

Unit 20: Organisational Behaviour Management

Unit code	R/650/2920
Unit type	Core
Unit level	5
Credit value	15

Introduction

Organisational behaviour is concerned with understanding, explaining and predicting the behaviour of individuals in the workplace and can assist in the development of practical solutions to organisational and managerial problems. Individuals, whether acting in isolation or collectively as part of a group, engage in actions and behaviours that can have a positive or negative impact on organisational performance and the achievement of strategic goals. It is therefore essential that those who are involved in managing and leading people in organisations acquire insight and expertise in organisational behaviour.

The aim of this unit is to develop knowledge and understanding of how organisational behaviour concepts, theories and techniques can be applied in work and management settings to enhance individual, team and organisational performance. Students will be able to apply this knowledge in a variety of business situations. They will appreciate how effective application of organisational behaviour principles can be used to explain why people behave and act in particular ways and to predict how employees will respond to certain demands. The unit also develops student understanding of the influence of culture and of the operation of power and politics in organisations, and how these variables influence the actions and behaviour of people in an organisational context.

On successful completion of this unit, students will have developed a range of transferable skills and knowledge. This includes core people management skills used to achieve positive organisational outcomes and to create value by recognising individual difference, team working and the creation of inclusive organisational cultures.

Learning Outcomes

By the end of this unit students will be able to:

- LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches
- LO2 Apply content and process theories of motivation to create and maintain an effective workforce
- LO3 Lead a group/team activity for a given business situation to demonstrate effective team leadership skills
- LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals.

Essential Content

LO1 **Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches**

Individual difference – personality:

Approaches to the study of human personality.

Nomothetic and idiographic perspectives and implications.

Debates around measuring and testing human personality.

The 'big five' dimensions of human personality: extroversion, agreeableness, conscientiousness, emotional stability and openness to experience.

Debates around individual personality differences and abilities.

The extent that personality dimensions link to job roles and performance, job attitudes, leadership and team working abilities.

Application of personality and other forms of psychometric assessment in selection and promotion decisions, team building and professional development programmes.

Emotional intelligence as a related concept of human personality:

Developing self-awareness and understanding the value of own impact and emotional intelligence.

Importance of developing emotional intelligence: awareness of own thoughts, actions and feelings; ability to sense others' moods and needs.

Managing self and the warning signs of stress e.g. fatigue, anxiety, inability to concentrate.

Managing stress e.g. seeking clarity on job/task requirements; prioritising and organising; creating a balanced schedule; asking for help and support from others.

Individual difference – perception:

Significance of perception in developing effective personal and work relationships.

Factors that influence an individual's perceptual set e.g. personality, past experiences, expectations, learning.

Relationship between perception and behaviour.

Perceptual errors and distortions, including stereotyping, unconscious bias and how cultural differences can be misconstrued.

The relationship between perception and communication.

Verbal and non-verbal communication, selecting information and making judgements.

Attribution theory and interpersonal perception.

LO2 Apply content and process theories of motivation to create and maintain an effective workforce

Motivational theories:

Main features of key models and their underpinning assumptions of content and process theories of motivation.

Content theories, including Alderfer, Herzberg, Maslow, McClelland.

Process theories, including Adams, Latham and Locke, Porter and Lawler.

The implications of motivational theory for management and leadership practice in organisations.

Differences between intrinsic and extrinsic motivation.

The relationship between motivation, job satisfaction and employee commitment and engagement.

Modifying employee on-the-job behaviour through reinforcement initiatives.

Application of motivation theories:

Characteristics and behaviours of employees who demonstrate low and high motivation.

Implications of motivation theories for the design of work.

The job characteristics model of Hackman and Oldham.

Implications of motivation theories for the design of reward and benefit packages.

The concept of empowerment and empowering people to meet higher-level needs.

Human motivation as a complex, dynamic and culture-bound concept, affected by a range of personal, generational and environmental factors.

LO3 Lead a group/team activity for a given business situation to demonstrate effective team leadership skills

Different types of organisational team:

The importance of work groups and effective team working in contemporary organisations.

Types of team e.g. functional and cross-functional, problem-solving, project and self-directed teams.

The impact of globalisation and digital technologies on organisational teams, including virtual and cross-cultural teams.

Diversity and issues of communication, leadership and insufficient support.

Digital tools for communication (e.g. Slack, Skype, Microsoft Teams) and project management (e.g. Trello, Smartsheet).

Cloud-based technologies for file-sharing, collaboration and storing information.

Team dynamics and teamwork:

Differences between groups and teams.

Team development models: the stages of team development and the implications for task achievement and team member relationships development.

Tuckman's four stages of team development.

Belbin's role typology for creating effective teams and consideration of skills required for resolving team conflict and creating effective teams.

The concept of cohesiveness and the role and importance of norms.

