**COURSE : ORGANISATIONAL BEHAVIOUR**

**CODE : MGMT 330**

**CREDITS : 3**

**TEXTBOOK : ZainalAriffin Ahmad …[at al.], *Understanding***

***Organisational Behaviour,* [Oxford University Press,] 2009**

**INSTRUCTOR : PN. MAZLOMI INURUL AKMAR**

**COURSE DESCRIPTION**

The course adopts a behavioural approach to understand the internal environment of organisations. Topics covered include individual and group behaviour, formal and informal organisational, organisations as open-systems, motivation and leadership theories, conflicts and their roles, organisational culture, organisational change and creativity. Also covered are the behavioural theories of organisation, including discussion of management ethics and social responsibility.

**STUDENT ASSESSMENT**

Coursework : 50%

Final Exam : 50%

**COURSEWORK**

* 1 progress test: 15 % (closed book). Short questions.
* Given in the 3rd or 4th week.
* Time : 1 hour – 1 ½ hours.
* 1 individual assignment: 30 % (done at home). May contain several sub-questions.
* Attendance: 5 % (1 mark for each class attended subject to a maximum of 5 marks).

**EXAMINATION**

The examination question paper will consist of two parts, **Part A and Part B**.

Part A (20%) : Multiple choice questions / short questions / short case / combination of all.

Part B (60%) : Essay. Students will answer THREE (3) questions out of FIVE (5).

Time : 3 hours

Exam requirement: To sit for the examination, students must have attended at least

60% of the classes conducted.

**EXAMINATION DATE**

April 27, 2013 at PIT. Time: 2.00 pm – 5.00 pm (subject to change)

**SUBMISSION OF ASSIGNMENT**

April 27, 2013. Assignment to be submitted to the invigilator on the examination date and not to the instructor.

**COURSE CONTENT**

1. **The meaning and Scope of Organizational Behaviour (OB)**
   1. What is OB?

* OB and the behavioral sciences
* OB as an interdisciplinary field of study
  1. Unit of analysis in studying OB
* Individual
* Group
* Organization
  1. Relationship between OB and management
  2. Why study OB?

1. **The Beginnings of Studies**
   1. The Classical School of management
   2. The Hawthorne Studies and the Human Relations School
   3. Mary Parker Follet. Management as getting things done with and through people.
   4. Chester Bernard. Organization as a “social system”. The concept of “informal” organization. The behavioral concept of authority.
2. **Behavioral Theories of Organization**
   1. The Psychological Perspective: Emphasis on the individual
   2. The Sociological Perspective: Emphasis on the group (organization as a social system)
   3. The Political Perspective: Emphasis on Power (organization as a political system)
   4. The Economics Perspective: Organization as an economic system for production
   5. The Ecological Perspective: Organization as a sub-system of society
3. **Individual Behavior in Organization**
   1. Attitudes
   2. Perception
   3. Cognitive dissonance
   4. Personality traits / personality types
   5. Coping with organizational stress and frustations
   6. The organizational man (Whyte)
4. **Group Behavior in Organization**
   1. What is a group?
   2. Formal and informal groups
   3. Why people join groups?
   4. Group norms and dynamics
   5. Role and role expectations
   6. The informal organization and its impact
   7. The effect of diversity on group performance
5. **Organizational Structure and its Impact on OB**
   1. What is organization?
   2. What is organizational structure?
   3. Mechanistic structure (Bureaucratic)
   4. Impact of mechanistic structure on OB
   5. Organic structure
   6. Impact of organic structure on OB
   7. New forms of organization (virtual, network, etc.)
6. **Understanding Work Teams**
   1. The growing popularity of teams in organizations
   2. Difference between groups and teams
   3. Types of teams
   4. Building high-performing teams
   5. Why teams fail?
7. **Leadership as Influencing the Behavior of Others**
   1. Managers and leaders
   2. Types of leaders
   3. Leadership styles and their impact on OB
   4. The behavioral approach to leadership and authority
   5. Changing leadership requirements
8. **Communication as the Life Blood of the Organization**
   1. Importance of communication to organization
   2. Communication flows in organization
   3. The communication process
   4. Grapevine
   5. Communications networks and their effectiveness
   6. Common barriers to effective communication
   7. Cross-cultural communication
   8. How to improve communication
9. **Understanding Decision-Making Behavior**
   1. Decision-making as the “heart” of management
   2. The rational decision-making process
   3. Limits to rationality
   4. Administrative man vs. economic man
   5. Decision premises

* Factual premises
* Value premises
  1. Participation in decision-making
  2. Building decision-making skills in organization

1. **Motivation People for Increased Productivity**
   1. Why motivate?
   2. How to motivate? Motivation as essentially influencing the behavior of others
   3. Stick and carrot approach
   4. Manipulating workers (threats, fear, bribery, pressure, deceit, charm)
   5. Extrinsic motivators
   6. Intrinsic motivators
   7. Work design – job enlargement, job enrichment, team management
   8. Organizational culture and motivation. Creating an environment of “excellent”
   9. Rewards system must support environment of excellence
   10. Managers’ perception and OB (McGregor’s Theory X and Theory Y)
   11. Satisfier and dissatisfier (Herzberg)
   12. Maslow’s hierarchy of needs
   13. Expectancy theory
2. **Understanding Organizational Conflict and Politics**
   1. What is organizational conflict?
   2. What is organizational politics?
   3. Why control organizational conflict and politics?
   4. Instruments of control
3. **Organizational Resistance to Change**
   1. Need for organizational change
   2. Two views of the change process
   3. Resistance to change
   4. Making changes in the organization
   5. Organizational development (OD)
4. **Impact of Changing Environment on Organizational Behavior**
   1. Increasing importance of culture in globalized environment
   2. Impact of technology and the information age
   3. Increased concern with quality
   4. Environment of uncertainty
   5. Growing importance of ethics and social responsibility
   6. Managing diversity
5. **Managing Individual Stress**
   1. Nature of stress
   2. Personality and stress
   3. Sources of stress
   4. Effects of stress
   5. Managing stress
6. **Cultivating Organizational Culture**
   1. The dynamics of organizational culture
   2. Types of organizational culture
   3. Ethical behavior and organizational culture
   4. Fostering cultural diversity
   5. Socialization of new employees