THE OPEN UNIVERSITY OF TANZANIA

FACULTY OF BUSINESS MANAGEMENT

DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP

OME 311: ORGANIZATION BEHAVIOUR

COURSE OUTLINE

INTRODUCTION

This course aims at giving an overview of ways of understanding how people behave and interact at the workplace. The Course further introduces students to the theory of organizational behaviour so as to equip them with applied behavioural skills and a grounded understanding of how organizations function.

LECTURE ONE: NATURE AND SCOPE OF ORGANIZATIONAL BEHAVIOUR

1.1 Overview

The lecture aims at discussing the nature and scope of organizational behaviour. The lecture further aims to explain the importance's of organizational behaviour discipline in the management of the organisation.

1.2 key learning objectives

At the end of this lecture you should be able to:-

- Define the key terms in the scope of organizational behaviour
- Explain the importance of the study to managers and learners in general
- Discuss the ties of OB to the behavioral sciences such as psychology, sociology and anthropology as well as allied sciences
- Describe how individuals behave within an organization.

1.3 Key Subtopics

- Meaning of organizational behaviour
- The importance of the study to managers and learners in general
- The ties of OB to the behavioral sciences
- Individual behaviour within the organization

LECTURE TWO: MANAGING PEOPLE AND ORGANIZATIONS

2.1 Overview:

The lecture introduces students to the theory of organization behaviour and the management of human resource within the organisation. It further discusses the effectiveness of managing organizations and the organizational challenges.

2.2 Learning objectives

At the end of the lecture you should be able to:

- Explain the management perspectives on organizations
- Discuss the management functions and roles of managers in organizations
- Identify the challenges facing organizations
- Discuss competitive challenges in organizations
- Explain how managers can be effective in carrying out their organizational functions.

2.3 Keys subtopics

- Managerial perspectives on organizational behaviour
- Management functions, roles and skills
- Managerial challenges

- Organizational challenges
- Competitive challenges
- Managing for effectiveness

LECTURE THREE: FOUNDATION OF INDIVIDUAL BEHAVIOUR

3.1 Overview

This lecture introduces the concept of behaviour and its foundation within the organisation. In addition it focuses on explaining the concept of personality attributes and attitudes in organizations.

3.2 Key Learning Objectives

It is expected that at the end of this lecture, you should be able to:

- Explain the psychological contracts, the person job fit, and the nature of individual differences
- Describe the types and nature of physical and intellectual qualities among people in organisation
- Define personality and describe personality attributes that affects behaviour in organisation
- Discuss attitude in organizations and identify specific job related attitude that may affect behaviour
- Explain how workplace behaviors can directly or indirectly influence organisational effectiveness

3.3 Key Subtopics

- The concept of psychological contracts, the person job fit, and the nature of individual differences
- Types and nature of physical and intellectual qualities among people in organisation
- The concept of personality and personality attributes that affects behaviour in organisation
- Attitudes in organizations and specific job related attitude that may affect behaviour
- The influence of workplace behaviours in organizational effectiveness

LECTURE FOUR: NEED-BASED PERSPECTIVES ON MOTIVATION

4.1 Overview

This lecture aims at explaining the concept of motivation and the basic motivation process. The historical perspective and theories of motivation will also be discussed

4.2 key learning objectives

At the end of this lecture you should be able to:

- Define the concept of motivation and describe the basic motivation process
- Discuss the roles of needs and motives in organizations
- Describe several historical perspectives on motivation
- Discuss three important needs theories of motivation
- Discuss Herzberg's two-factor theory of motivation

4.3 key subtopics

- The concept of motivation and motivation process
- The roles of needs and motives in organizations
- Historical perspectives on motivation

- Needs theories of motivation
- Herzberg's two-factor theory of motivation

LECTURE FIVE: PROCESS-BASED PERSPECTIVES ON MOTIVATION

5.1 Overview

The aim of this lecture is to describe different theories of motivation and introduces the process-based perspectives on motivation

5.2 Key learning Objectives

At the end of this lecture you should be able to:

- Describe the equity theory of motivation
- Describe the expectancy theory of motivation
- Describe the goal setting theory of motivation
- Discuss participation, empowerment and motivation
- Relate attribution theory of motivation
- Integrate the process-based perspectives on motivation

5.3 Key subtopics

- The equity theory of motivation
- The expectancy theory of motivation
- The goal setting theory of motivation
- Participation, empowerment and motivation
- Attribution theory of motivation
- The process-based perspectives on motivation

LECTURE SIX: LEARNING-BASED PERSPECTIVES ON MOTIVATION

6.1 Overview

This lecture aims to introduce the theories of learning and related aspects of learning. It also describes the organizational behaviour modification from the standpoint view of learning and motivation

6.2 key learning objectives

At the end of this lecture you should be able to:

- Define learning and discuss both the traditional and contemporary views of learning
- Describe reinforcement theory and learning
- Identify and discuss related aspects of learning
- Describe organizational behaviour modification from the standpoint view of learning and motivation
- Discuss social learning in organisation

