

Unit 20: Organisational Behaviour

Unit code	A/618/5064
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 company 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 in order 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, 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 a student 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 Participate in a group team activity for a given business situation to demonstrate effective team 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 teamworking abilities.

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

Emotional intelligence as a related concept of human personality.

Individual difference: perception:

Significance of perception for 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 Participate in a group team activity for a given business situation to demonstrate effective team skills

Different types of organisational teams:

The importance of work groups and effective teamworking in contemporary organisations.

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

The impact of globalisation and digital technologies on organisational teams to include virtual and cross-cultural teams. Diversity and issues of communication, leadership and insufficient support.

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

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, resistant to change.

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

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, political behaviour associated with conflict and resistance.

Influence of culture:

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

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

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

Pass	Merit	Distinction
<p>LO4 Examine how power, politics and culture can be used to influence employee behaviour and accomplish organisational goals.</p>		
<p>P6 Examine how the operation of power, politics and culture in an organisation affect employee behaviour and the accomplishment of organisational goals.</p>	<p>M4 Evaluate how the operation of power, politics and culture affect employee behaviour and the accomplishment of organisational goals.</p>	<p>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.</p>

Recommended Resources

Textbooks

BROOKS, I. (2018) *Organisational Behaviour: Individuals, Groups and Organisation*. 5th Ed. Harlow: Pearson.

BUCHANAN, D. and HUCZYNSKI, A. (2019) *Organizational Behaviour*. 10th Ed. Harlow: Pearson.

MULLINS, L. J. (2019) *Organisational Behaviour in the Workplace*. 12th Ed. Harlow: Pearson.

WILSON, F. M. (2018) *Organizational Behaviour and Work: A Critical Introduction*. 5th Ed. Oxford: Oxford University Press.

Websites

www.businessballs.com	Business Balls Organisational Culture (Articles)
www.hrzone.com	HR Zone Lead – Culture (Articles)
www.managementstudyguide.com	Management Study Guide Library – Organisational 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: Understanding and Leading Change

Unit 25: Global Business Environment

Unit 46: Developing Individuals, Teams and Organisations