

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



ORGANISATIONAL BEHAVIOUR

28 MARCH 2006

Communication & Perception:

- Interpersonal Communication
- Perception
- Non-Verbal Communication

Motivation:

- Motives as Goals of Human Behaviour
- Motives as Individual Decision-Making Processes
- Social Process of Motivating Others
- Empowerment

Learning:

- Learning Process
- Behaviourist Approach to Learning
- Cognitive Approach to Learning
- Behaviour Modification Techniques
- Socialisation & Feedback

Personality:

- Definition
- Personality Types & Traits
- Stress & its Management
- Development of the Self
- Nomothetic & Idiographic
- Psychometrics

Group Formation:

- Group Level Analysis of Organisational Behaviour
- Historical Background to Study of Groups
- Concept of a Group
- Formal & Informal Groups
- Homans Theory of Group Formation
- Stages of Group Development

Group Structure & Process:

- Group Structure
- Status Structure
- Power Structure
- Linking Structure
- Role Structure
- Group Structure & Group Process
- Leadership Structure
- Communication Structure

Group Control:

- Group Influences on Individuals' Motivations
- Group Influences on Individuals' Perceptions
- Group Socialisation of Members
- Group Influences on Individuals' Attitudes & Behaviours
- Conformity to & Rebellion Against Authority

Group Effectiveness:

- Effectiveness, Productivity & Satisfaction
- Factors Affecting Group Behaviour
- Making Groups Perform
- Group Cohesion

Organisation Structure:

- Structural Perspective
- Elements of Organisation Structure
- Types of Job
- Line, Staff & Functional Structures
- Formal & Informal Organisations
- Designing Organisation Structure
- Centralisation & Decentralisation

Scientific Management:

- Taylorism
- Gilbreth
- Gantt
- Fordism

Bureaucracy & Roles:

- Organisational Structuring
- Rules
- Roles
- Bureaucracy or Adhocracy

Classical Management Theory:

- Henri Fayol
- Applicability of Theory
- Modern Classical Management Theory

Contingency Approach:

- Contingency & Organisational Structure
- Determinism Versus Strategic Choice
- Technological Determinism
- Environmental Determinism
- Strategic Choice
- Environmental Strategic Choice

Organisational Change:

- The Contemporary Imperative
- Project Management & Participative Management
- Resistance to Change
- Understanding Change
- Business Process Re-Engineering
- Change Agent

Organisation Development:

- Goals & Processes
- Levels & Models of Intervention
- OD Techniques
- OD Applications
- OD Consultant

Corporate Culture:

- Rise of Corporate Culture Concept
- Models of Corporate Culture
- Corporate Culture & Economic Performance
- Changing Cultures
- Corporate Culture & Management Control
- National Cultures

Technology & Change:

- Definitions & Predictions
- Determinism or Choice
- Politics of Technology
- Characteristics of Mass Production
- Socio-Technical Systems Analysis & Design
- Competing Socio-Technical Paradigms
- Advanced Technology & the Changing Nature of Work

Leadership & Management Style:

- Functions of Leaders & Managers
- Leaders as Special People
- Leaders & Followers
- Context
- Culture
- Changing Leadership Style

Managing Conflict:

- Perspectives on Organisational Conflict
- Functional & Dysfunctional Conflict
- Coordination & Conflict

Organisational Power & Politics:

- Organisations – Rational or Political
- Organisational Politics
- Organisational Power
- Power & Influence

Management Control:

- Perspectives on Management Control
- Nature of Management Control Mechanisms
- Strategies & Problems of Management Control
- Psychological Need for Control
- Social Control

Reading List

Main Text:

Organisational Behaviour: An Introductory Text – David Buchanan & Andrej Huczynski (Prentice Hall)

Alternative Texts and Further Reading:

Management and Organisational Behaviour – Laurie J Mullins (Prentice Hall)