



**SCHOOL OF BUSINESS AND TECHNOLOGY**

**DIPLOMA IN BUSINESS MANAGEMENT 2019/2020**

**Course Instructor: Beatrice Kerei- 0724353587**

**Email address: [bkerei@umma.ac.ke](mailto:bkerei@umma.ac.ke)**

**DBM0309: ORGANIZATIONAL THEORY AND BEHAVIOUR**

***Introduction***

***This Unit is intended to equip the learner with the knowledge, skills and attitude that will enable him/her understand the internal and external setting within an organization operates.***

***General objectives***

***At the end of this unit the learner should be able to:***

- ***Recognize the importance of organizational theory in organizations.***
- ***Recognize the importance of organizational behavior in organizations.***
- ***Apply the principles and concepts of organizational theory and behavior in organizations.***
- ***Manage conflicts and stress in the organization***
- ***Follow the process of change and development in an organization.***
- ***Appreciate change in the organization***

***Specific objectives;***

***By the end of this unit the learner should be able to:***

- ***Define organizational theory and behavior***
- ***Explain quality organization power and politics***
- ***Explain theories of organizational behavior***
- ***Describe method of organization effectiveness***

## DETAILED CONTENT

WEEK	TOPIC/SUB TOPIC	SUB TOPIC CONTENT
1 & 2	<b>1. INTRODUCTION TO ORGANIZATIONAL THEORY AND BEHAVIOUR</b>	<b>INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR</b> <ul style="list-style-type: none"> <li>• <i>Meaning of organizational theory and behavior</i></li> <li>• <i>Importance of studying organizational theory and behavior</i></li> <li>• <i>Levels of organizational behavior</i></li> <li>• <i>theories of organizational behavior</i> <ul style="list-style-type: none"> <li>✓ <i>classical</i></li> <li>✓ <i>modern</i></li> <li>✓ <i>neo-classical</i></li> </ul> </li> </ul>
3 & 4	<b>2. THE INDIVIDUAL BEHAVIOR IN THE ORGANIZATION</b>	<b>THE INDIVIDUAL BEHAVIOR IN THE ORGANIZATION</b> <ul style="list-style-type: none"> <li>• <i>Psychological process</i></li> <li>• <i>Factors that influence behavior</i></li> <li>• <i>Variables used to evaluate behavior</i> <ul style="list-style-type: none"> <li>✓ <i>Personality</i></li> <li>✓ <i>Values</i></li> <li>✓ <i>Perception</i></li> <li>✓ <i>Attitude and job satisfaction</i></li> <li>✓ <i>Learning</i></li> </ul> </li> </ul>
5	<b>3. GROUP BEHAVIOR</b>	<b>GROUP BEHAVIOR</b> <ul style="list-style-type: none"> <li>• <i>Meaning of group</i></li> <li>• <i>Reasons for group formation</i></li> <li>• <i>Types of groups</i></li> <li>• <i>characteristics of groups</i></li> <li>• <i>Factors affecting group performance</i></li> <li>• <i>Stages in group formation</i></li> <li>• <i>Process of decision making</i></li> </ul>
6	<b>4. ORGANIZATIONS CULTURE</b>	<ul style="list-style-type: none"> <li>• <i>meaning of culture, organizational culture</i></li> <li>• <i>factors leading to development of organizational</i></li> </ul>

		<p>culture</p> <ul style="list-style-type: none"> <li>• importance of organizational culture</li> <li>• reasons for different organizational cultures</li> <li>• types of organizational cultures</li> <li>• indicators of organizational culture</li> <li>• Limitations of organizational cultures to organizational employees.</li> </ul>
7	<b>5. ORGANIZATION POWER AND POLITICS</b>	<p><b>ORGANIZATION POWER AND POLITICS</b></p> <ul style="list-style-type: none"> <li>• <i>Definition of Power and authority</i></li> <li>• <i>Meaning of politics</i></li> <li>• <i>Sources of power</i></li> <li>• <i>types of power</i></li> </ul>
8	<b>CAT</b>	<b>CAT</b>
9	<b>6. CONFLICT / STRESS MANAGEMENT</b>	<p><b>CONFLICT /STRESS MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• definition</li> <li>• causes of conflict in organizations</li> <li>• levels of conflict in an organization</li> <li>• methods of handling conflicts</li> <li>• role of management in handling conflicts</li> <li>• Consequences of conflicts in an organization.</li> </ul>
10	<b>STRESS MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• meaning of stress</li> <li>• causes of workplace stress</li> <li>• consequences of stress in workplace</li> <li>• ways of managing stress</li> </ul>

11	<b>7. CHANGE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Meaning</li> <li>• reasons for change</li> <li>• consequences</li> <li>• why people resist change</li> <li>• Methods of implementation change</li> <li>• Ways of coping with change</li> </ul>
12	<b>8. ORGANIZATIONAL EFFECTIVENESS</b>  <b>9. EMERGING TRENDS AND ISSUES IN ORGANIZATIONAL THEORY AND BEHAVIOUR</b>	<b>ORGANIZATIONAL EFFECTIVENESS</b> <ul style="list-style-type: none"> <li>• Meaning , effectiveness, goals</li> <li>• Types of goals</li> <li>• Process of measuring performance</li> </ul> <ul style="list-style-type: none"> <li>• Emerging trends and issues in organizational theory and behavior</li> <li>• Challenges posed by the Emerging trends and issues in organizational theory and behavior</li> <li>• Ways of coping with emerging trends and issues in organizational theory and behavior</li> </ul>
13 & 14	<b>END TRIMESTER EXAMINATION</b>	

### **COURSE CONTENT**

Public speaking and presentation skills, principles of organizing speech, patterns of organization, characteristics of good delivery and methods of delivery.

Learning/ teaching methodologies

Lectures, class presentations, individual presentations, Case studies group discussion activities.

Instructional materials and equipments

White board, Overhead projector, Power point, Flip charts and Board markers and felt pens, Course outline and notes.

**Course assessment:**

Examination -----70%

Continuous assessment (Exercises, tests, group work) -----30%

Total -----100%

**Recommended text books**

Austin MJ, Ciaassen J (2008) Impact of organizational change on organizational culture. J Evid Based Soc Work 5(1):321–359 [Google Scholar](#)

Battilana J, Gilmartin M, Sengul M, Pache AC, Alexander JA (2010) Leadership competencies for implementing planned organizational change. Leadersh Quart 21(3):422–438 [Google Scholar](#)

**Lecturer Sign...Beatrice Kerei..... Date... 2020.**

**Approved for Circulation**

**Name.....Sign.....Date.....**

Chairman, Department of Business (**Official Stamp**)

Name.....Sign.....Date.....

Dean, School of Business and Technology (**Official Stamp**)