

Unit 12:

Organisational Behaviour

| | |
|---------------------|-------------------|
| Unit code | H/508/0525 |
| Unit type | Core |
| Unit 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

By the end of this unit a student 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.

Essential Content

LO1 **Analyse the influence of culture, politics and power on the behaviour of others in an organisational context**

Influence of culture:

Classifications of culture (power, role, task and person).

The importance of cultural-difference awareness.

Hofstede's dimensions of culture theory and application.

The rise of globalisation and digital technology and how they have influenced and shaped organisational culture in the 21st century.

Principles of Network theory and Systems theory as frameworks to understand organisations.

Organisational psychology.

Influence of politics:

Organisational politics and differentiation between personal, decisional, structural and organisational change.

Influence of power:

Power as a property viewpoint: individual, relationships and embedded in structures.

Bases and types of power, power controls and power sources.

LO2 **Evaluate how to motivate individuals and teams to achieve a goal**

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.

LO3 **Demonstrate an understanding of how to cooperate effectively with others**

Different types of organisational teams:

Including functional, problem-solving, project teams.

The impact of technology on organisational teams: the role of virtual team development and networking.

Team dynamics and teamwork:

Definitions of the terms group and team, and the differences.

Tuckman's Team Development model and the impact of development stages on individual development.

Belbin's typology for managing effective teams and considering roles and skills required for effective teams.

Soft and hard communication, co-operation and competition.

Benefits and risks of teams.

Conflict resolution.

LO4 **Apply concepts and philosophies of organisational behaviour to a given business situation**

Concepts and philosophy:

People: Perception, individual differences, motivation, empowerment

Organisations: Social System, mutual interest, ethics

Philosophies: autocratic, custodial, collegial, supportive and system

Path-goal theory leadership styles that improve team performance and productivity.

Contemporary barriers to effective behaviour, situational resistance, social capital theory and contingency theory.

Learning Outcomes and Assessment Criteria

| Pass | Merit | Distinction |
|---|---|---|
| LO1 Analyse the influence of culture, politics and power on the behaviour of others in an organisational context | | LO1 and LO2 D1 Critically evaluate the relationship between culture, politics, power and motivation that enables teams and organisations to succeed providing justified recommendations. |
| P1 Analyse how an organisation's culture, politics and power influence individual and team behaviour and performance. | M1 Critically analyse how the culture, politics and power of an organisation can influence individual and team behaviour and performance. | |
| LO2 Evaluate how to motivate individuals and teams to achieve a goal | | |
| 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. | |
| LO3 Demonstrate an understanding of how to cooperate effectively with others | | LO3 and LO4 D2 Critically analyse and evaluate the relevance of team development theories, concepts and philosophies that influence behaviour in the work place to improve business performance and productivity |
| P3 Explain what makes an effective team as opposed to an ineffective team. | M3 Analyse relevant team and group development theories to support the development of cooperation within effective teams. | |
| LO4 Apply concepts and philosophies of organisational behaviour to a given business situation | | |
| P4 Apply concepts and philosophies of organisational behaviour within an organisational context and given business situation. | M4 Evaluate how concepts and philosophies of OB inform and influence behaviour within a given business situation. | |

Recommended Resources

Textbooks

ARCHER, D. and CAMERON, A. (2013) *Collaborative Leadership; Building Relationships, Handling Conflict and Sharing Control*. 2nd Ed. London: Routledge.

BY, R.T. and BURNES, B. (2013) *Organizational Change, Leadership and Ethics: Leading Organisations Towards Sustainability*. London: Routledge.

HUCZYNSKI, A. and BUCHANAN, D. (2013) *Organisational Behaviour*. 8th Ed. Harlow: Pearson.

LEVI, D. (2014) *Group Dynamics for Teams*. 4th Ed. London: SAGE.

ROLLINSON, D. (2008) *Organisational Behaviour and Analysis: An Integrated Approach*. 4th Ed. London: Pearson.

Links

This unit links to the following related units:

Unit 1: Business and the Business Environment

Unit 3: Human Resource Management

Unit 4: Management and Operations

Unit 12: The Global Business Environment

Unit 17: Understanding and Leading Change

Unit 20: Employee Relations

Unit 21: Strategic Human Resource Management

Unit 35: Developing Individuals, Teams and Organisations