6.3 key subtopics

- The traditional and contemporary views of learning
- Reinforcement theory and learning
- Related aspects of learning
- Organizational behaviour modification from the standpoint view of learning and motivation
- Social learning in organisation

LECTURE SEVEN: DESIGNING JOBS FOR INDIVIDUALS AND TEAMS

7.1 Overview

This lecture aims at discussing the concept of job design and identifies the aspects of design. Moreover, it discusses work teams in organizations and their roles in organizations

7.2 Key learning objectives

At the end of this lecture you should be able to:

- Summarize the historical development of job design and evaluate early approaches to job designs
- Discuss and evaluate the job characteristics approach to job design
- Describe how jobs can be designed for teams
- Discuss work teams in organizations
- Identify related aspects of job designs

7.3 Key subtopics

- Job design
- Job characteristics approach to job design
- Team job description

LECTURE EIGHT: PERFORMANCE MEASUREMENT AND REWARDS

8.1 Overview

This lecture aims at describe the concept of performance measurement and reward systems including their roles, purposes and types of rewards systems used in organizations

8.2 Key learning objectives

At the end of the lecture you should be able to:

- Discuss the basics of performance management and measurement
- Describe the contribution of performance management to total quality management
- Discuss reward systems in organizations including their roles, purposes and types of rewards systems
- Explain issues regarding management of reward system

8.3 Key subtopics

- the basics of performance management and measurement
- performance management and total quality management
- management of reward system in organisation

LECTURE NINE: MANAGING STRESS

9.1 Overview

This lecture aims at discussing the nature of work stress and their consequences of stress in the organizational context. It further explains the ways of managing stress in the organisation.

9.2 Key learning objectives

At the end of the lecture you should be able to:

- Discuss the nature of work stress
- Identify and discuss several issues of stress
- Identify and describe consequences of stress

- Explain ways to manage stress
- Describe the nature of conflicts in organizations

9.3 Key subtopics

- The nature of work stress
- Consequences of stress
- Managing stress
- The nature of conflicts in organizations

LECTURE TEN: GROUP BEHAVIOUR AND CONFLICTS IN ORGANIZATION

10.1 Overview

A group comprises two or more interacting and interdependent individuals who come together to achieve common objectives. When individuals are in groups, they act differently compared to when each member acts alone. The behaviour of individuals in groups is more than the sum total of each member acting in his or her own way. This lecture aims at explaining how people join groups and behave in groups. It also discusses the reasons for emergence of conflicts in groups and organizations and how organizational and group conflicts can be resolved.

10.2 Key learning objectives

At the end of this lecture the learner should be able to:-

- Explain why people join groups
- Explain how roles and norms influence an employee's behaviour
- Describe the types of groups commonly found in organizations
- Explain the effects of groups on individual behaviour and group performance
- Discuss the reasons for emergence of conflicts in groups and organizations and how organizational and group conflicts can be resolved.

10.3 key subtopics

- Groups in organizations
- Influence of roles and norms on employees behaviour
- The effects of groups on individual behaviour and group performance
- Conflicts in groups and organizations

LECTURE ELEVEN: LEADERSHIP MODELS AND CONCEPTS

11.1 Overview

This lecture describes the general nature of leadership showing the framework for categorizing leadership models and concepts. it further explains the theories and models of leadership.

11.2 Key learning objectives

At the end of this lecture you should be able to:

- Describe the general nature of leadership showing the framework for categorizing leadership models and concepts
- Explain the traits and behavioural approaches to leadership
- Describe the LPC theory of leadership
- Explain the path-goal theory of leadership

- Describe the Vroom-Yetton-Jago model of leadership
- Explain the leader-member exchange model and the life cycle theory of leadership

11.3 Key subtopics

- Leadership models and concepts
- Traits and behavioural approaches to leadership
- Theories and models of leadership

LECTURE TWELVE: DECISION MAKING AND ETHICS IN ORGANISATIONS

12.1 Overview

This lecture explains the concept of decision making and ethics in organizations by looking at decision making process, models and styles.

12.2 Key learning objectives

At the end of this lecture you should be able to:

- Explain the concept decision- making and outline the steps in decision- making process
- Explain the rational decision-making model
- Identify the advantages and disadvantages of group decisions
- Explain when groups outperform individual decision makers
- Describe techniques for improving the group decision making process.
- Explain the main decision making styles
- Explain ethical decision making in local and international environments
- Explain and give examples of ethical dilemma

12.3 key subtopics

- Decision- making
- Rational decision-making model
- Group decisions
- Group and individual performance
- Techniques for group decision making
- Decision making styles
- Ethical dilemma

LECTURE THIRTEEN: LEADERSHIP AND INFLUENCE PROCESS

13.1 Overview

This lecture examines leadership and various approaches of leadership in the organizations. It further discusses politics and political behaviour and their role in organisation

