion of this module learners will be able to:

1. Examine the component tasks involved in management
2. Distinguish between different organisational structures and management styles
3. Recognise and discuss the primary motivating factors governing employee behaviour
4. Explain the roles of empowerment and delegation as management tools
5. Recognise the nature and purpose of organisations and management as universal to all organisations including planning, decision making and controlling.
6. Identify the characteristics of the processes that occur within work groups/group dynamics
7. Explain the importance of leadership in organisational behaviour
8. Calculate the influence of culture on the behaviour of stakeholders within the organisation.

### **Module Objectives**

This module is presented in the context of the international organisational environment and aims to help the learner understand and analyse the working of an organisation, and the processes that take place within it.

Organisational Management will introduce the learners to the nature of the organisations, their methods of working, the roles within them and the business environment in which they operate.

The module aims:

- To provide learners with an understanding of organisational structure and culture
- To present the business context within which organisations manage, behave, and operate
- To introduce learners to the characteristics of management, the management process and the role of the manager.

## **Module Curriculum**

### Foundations of Organisational Behaviour

- Introduction
- Approaches to Organisational Behaviour
- Issues and research methods

### Development of organisations

- Historical development of organisation and management – Scientific Management, Human Relations, Contingency Systems.

### Organisation structure and strategy.

- Different structural configurations, factors influencing the choice of structure.
- Different activities/functions within the organisations and their interaction.

### Organisations and their socio-cultural and political environment.

- Direct and indirect variables and their impact on the organisational environment.
- Influence of culture on organisational values, attitudes, behaviour and performance.
- Corporate social responsibility

### Introduction to management behaviour

- The role of management in relation to the organisation's human resources.
- The relationship of management style to organisational structure, strategy and culture.

### Behavioural processes

- Work motivation/delegation/empowerment
- Personality theories
- Leadership theories.

## Behavioural consequences

- Informal organisations
- Group dynamics
- Managing change.