

People and Organisations

BMBM4006

Lecture 1



Introduction to the module

- Aims of the module
- Format & structure of the module
- Support materials
- Assessment methods
- Suggested books
- What is organisational behaviour?



Aims of the module

To develop knowledge and understanding of how organisational performance influences sustainability and competitive advantage, through better understanding of human behaviour and the effective engagement of people



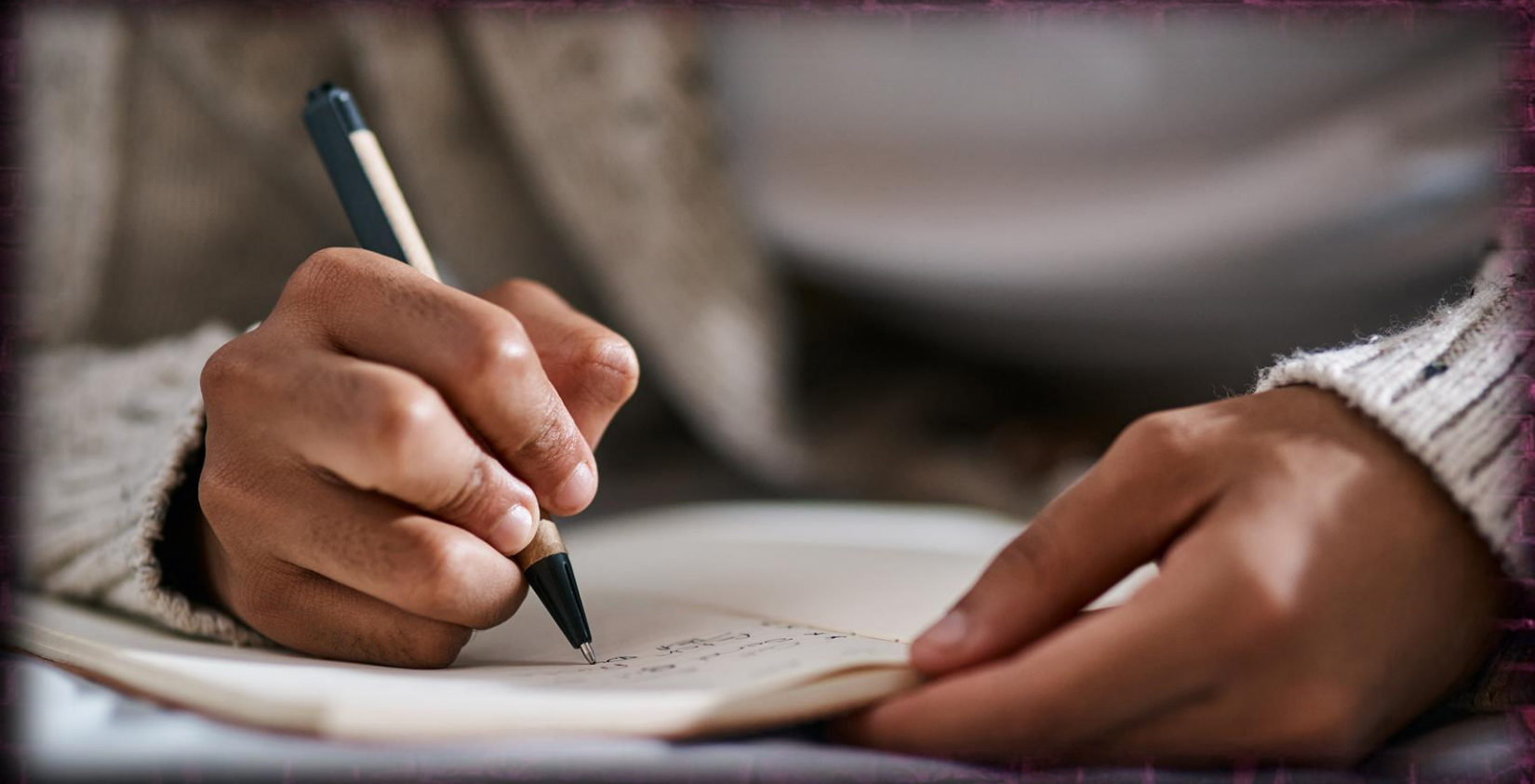
LEARNING OUTCOMES

Upon the successful completion of this module, the student will be able to:

- Coherently analyse the relationship between structure, culture, people and organisational performance;
- Identify and understand ways in which organisations can encourage cooperative, collaborative and creative ways of working with a variety of stakeholder groups;
- Evaluate different approaches to engaging employees, through understanding of the factors that affect differences in behaviour of individuals and group.



