

MODULE: **ORGANISATIONAL MANAGEMENT**

CODE: **BAAF-1-2-09**
Stage: I
Credit Points: 4 semester credits / 6 quarter units
Theme: Human Resource Management
Assessment Weighting: 40% Course Work
60% Examination

INTRODUCTION

This module is designed to provide students with a clear insight to the management of functions and systems within an organisation. 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 give students an overview of organisations in terms of the functions and systems within the organisation
- To introduce students to the meaning of management, the management process and the role of the manager (including an exploration of leadership and its role in management)
- To enable students to explore and evaluate issues surrounding the behaviour of individuals (drawing from the psychology discipline) and groups (drawing from the discipline of sociology) in an organisational context (drawing here from the discipline of anthropology) including environmental and intercultural influences on individual behaviour, perception and behaviour, motivation and learning, communication, leadership, group behaviour and conflict, and change
- To introduce students to the impact and influence of the behaviour of individuals on the effectiveness and efficiencies of the organisation

LEARNING OUTCOMES

On successful completion of the module, students will be able to:

- Appreciate the nature and purpose of organisations, and management as a process universal to all organisations including planning, decision making and controlling
- Understand the causal relationships between the interrelated concepts management, the organisation, teams and the individual as an organisational member
- Understand the conceptual foundations of management practice and how management philosophies, decisions, and practices give rise to particular organisation designs and

how both management practice and organisation design affect employee attitudes, motivation and behaviours

Be familiar with the concept of organisational learning, change and development

Identify the characteristics of the processes that occur within work groups – group dynamics

Recognise the nature of differences, the seeds of conflict, tactics and symptoms of conflict and managerial strategies

SYLLABUS

Overview of Management and Organisational Behaviour

Introduction

What is Organisational Behaviour?

Foundations of Individual Behaviour

Historical Evolution of Organisational Behaviour

Individuals in the Organisation

Values, Attitudes and Job Satisfaction

Personality and Emotions

Perception and Individual Decision Making

Motivation (Concepts to Application)

Groups in Organisations

Group Dynamics

Structure and Behaviour of Work Teams

Communication

Leadership

Power and Politics

Conflict and Negotiation

The Nature of Management

The Process of Management

Principles of Management

Management and Administration

Essential Nature of Management Work

Leadership Styles

The Organisation System

Fundamentals of Organisational Structure and Design

Technology and Work Design

Planning and Control

Problem-solving and Decision Making

Foundations of Strategy

Organisational Culture

Organisational Dynamics

Organisational Change

Change Management
Stress Management

TEACHING AND LEARNING METHODS

This module will be delivered through a combination of lectures and tutorials. Lectures will be formal lectures designed to impart knowledge. The theory and concepts surrounding organisational behaviour will be delivered to the student in great detail. The tutorials will be delivered through student involvement and participation. This will be encouraged through extensive use of case studies, videos and where appropriate guest lecturers from industry, to illustrate the practical implications of the many theoretical areas covered in lectures. Students will be expected to research specific topics and present these to the class in order to improve their ability to communicate effectively and evaluate different concepts and information.

ASSESSMENT METHODS

40% of the marks have been allocated to course work and students may be typically assessed on a weekly basis through weekly class assessments (WCA). For example, each WCA will relate to material covered in the previous weeks lecture and the WCA may be individual or group based assessments depending on the material being assessed. In addition, each area on the syllabus will be assessed during the end of semester exam accounting for the remaining 60% of the marks.