

DISCUSSION FORUM ASSIGNMENT

Unit 12: Organisational Behaviour

Unit code: H/508/0525

QCF level: 5

Credit value: 15

INTRODUCTION

The aim of this unit is to develop a student's understanding of the influence culture, politics and power have on the behaviour of others in an organisational context. Students will be in a position to apply the principles of organisational behaviour to a variety of business situations.

On successful completion of this unit students will have an understanding and awareness of key influences which affect the behaviour of individuals, teams and organisations as a whole. They will be able to use this knowledge to make an immediate and positive contribution in the workplace, whether that role is as part of a team or as a team leader. This will be achieved through a strong appreciation of working in a team, having a more profound perspective of what makes people and organisations do what they do, and how to adjust one's own behaviour to reflect the circumstances and situation.

LEARNING OUTCOMES

On successful completion of this unit the learner will be able to:

1. Analyse the influence of culture, politics and power on the behaviour of others in an organisational context.
2. **Evaluate how to motivate individuals and teams to achieve a goal.**
3. Demonstrate an understanding of how to cooperate effectively with others.
4. Apply concepts and philosophies of organisational behaviour to a given business situation.

ASSIGNMENT TWO

LO 2: Evaluate how to motivate individuals and teams to achieve a goal.

LO 2. Course Content

Motivational Theories:

- Extrinsic and intrinsic motivation.
- Motivational theorists and theories: **content theories** (Maslow, Herzberg and Alderfer) and **process theories** (Vroom, Adams, Latham and Locke).
- The implications of motivational theory on management and leadership within organisations.

Behavioural Psychology:

- Definition of emotional intelligence and the importance of soft skills for managers and teams.
- Task vs relationship leadership and psychodynamic approach to behaviour.

CASE STUDY, TASKS AND INSTRUCTIONS FOR LO2:

In Teams of 6 carry out the following activities. Please refer to the course outline and resources provided. Include at least six (6) references in your work. Use Harvard Referencing Style through-out the work.

THE OBJECTIVES OF THE ASSIGNMENT ARE TO:

P2 Evaluate how content and process theories of motivation and motivational techniques enable effective achievement of goals in an organisational context.

M2 Critically evaluate how to influence the behaviour of others through the effective application of behavioural motivational theories, concepts and models.

LO 1 & 2

D1 Critically evaluate the relationship between culture, politics, power and motivation that enables teams and organisations to succeed providing justified recommendations.

CASE STUDY

Case Study on theories of motivation, leadership techniques and organisational goals

Efficiency is about how the organisation uses its resources to undertake activities and we note that some companies are able to get more out of their resources than others. In the case of human resources, this is achieved through motivation. This case explores the concepts of leadership and management and will enable you to focus on leaders and what they can do to influence and persuade followers to act in ways that help the organization attain its goals. Leadership is a complex research area across all sectors be it private or public. There is ambiguity over which styles and behaviors are the most effective for organizational performance.

There are difficulties in linking LG Finances leadership styles with organisational performance since LG Finance's performance measures are affected by multiple confounding factors. For the past five years LG Finances has been experiencing a decrease in output due to factors such as poor employee performance, poor motivational strategies, reduced staff morale, and unavailability of resources. It was assumed that the decreased output might be as a result of the leadership styles being used by LG Finances. In a bid to improve performance, managers at LG Finances employed a combined and coordinated system of managing human resource and their performance to accomplish the goals of the organisations. However, this seemed not to have changed anything as it was observed by the researcher that the organization was experiencing slow growth rate due to rapid staff turnover. Performance management approach was adopted in order to monitor employees' performance in line with the goals of the organization. Performance Standards were measured in terms of efficiency and effectiveness based on discipline, punctuality, quality of work, quantity of work and time taken to accomplish a task. It was also measured by the number of complaints from Customers, compliments from the Customers, time taken to attend to Customers by employees.

Effectively solving these problems is of utmost importance. Put a different way, if someone is not performing well, what could be the reason? Thus, the leaders of LG Finance must solve the underlying problems of how to retain the employees, inspire them to provide excellent service, market the company's products effectively, and achieve the goals set for them. It is important for leaders to understand and manage the work behavior of people they lead to help the organization to grow, succeed, and meet collective goals.

(Link to Source 1:

<http://cws.cengage.co.uk/colekelly7/students/Video%20Cases/Chapter%207%20-%20Video%20Case%20Study%209.pdf>)

(Link to Source 2: <http://www.ijird.com/index.php/ijird/article/viewFile/50755/41289>)

DISCUSSION FORUM (1,500 – 2000 Words):

GROUP WORK:

CARRY

OUT THE FOLLOWING TASKS FOR THE DISCUSSION FORUM (1,500 – 2,000 Words):

1. Explain the following terms: Extrinsic motivation; intrinsic motivation; emotional intelligence; soft skills; task leadership; and relationship leadership.
2. Discuss the following Motivational theorists and theories: content theories (Maslow, Herzberg and Alderfer) and process theories (Vroom, Adams, Latham and Locke).
3. Identify 6 specific ways that motivational theory of managers and leaders within organisations can positively impact the people and the organisation. Refer to the case to support your claims.

