

Unit 44: Organisational Behaviour

Unit code	H/508/0525
Unit level	5
Credit value	15

Introduction

The aim of this unit is to develop students' 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 versus relationship leadership and psychodynamic approach to behaviour

LO3 Demonstrate an understanding of how to cooperate effectively with others

Different types of organisational teams:

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 the 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:

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 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 LO4 D2 Critically analyse and evaluate the relevance of team development theories in context of organisational behaviour concepts and philosophies that influence behaviour in the workplace
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 dynamic cooperation		
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 a given business situation	M4 Explore and evaluate how concepts and philosophies of organisational behaviour inform and influence behaviour in both a positive and negative way		

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.

Websites

www.cipd.co.uk

Chartered Institute of Personnel
Development

Leadership Factsheet

(General Reference)

www.i-l-m.com

Institute of Leadership and Management

(General Reference)

www.lmi-world.com

Leadership Management International

(General Reference)

Links

This unit links to the following related units:

Unit 3: Professional Identity and Practice

Unit 5: Leadership and Management for Service Industries

Unit 14: Work Experience

Unit 17: Human Resource Management

Unit 47: Strategic Human Resource Management