

Unit 12 Organizational Behaviour

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Aim

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 organizational context. Students will be in a position to apply the principles of organizational 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 organizations 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 organizations do what they do, and how to adjust one's own behaviour to reflect the circumstances situation.

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Learning outcomes

On successful completion of this unit a learner will:

- 1 Analyse the influence of culture, politics and power on the behaviour of others in an organizational 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 organizational behaviour to a given business situation.



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Unit content

L01 Analyse the influence of culture, politics and power on the behaviour of others in an organizational 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 globalization and digital technology and how they have influenced and shaped organizational culture in the 21st century. Principles of Network theory and Systems theory as frameworks to understand organizations. Organizational psychology.

Influence of politics:

Organizational politics and differentiation between personal, decisional, structural and organizational 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.

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L02 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 organizations.

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.

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L03 Demonstrate an understanding of how to cooperate effectively with Others

Different types of organizational teams:

Including functional, problem-solving, project teams. The impact of technology on organizational 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.

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L04 Apply concepts and philosophies of organizational behavior to a given business situation

Concepts and philosophy:

Path-goal theory leadership styles that improve team performance and productivity. Contemporary barriers to effective behavior, situational resistance, social capital theory and contingency theory.

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