13.2 Key learning objectives

At the end of this lecture you should be able to:

- Discuss influence and relate it to leadership in organizations
- Identify and describe two influence based approaches to leadership
- Describe the nature, types and use of power in oganisation
- Discuss politics and political behaviour and their role in organisation
- Identify and discuss leadership substitutes in organizations

13.3 Key subtopics

- Leadership in organizations
- Influence based approaches to leadership
- Power in oganisation
- Politics and political behaviour
- Leadership substitutes in organizations

LECTURE FOURTEEN: COMMUNICATION IN ORGANISATIONS

14.1 Overview

This lecture explains the concept of communication and its importance in the organisation. It further describes the functions, types, and direction of communication channels in organizations

14.2 Key learning objectives

After completing this lecture, you should be able to:-

- Explain the importance of communication and how it works in organizations
- Describe the functions, types, and direction of communication channels in organizations
- Identify the barriers to effective communication and know how to avoid them
- Describe small-group on the organizational communication networks

14.3 Key subtopics

- Organizational communication
- Communication channels in organizations
- Barriers to effective communication in organisation
- Organizational communication networks

LECTURE FIFTEEN: DIMENSIONS OF ORGANIZATIONAL STRUCTURE

15.1 Overview

This lecture defines the concept of organizational structure and explains the classical views of organizational structure, structural configuration and the operations in the organization.

15.2 Key learning objectives

At the end of this lecture you should be able to:

- Explain the concept of organizational structure
- Discuss structural configuration of organization
- Describe the structure and operations in organizations
- Explain the classical views of organizational structure

15.3 Key subtopics

- Concept of organizational structure
- Structural configuration of organization
- Structure and operations in organizations
- Classic views of organizational structure

LECTURE SIXTEEN: ORGANISATIONAL DESIGN

16.1 Overview

This lecture aims at introducing the concept of organizational design by examining the approach to organization design. In addition it defines matrix organisation design and summarizes its advantages and disadvantages

16.2 Key learning objectives

At the end of this lecture you should be able to:

- Describe the basic premise of contingency approaches to organisation design
- Describe the social technical system approach to organization design
- Describe Mintzberg's classification of organizational forms
- Define matrix organisation design and summarize its advantages and disadvantages
- Discuss contemporary approaches to organisation design

16.3 Key subtopics

- Contingency and system approaches to organisation design
- Organizational forms
- Matrix organisation design
- Contemporary approaches to organisation design

LECTURE SEVENTEEN: ORGANISATIONAL CONTROL AND CULTURE

17.1 Overview

This lecture explains the concept of organizational control, organizational culture, managing organizational culture and discusses the impact of culture in organizations

17.2 Key learning objectives

At the end of this lecture you should be able to:

- Explain the concept of organizational control
- Describe the concept of organizational culture
- Managing organizational culture
- Identify the impact of culture in organizations

17.3 Key subtopics

- Concept of organizational control
- Concept of organizational culture
- Managing organizational culture
- The impact of culture in organizations

LECTURE EIGHTEEN: ORGANISATIONAL CHANGE AND DEVELOPMENT

18.1 Overview

This lecture aims at describing the concept of organizational change and development, forces of organisation change and the processes for planned change. It further explains the concept of resistance to change in organizations

18.2 Key learning objectives

At the end this lecture you should be able to:

- Describe the concept of organizational change and development

- Explain the forces of organisation change
- Identify the processes for planned change
- Explain the concept of resistance to change

18.3 Key subtopics

- Concept of organizational change and development
- Forces of organisation change
- Processes for planned change
- Concept of resistance to change

LECTURE NINETEEN: INTERNATIONAL ASPECTS OF ORGANIZATION

19.1 Overview

This lecture describes the aspects of international organization and organizational performance in an international context. Organizational processes in an international context have also been discussed.

19.2 Key learning objectives

At the end of this lecture you should be able to:

- Describe the aspects of international organization
- Discuss individual behaviour in an international context
- Describe various means of enhancing organizational performance in an international context
- Describe organizational processes in an international context

19.3 Key subtopics

- Aspects of international organization
- Individual behaviour in an international context
- Enhancing performance in an international context
- Organizational processes in an international context

LECTURE TWENTY: MANAGING DIVERSITY IN ORGANISATIONS

20.1 Overview

This lecture aims at discussing the concept of diversity, its dimensions and the ways that diversity issues affect individual behaviour in organisation. It further describes how to create multicultural organizations

20.2 Key learning objectives

At the end of this lecture you should be able to:

- Define diversity and explain why diversity is important in organisation
- Identify primary and secondary dimensions of diversity
- Describe ways that diversity issues affect individual behaviour in organisation
- Explain how organizational processes are affected by diversity
- Describe how to create a multi cultural organisation

20.3 Key subtopics

- Diversity in organizations
- Dimensions of diversity

- Diversity issues that affect individual behaviour in organisation
- Organizational processes and diversity
- Creating a multi cultural organisation

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