



Diploma in Human Resources Management (630) – Organisational Behaviour




Prerequisites: Knowledge of business organisational terminology.	Corequisites: A pass or higher in Certificate in Business Studies or equivalence.
Aim: The behaviour of individuals and groups in an organization directly affects the success of the organization. Knowledge of human behavior, psychology and business is critical in helping people lead productive lives and contribute to the achievement of organizational goals and objectives. This course addresses problems and issues concerning leadership, interpersonal effectiveness, and challenges for managers in the 21st century. Topics covered include employee empowerment, teamwork, managing diversity, cross-cultural management, personal effectiveness, organizational change, organizational analysis, decision making, negotiation, conflict resolution, power, politics, and influence.	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The course requires a combination of lectures, demonstrations and discussions.	
Intended Learning Outcomes:	Assessment Criteria:
1 Analyse organizational behaviour? Describe what managers do	1.1 Define organizational behavior (OB) 1.2 Explain the value of the systematic study of OB 1.3 Identify the contributions made by major behavioral science disciplines to OB 1.4 List the major challenges and opportunities for managers to use OB concepts 1.5 Explain the need for a contingency approach to the study of OB
2 Describe attitudes and job satisfaction	2.1 Contrast the components of an attitude 2.2 Identify the role that consistency plays in attitudes 2.3 Describe the relationship between attitudes and behavior 2.4 Discuss similarities and differences between job satisfaction and other job attitudes discussed 2.5 Describe the main causes of job satisfaction
3 Identify personality and values. Explain the factors that determine an individual's personality.	3.1 Describe the MBTI personality framework. 3.2 Explain how the major personality attributes predict behavior at work. 3.3 Contrast terminal and instrumental values. 3.4 List the dominant values in today's workforce. 3.5 Identify Hofstede's value dimensions of national culture.
4 Describe perception and individual decision making	4.1 Explain how two people can see the same thing and interpret it differently 4.2 Describe the determinants of attribution 4.3 Describe how shortcuts can assist in or

	<p>distort our judgment of others</p> <p>4.4 Explain how perception affects the decision making process</p> <p>4.5 Outline the steps in the rational decision making model</p> <p>4.6 Describe the actions of the boundedly rational decision maker</p> <p>4.7 Explain the common decision biases or errors</p> <p>4.8 Identify the conditions in which individuals are most likely to use intuition in decision making</p>
<p>5 Motivation Concepts. Outline the motivation process. . Discuss the ways in which employees can be motivated by changing the work environment.</p>	<p>5.1 Describe Maslow’s need hierarchy.</p> <p>5.2 Differentiate motivators from hygiene factors.</p> <p>5.3 Describe the characteristics that high achievers prefer in a job.</p> <p>5.4 Describe the types of goals that increase performance.</p> <p>5.5 Discuss ways self-efficacy can be increased.</p> <p>5.6 Describe the impact of under-rewarding employees.</p> <p>5.7 Clarify the key relationships in expectancy theory.</p> <p>5.8 Explain how the contemporary theories of motivation complement each other.</p> <p>5.9 Explain why managers might want to use employee involvement programs.</p> <p>5.10 Discuss how the different types of variable-pay programs can increase employee motivation.</p> <p>5.11 Describe the link between skill-based pay plans and motivation theories.</p> <p>5.12 Explain how flexible benefits turn benefits into motivators.</p>
<p>6 Describe emotions and moods</p>	<p>6.1 Differentiate emotions from moods.</p> <p>6.2 Discuss the different aspects of emotions.</p> <p>6.3 Identify the sources of emotions and moods.</p> <p>6.4 Describe external constraints on emotions.</p> <p>6.5 Discuss the impact emotional labor has on employees.</p> <p>6.6 Discuss the case for and the case against emotional intelligence.</p>
<p>7 Analyse Group Behaviour. Differentiate between formal and informal groups.</p>	<p>7.1 Explain how role requirements change in different situations.</p> <p>7.2 Describe how norms exert influence on an individual’s behavior.</p> <p>7.3 Explain what determines status.</p> <p>7.4 Define social loafing and its effect on group performance.</p> <p>7.5 Identify the benefits and disadvantages of cohesive groups.</p> <p>7.6 Identify the strengths and weaknesses of group decision-making.</p>
<p>8 Explain the growing popularity of teams in organizations.</p>	<p>8.1 Contrast teams with groups.</p> <p>8.2 Identify the different types of teams.</p>

