

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



ORGANISATIONAL BEHAVIOUR  
&  
HOSPITALITY MANAGEMENT

28 MARCH 2006

## **Introduction:**

- What is Organizational Behaviour?
- Why Organizational Behaviour in Hotels & Restaurants
- Why an International Perspective?
- The Content of the Book
- Writing Style

## **Ways of Seeing Organizations:**

- Introduction
- Reading Organizations
- What is Organizational Behaviour?
- Looking at Elephants
- Management Gurus
- Learning About Organizational Behaviour
- Tips for Studying Organizational Behaviour

## **Ways of Seeing Hospitality Organizations:**

- o Introduction
- Being Hospitable
- Selling a Service
- Hotels & Restaurants as Leisure Products
- Work in Hotels & Restaurants

## **The Many Faces of Culture:**

- Introduction
- What is Culture?
- Uncovering Culture
- National Cultures
- Organizational Culture

## **Motivation, Job Performance & Job Satisfaction:**

- What do People Want from Work?
- Content Theories of Motivation
- Process Theories of Motivation
- Money & Motivation

## **Groups & Leading Groups:**

- Working with Others
- How Do Groups Work?
- Leading the Group
- How Can Group Working & Leadership Skills be Improved?

## **Designing Jobs & Organizational Structures:**

- Introduction
- Enrich or Simplify?
- The Characteristics of an Enriched Job
- Against Job Enrichment
- The Flexible Organization
- Organizational Structures

**Managers & Their Roles:**

- Introduction
- What Do Managers Do?
- What Do Hospitality Managers Do?
- Controversies in Hospitality Management
- Is Management Changing?
- Women Managers: Female Travellers in a Male World
- Travellers in a White World

**Serving Customers:**

- How Do You “Manage” a Smile?
- The Sovereign Customer
- It’s All an Act
- The Customer is not Always Right

**The Wider Environment:**

- Introduction
- The Survival of the Fittest
- Organizations as Instruments of Domination
- Social Responsibility

**Into the Future:**

- Ways of Seeing Organizations
- Ways of Seeing Hospitality Organizations
- The Many Faces of Culture
- Motivation, Job Performance & Satisfaction
- Groups & Leading Groups
- Designing Jobs & Organization Structures
- Managers & Their Roles
- Serving the Customer
- The Wider Environment
- Final Thoughts

**Reading List**

**Main Text:**

Organizational Behaviour in Hotels & Restaurants – Yvonne Guerrier (Wiley)