Issues with cohesive teams e.g. groupthink, suspicion and aggression towards outsiders, resistance to change.

Challenges in facilitating cohesiveness in global, virtual and diverse teams.

Leading a team:

Techniques for effectively chairing meetings both offline and online.

Mediation techniques for resolving conflict and resolving disputes.

The importance of communicating organisational vision and goals effectively and how this influences teams.

Delegating responsibility to individuals on the basis of their expertise, competence, skills, knowledge and development needs.

Categorising areas for improvement in team members' performance outputs and standards.

Amending priorities and plans to take account of changing circumstances.

Techniques for leading multiple virtual teams.

Skills and behaviours for effective leadership e.g. inclusive, agile, professionalism in setting an example, being fair, consistent and impartial.

LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals

Influence of power:

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

Hard and soft sources of power.

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

The use of power as an influencing mechanism in different circumstances and situations to achieve organisational goals and influence employee behaviour and performance.

Influence of politics:

Organisational politics arising from structural divisions, differing priorities and interests and when policies and rules are interpreted or acted on differently.

Political activity during periods of organisational change and political behaviour associated with conflict and resistance.

Influence of culture:

Culture as a key variable affecting organisational success and factors that influence it e.g. nature of business, company goals, employee behaviours, diversity.

Culture promoting organisational values, expectations of how work should be undertaken and behavioural expectations of employees.

The impacts of organisational culture and diversity on leading and managing change.

How culture manifests itself at different levels (Schein).

Types of organisational culture and factors to consider when seeking to develop high-performance organisational cultures.

Cross-cultural differences, diversity and the need for awareness of cultural difference when developing organisational strategy and policy.

Hofstede's cultural dimensions theory and application.

The influence of globalisation and digital technologies on organisational culture in the 21st century, including the opportunities and challenges of remote working practices.

Principles of network theory and systems theory as frameworks to understand organisations.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Reflect on own personality and perceptions to understand how individual difference informs and influences management approaches		LO1 and LO2 D1 Adapt personal perspectives, traits and attributes to justify improvements that influence and enhance employee motivation and create an effective workforce.
P1 Assess own personality traits and attributes in terms of them having a positive or negative effect on management approaches and organisational performance. P2 Reflect on the value and importance of personality and perception for effective managerial relationships.	M1 Challenge own perspectives and individual traits and attributes to influence and improve managerial relationships.	
LO2 Apply content and process theories of motivation to create and maintain an effective workforce		
P3 Apply content and process theories of motivation for enhancing and maintaining an effective organisational workforce, providing specific examples.	M2 Critically assess the extent that employee motivation can be enhanced and maintained by practical application of content and process theories of motivation.	
LO3 Lead a group/team activity for a given business situation to demonstrate effective team leadership skills		D2 Revise personal contribution and skills in effectively leading teams to make justified recommendations for own improvement.
P4 Communicate organisational goals and objectives to effectively lead a team for a given business situation. P5 Explore the relevance of group behaviour and team theory in the creation and management of effective team working.	M3 Reflect on personal contribution to group behaviour and dynamics in leading and managing the team effectively.	

Pass	Merit	Distinction
LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals		D3 Make justified recommendations on how power, politics and culture can be used effectively to influence and direct employee behaviour towards the accomplishment of organisational goals.
P6 Examine how the operation of power, politics and culture in an organisation affect employee behaviour and the accomplishment of organisational goals.	M4 Evaluate how the operation of power, politics and culture affect employee behaviour and the accomplishment of organisational goals.	

Recommended Resources

Textbooks

- Brooks, I. (2018) *Organisational Behaviour: Individuals, Groups and Organisation*. 5th Ed. Harlow: Pearson.
- Buchanan, D.A. and Huczynski, A.A. (2019) *Organizational Behaviour*. 10th Ed. Harlow: Pearson.
- Carbery, R. and Cross, C. (2021) *Organisational Behaviour: An Introduction*. 2nd Ed. London: Red Globe Press.
- Mullins, L.J. (2023) *Organisational Behaviour in the Workplace*. 13th Ed. Harlow: Pearson.
- Wilson, F.M. (2018) *Organizational Behaviour and Work: A Critical Introduction*. 5th Ed. Oxford: Oxford University Press.

Websites

www.businessballs.com	Businessballs "Management – Leading people – Organisational Culture" (Articles)
www.hrzone.com	HRZone "Lead – Culture" (Articles)
www.managementstudyguide.com	Management Study Guide "Library – Organizational Behaviour" (General Reference)
www.managementtoday.co.uk	Management Today "Leadership Lessons" (Articles)

Links

This unit links to the following related units:

Unit 4: Leadership and Management

Unit 24: Managing and Leading Change

Unit 25: Global Business Environment

Unit 46: Developing Individuals, Teams and Organisations