Assessments



Reading books

- Mullins, L (2022) Management & Organisational Behaviour, 9th edition, Harlow, Prentice Hall.
- Wilson, F. (2010) Organizational Behaviour at Work: a critical introduction, 3rd edition, Oxford: Oxford University Press
- Plus others
 - i.e. additional recommended texts / journals, articles etc.



**Organisational
Behaviour is...**



***The study of individuals and
groups in organisations***

What is OB?

“Organisational behaviour is concerned with the study of behaviour of people within an organisational setting. It involves the understanding, prediction and control of human behaviour.”

Mullins (2023)



Why study OB?

We live in an 'organisational' world

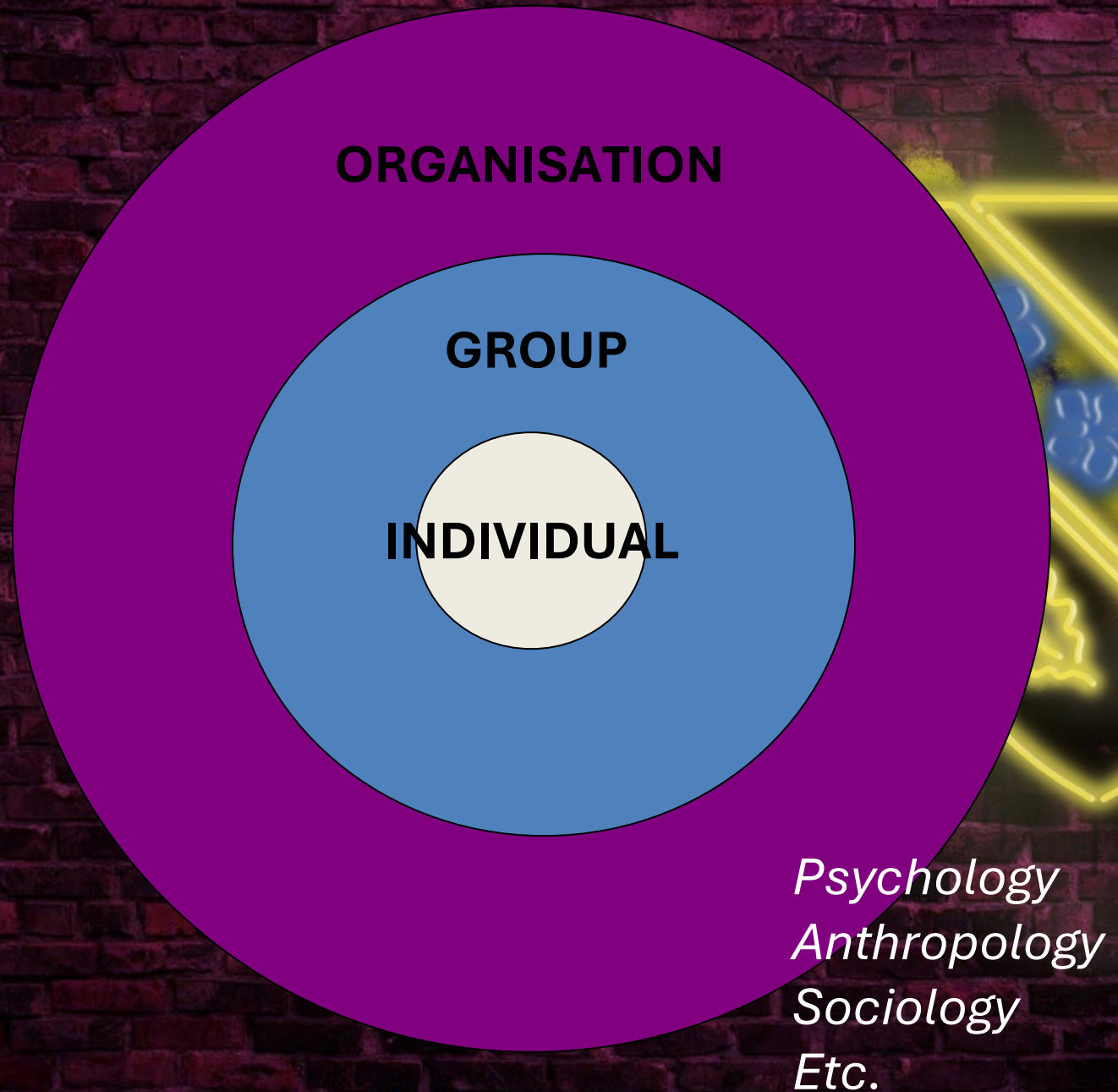
We need to understand and manage behaviour

Why? To improve organisational performance and effectiveness

If not a manager – we need to get along with our colleagues and teammates



- Motivation
- Personality
- Perception
- Attitudes (Culture)
- Communications
- Groups
- Teams
- Structure
- Management
- Leadership
- Change Management



.....we are not all managers!

