

<b>Module Information</b>	
<b>Module Title</b>	<b>Organisational Behaviour</b>
<b>Module Code</b>	<b>HRM502</b>

## 1. MODULE SUMMARY

### Aims and Summary

This module provides a thorough grounding in the theories of organisations, the processes of organisational designing, cultural differences and the practice of human resource management. The first part of the module concentrates on the concepts of organisational structure and behaviour. The second part reviews the changing nature of the work based relationships and critically evaluates the contribution of HRM to organisational effectiveness and efficiency.

### Module Size and Credits

<b>Module size</b>	Single
<b>CATS points</b>	12
<b>ECTS credits</b>	N/A
<b>Open / restricted</b>	Restricted
<b>Availability on/off campus</b>	On Campus/Off campus
<b>Total student study hours</b>	120
<b>Number of weeks</b>	4 weeks Full-time or 8 weeks Part-time.
<b>Centre responsible</b>	Department of Management Studies
<b>Academic Year</b>	2010

### Entry Requirements (pre-requisites and co-requisites)

Students must be enrolled on a MBA programme

### Excluded Combinations

None

### Composition of Module Mark (including weighing of components)

Full-time / Part-time : 50% Written Examination and 50% Assignment

### Pass Requirements

A minimum of 40% marks in the written examination and a minimum of 40% marks in the assignment and overall 40% marks are required for a pass

### Special Features

80% attendance is normally required.

Considerable time will be spent in School facilities outside of normal timetabled class time.

### Courses for which this module is mandatory

MBA in Human Resource Management

### Courses for which this module is a core option

None

## 2. TEACHING, LEARNING AND ASSESSMENT

### Intended Module Learning Outcomes

On successful completion of this module the student should be able to:

1. Demonstrate an understanding of theoretical concepts of organisation structure and cultural behaviour, and the practice of organising.
2. Analyse and identify elements of organisational behaviour which affects individual/group performance and use this analysis to explain how organisational development programmes to address behavioural performance can be initiated.
3. Analyse and identify elements of human behaviour that affects group/organisational performance and explain how organisational development programmes to motivate individuals/groups can be initiated.
4. Evaluate HR practice in contemporary work situations, coming to critically argued conclusions and recommendations.

### Indicative Content

#### Class Room Lectures

1. **Introduction to Organizational Behaviour** - Introduction, Importance, Shortcomings, Approaches, Interdisciplinary focus, Information technology and globalisation
2. **Organizational Design and Culture** - Organisation structure and design in cultural context, Organisation theory. Organization culture, Classification schemes- Geert Hofstede, Deal and Kennedy, Charles Handy, Edgar Schein, Arthur F Carmazzi, Organizational change, creativity in organisation, Innovation in organisation, Innovative process
3. **Elements and Cognitive Process of Organisational Behaviour** - Perception, Perceptual selectivity, Social perception, Attribution, Personality and attitude, Values, Positive organisational behaviour, Optimism, Emotional intelligence, Self-efficacy
4. **Motivational Needs and Process** - Motives, Theories of motivation, Content theories, Process theories, Contemporary theories of work motivation, Motivation across cultures, Motivational problems
5. **Dynamics of Organisational Behaviour** - Communication across organisational cultures, Interactive communication in organisations, Decision making, Decision rationality, Stress and conflict, Negotiations skills, Power politics, Group and team dynamics, Behavioural assessment tools
6. **Managing and Leading** - Behavioral performance management, Effective leadership process, Leadership styles and skill
7. **Managing Diversity in Behaviour** - Defining diversity in the workplace, Understanding the concept of diversity, Best practice for a diverse working environment, Effect of diversity on organisational behaviour, Managing diversity at work, Legislation and developments, Age discrimination, Diversity issues in the organisation, Action planning
8. **Total Quality in Human Resource Management** - Significance, Role, Total quality and Human resource processes, Planning, Total Quality in human resource practices
9. **Personal Growth and Interpersonal Effectiveness** - Personal life style choices, Growth, Personality theories, Adult learning process, Pedagogy and Androgogy, Interpersonal relation, FIRO-B model and johari window

#### Workshop Practice

1. Organisation behavioural case studies
2. Behavioural exercises to understand people behavioural in the organisation

## Teaching and Learning Methods

The content materials are delivered by lectures and seminars (36 hrs) and workshops (30 hrs). The lectures cover the theoretical aspects and contemporary issues of topic areas together with their practical application, using real-world case studies and examples from the latest published corporate accounts. Seminars are provided with specially designed topical exercises and discussion questions to enhance students' understanding of the subject matter. Computer-based training packages are used to supplement the lectures and seminars and help to achieve the intended learning outcomes.

Students are directed towards self study (54 hrs) and group activities. The student is encouraged to read, research and participate in problem solving exercises. Revision classes are conducted before the real examination to help students develop their confidence and improve their exam performance. Other learning supports include personal tutorials by appointment and student-lecturer contact via email.

## Method of Assessment

### Part-A

Written Examination

At the end of the module a 2 hr written examination is conducted.

### Part –B

Assignment

Students are required to submit a word processed assignment report (2000 words or equivalent).

Assessment				
Learning Outcomes	1	2	3	4
Part A	X			X
Part B		X	X	

## Re-assessment

A minimum of 40% marks in the written examination and a minimum of 40% marks in the assignment are required for a pass in the module.

A student failing in any one of the components or both is considered as FAIL in the module. A failed student is required to retake the module at the next opportunity. A maximum of 3 attempts including the original are allowed.

## Date of Last Amendment

July 2010

## 3. MODULE RESOURCES

### Essential Reading

1. Module Notes

### Recommended Reading

1. David Buchanan, Andrzej Huczynski Contributor and David Buchanan, *Organizational Behaviour: An Introductory Text*, 6<sup>th</sup> edition, Prentice Hall, New Delhi, 1997
2. Fred Luthans and Luthans, *Organizational Behaviour*, 10<sup>th</sup> edition, McGraw-Hill Education, New Delhi, 2005
3. Fiona M. Wilson, *Organizational Behaviour: A Critical Introduction*, 2<sup>nd</sup> edition, Oxford University Press, UK, 1999
4. John Martin, *Organizational Behaviour*, 3<sup>rd</sup> edition, International Thomson Business Press, UK, 1998
5. Laurie J. Mullins, *Management and Organizational Behaviour*, 4<sup>th</sup> edition, Financial Times Pitman, 1999

### Journals

1. Journal of Organizational Change Management, MCB University Press
2. International Journal of Organizational Analysis, Emerald Group Publishing Limited
3. Participation and Empowerment: An International Journal, Informaworld
4. Disaster Prevention and Management, Emerald Group Publishing Limited
5. Knowledge Management, Emerald Group Publishing Limited
6. Journal of Organizational Management, Routledge

### Magazine

1. HR Magazine
2. Organization Behavior

### Internet Sites

1. <http://web.cba.neu.edu/~ewertheim/introd/history.htm>
2. <http://www.nwlink.com/~donclark/leader/leadob.html>
3. <http://www.geocities.com/Athens/Forum>

### Laboratory

**Hardware:** PCs

**Software:** Nil

**Software Manual:** Nil

## 4. MODULE ORGANISATION

### Module Leader

<b>Name</b>	F2
<b>Room</b>	F-11
<b>Telephone number</b>	080-23605539 (Ext.214)
<b>E-mail</b>	

### Date and Time of Examination

As per time table

### Subject Quality and Approval Information

**Subject Quality Group / Subject Board**      MBA

**Subject Assessment Board**

Postgraduate Management Programme

**Shortened title**

OB

**Date of approval by MARP**

July 2010