TEAM MEMBER PARTICIPATION AND REQUIREMENTS

This assignment is part of the mid-semester term paper for LO 1. ALL members of the Discussion Forum Group **MUST** attend and participate in ALL four required group meetings, in identifying the resources to support the answers, organizing and submitting the drafts of the assignment, and compiling, editing and submitting one 3,000 - 3,500 words report. Alongside the report submit a separate document with the group meeting attendance record and a detailed summary of the processes and roles adapted to complete this assignment.

DEADLINE TO SUBMIT LO2 ASSIGNMENT: June 23

RESOURCES

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

❖ **Theories of Motivation**

Link: https://saylordotorg.github.io/text_organizational-behavior-v1.1/s09-theories-of-motivation.html

❖ **Leadership Styles and Organizational Performance: A Case Study of LG Finances, Bindura, Zimbabwe**

Link: <http://www.ijird.com/index.php/ijird/article/viewFile/50755/41289>

TERM-PAPER ASSIGNMENT

INDIVIDUAL WORK:

CARRY OUT THE FOLLOWING TASKS TO MEET THE TERM-PAPER REQUIREMENTS

TASKS P2 AND M2 (1,500 – 2,000 Words)

P2 Evaluate how content and process theories of motivation and motivational techniques will enable effective achievement of goals in an organisational context.

What should leaders and managers do in order to achieve goals through the behaviour of others? To answer, evaluate how two content and two process theories of motivation and motivational techniques enable effective achievement of goals in LG Finance.

M2 Critically evaluate how to influence the behaviour of others through the effective application of TWO behavioural motivational theories, concepts and models.

Many managers assume that if an employee is not performing well, the reason must be a lack of motivation. What is the problem with the assumption? To answer, critically evaluate how to influence the behaviour of others through the effective application of behavioural motivational theories, concepts and models. (Make reference to the case. Draw from both content and process theorists).

D1 Critically evaluate the relationship between culture, politics, power and motivation that enables teams and organisations to succeed. Provide justified recommendations.

SCORING THE DISCUSSION FORUM

To Pass the Discussion Forum you must:

- i) Participate in no less than 8 of the 12 weekly peer group meetings on the semester.
- ii) Submit ALL required group work timely and at required standard.
- iii) Answer the questions in sufficient length and breadth to demonstrate:
 - 1) grasp of the subject content
 - 2) ability to apply the knowledge to the context provided;
 - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
 - 4) ability to engage and cooperate in a team; and
 - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** and unit if you:

- i) Fail to post the required number of times (8 of 12).
- ii) Fail to demonstrate reasonable breadth of knowledge in the content area.
- iii) Fail to properly cite your sources. Plagiarism is not tolerated under any circumstances.
- iv) Fail to present original work. Do not duplicate from your peers' work posted in the group.
- v) Fail to consistently engage or participate in the required team-work and group dialogue.
- vi) Fail to post your assignment by the published weekly deadlines.

❖ If you fail the Forum for the unit, you automatically fail that course unit.

SCORING THE TERMPAPER

Students' work must meet the following requirements (alongside those identified in the Discussion Forum):

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument."
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for college-level: Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in the tasks e.g. AC 1.1. AND 1.2.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation.
9. Include a Reference Page.

❖ Students work are Awarded: **PASS** Grade | **MERIT** Grade | **DISTINCTION** Grade based on the above criteria. **FAIL GRADE** is awarded only when students fail to submit, participate or complete the required assignments.

❖ **IMPORTANT!**

Here is a direct link to the definition of the Command Verbs used in these tasks:

LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

DEADLINES AND RESTRICTIONS FOR ASSIGNMENTS

EARLY DEADLINES

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

LATE SUBMISSION WITH LATE FEES

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

LATE FEE IS \$12.00

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum.

No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter the student will be awarded a FAIL GRADE for the assignment.

EXTENUATING CIRCUMSTANCES

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

RESIT PRIVILIGE

1. For students to qualify for Resit they MUST ATTEMPT ALL assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an examination or assignment submission dateline may also qualify for Resit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Resit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

RESIT APPROVAL AND FEE

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Resit Fee of \$45.00 (per assignment) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email.

REFERRED / RESIT GRADE

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

FAILING THE COURSE

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades at end of the semester.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES

LOSS OF DATA

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

JOB RESPONSIBILITIES

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

STUDENT SATISFACTION SURVEY

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.html>