- **But an understanding of OB REALLY matters**



Activity

What makes a
'great place to work'?



What makes a 'great place to work'?

- Quality of leadership
- Wellbeing (work/life balance)
- My Manager
- My Team
- Getting a 'Fair deal'
- Giving something back/CSR
- The company itself
- Personal growth opportunities

... And on the reverse side,
organisations can therefore be awful
places to work too



Managing in good and bad times

- Are the good principles of people management the same in economic boom times or in the current difficult period?
- Are there additional challenges in the bad times?



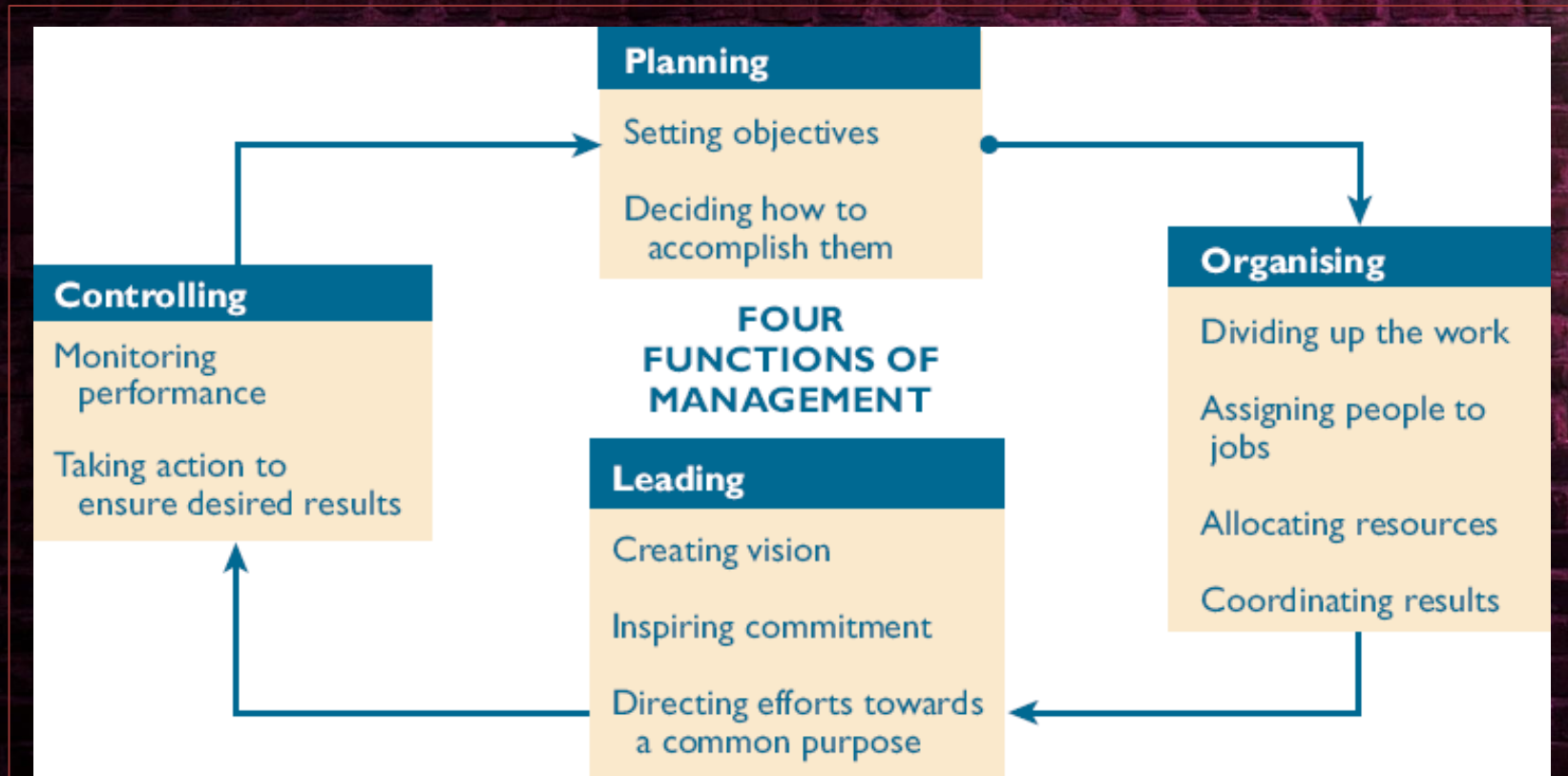
Activity

What functions do managers perform?