<p>9 Describe the communication process. Contrast the advantages and disadvantages of oral versus written communication.</p>	<p>8.3 Specify the characteristics of effective teams. 8.4 Explain how organizations can create team players. 8.5 Describe conditions when teams are preferred over individuals. 9.1 Identify factors affecting the use of the grapevine. 9.2 Discuss how computer-aided technology is changing organizational communication. 9.3 Explain the importance of channel richness to improving communication effectiveness. 9.4 Identify common barriers to effective communication. 9.5 Describe potential problems in cross-cultural communication.</p>
<p>10 Identify the different approaches to leadership. Contrast leadership and management.</p>	<p>10.1 Identify the limitations of behavioral theories. 10.2 Describe Fiedler's contingency model. 10.3 Explain Hersey and Blanchard's situational theory. 10.4 Describe leader-member exchange theory. 10.5 Describe the path-goal theory. 10.6 Identify the situation variables in the leader-participation model.</p>
<p>11 Discuss contemporary issues in leadership. Explain how framing influences leadership effectiveness.</p>	<p>11.1 Define the qualities of a charismatic leader. 11.2 Contrast transformational with transactional leadership. 11.3 Identify the dimensions of trust. 11.4 Identify the roles that team leaders perform. 11.5 Explain the role of a mentor. 11.6 Describe how on-line leadership differs from face-to-face leadership. 11.7 Identify when leadership may not be necessary. 11.8 Explain how to find and create effective leaders.</p>
<p>12 Analyse the relationship between power and politics. Contrast leadership and power. Define the bases of power.</p>	<p>12.1 Clarify what creates dependency in power relationships. 12.2 Identify the influence tactics and their contingencies. 12.3 Describe the importance of a political perspective. 12.4 Define individual and organizational factors that stimulate political behavior. 12.5 Identify the different techniques for managing the impression one makes on others. 12.6 Explain how defensive behaviors can protect an individual's self-interest.</p>
<p>13 Identify the key elements that define an organization's structure. Describe institutionalization and its relationship to</p>	<p>13.1 Explain the characteristics of bureaucracy. 13.2 Describe a matrix organization.</p>

<p>organizational culture.</p>	<p>13.3 Explain the characteristics of a virtual organization.</p> <p>13.4 Contrast mechanistic and organic structural models.</p> <p>13.5 Identify the factors that favor different organizational structures.</p> <p>13.6 Explain the behavioral implications of different organizational designs.</p> <p>13.7 Define the common characteristics making up organizational culture.</p> <p>13.8 Identify the functional and dysfunctional effects of organizational culture on people and the organization.</p> <p>13.9 Explain the factors determining an organization's culture.</p> <p>13.10 Describe the factors that maintain an organization's culture.</p> <p>13.11 Describe how culture is transmitted to employees.</p> <p>13.12 Outline the various socialization alternatives available to management.</p> <p>13.13 Describe a customer-responsive culture.</p>
<p>14 Analyse organizational change and stress management. Describe forces that act as stimulants to change.</p>	<p>14.1 Describe sources of individual and organizational resistance to change.</p> <p>14.2 Describe Lewin's three-step change model.</p> <p>14.3 Identify properties of innovative organizations.</p> <p>14.4 Describe potential sources of stress.</p> <p>14.5 Explain individual difference variables that moderate the stress-outcome relationship.</p>

Recommended Learning Resources: Organisational Behaviour

<p>Text Books</p>	<ul style="list-style-type: none"> • Organisational Behaviour: Individuals, Groups and Organisation by Ian Brooks. ISBN-10: 0273701843 • Management and Organisational Behaviour by Laurie Mullins. ISBN-10: 0273688766 • Introduction to Organisational Behaviour by Penny Dick and Steve Ellis. ISBN-10: 0077108078
<p>Study Manuals</p> 	<p>College produced study packs</p>
<p>CD ROM</p> 	<p>Power-point slides</p>
<p>Software</p> 	<p>None</p>