(clue.....4 main ones)

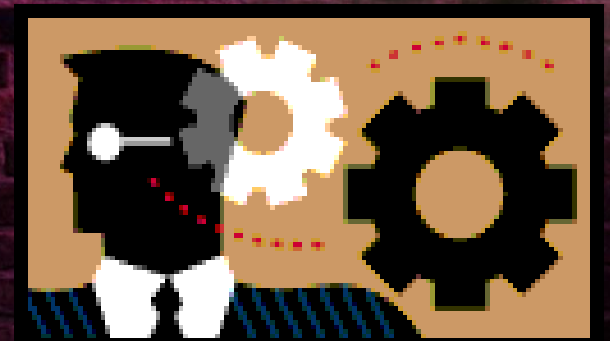


What managers do....

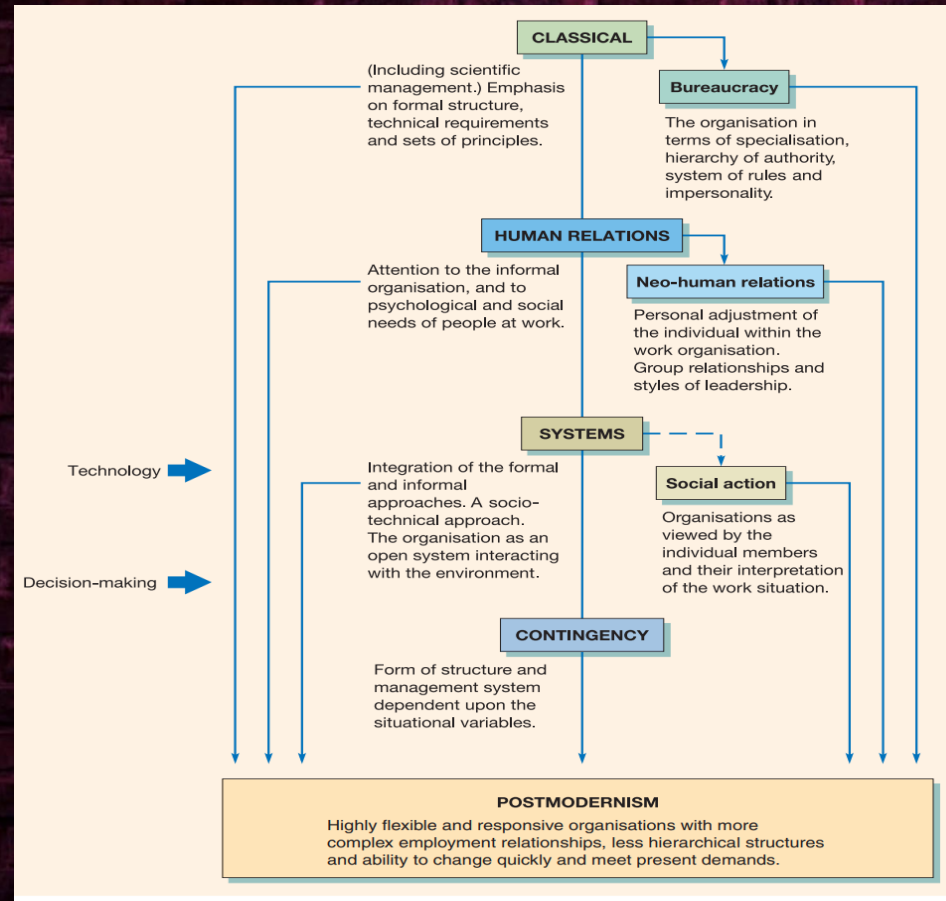


Key thoughts so far?

- Is it possible to predict behaviour?
- Can we control it?
- Are people all the same?
- People are key resource – organisation's life-blood
- With increasing competitiveness / globalisation – the management of people is critical



An outline of developments in management theory



Any questions?

