



Level 5 Diploma in Human Resources Management (630)
135 Credits



Unit: Organisational Behaviour	Guided Learning Hours: 280
Exam Paper No.: 2	Number of Credits: 28
Prerequisites: Knowledge of business organisational terminology.	Corequisites: A pass or higher in Certificate in Business Studies or equivalence.
<p>Aim: The behaviour of individuals and groups in an organisation directly affects the success of the organisation. Knowledge of human behaviour, psychology and business is critical in helping people lead productive lives and contribute to the achievement of organisational goals and objectives. This unit addresses problems and issues concerning leadership, interpersonal effectiveness, and challenges for managers in the 21st century. Topics covered include employee empowerment, teamwork, managing diversity, cross-cultural management, personal effectiveness, organisational change, organisational analysis, decision making, negotiation, conflict resolution, power, politics, and influence.</p>	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The unit requires a combination of lectures, demonstrations and discussions.	
<p>Intended Learning Outcomes:</p> <p>1 Organisational behaviour major challenges; opportunities for managers to use OB concepts; similarities and differences between job satisfaction or employee satisfaction and other job attitudes.</p> <p>2 Personality and values; the link between values and work behaviours and the factors that determine an individual's personality vs perception and individual decision making and the conditions in which individuals are most likely to use intuition in decision making.</p>	<p>Assessment Criteria:</p> <p>1.1 Define organisational behaviour (OB)</p> <p>1.2 Explain the value of the systematic study of OB</p> <p>1.3 Identify the contributions made by major behavioural science disciplines to OB</p> <p>1.4 Explain the need for a contingency approach to the study of OB</p> <p>1.5 Describe what managers do</p> <p>1.6 Contrast the components of an attitude</p> <p>1.7 Identify the role that consistency plays in attitudes</p> <p>1.8 Describe the relationship between attitudes and behaviour</p> <p>1.9 Describe the main causes of job satisfaction</p> <p>1.10 Describe attitudes and job satisfaction.</p> <p>2.1 Describe the MBTI personality framework.</p> <p>2.2 Explain how the major personality attributes predict behaviour at work.</p> <p>2.3 Contrast terminal and instrumental values.</p> <p>2.4 Describe the dominant values in today's workforce.</p> <p>2.5 Identify Hofstede's value dimensions of national culture.</p> <p>2.6 Explain how two people can see the same thing and interpret it differently</p> <p>2.7 Describe the determinants of attribution</p> <p>2.8 Describe how shortcuts can assist in or distort our judgment of others</p> <p>2.9 Explain how perception affects the decision making process</p> <p>2.10 Outline the steps in the rational decision making model</p>




<p>3 Motivation concepts mediated by environmental events, including motivational factors. quality of supervision; rate of pay; company policies and working conditions.</p>	<p>2.11 Describe the actions of the boundedly rational decision maker</p> <p>2.12 Explain the common decision biases or errors</p> <p>3.1 Describe Maslow's need hierarchy.</p> <p>3.2 Differentiate motivators from hygiene factors.</p> <p>3.3 Describe the characteristics that high achievers prefer in a job.</p> <p>3.4 Describe the types of goals that increase performance.</p> <p>3.5 Discuss ways self-efficacy can be increased.</p> <p>3.6 Describe the impact of under-rewarding employees.</p> <p>3.7 Define and clarify the key relationships in expectancy theory.</p> <p>3.8 Explain how the contemporary theories of motivation complement each other.</p> <p>3.9 Explain why managers might want to use employee involvement programs.</p> <p>3.10 Describe how the different types of variable-pay programs can increase employee motivation.</p> <p>3.11 Describe the link between skill-based pay plans and motivation theories.</p> <p>3.12 Explain how flexible benefits turn benefits into motivators.</p> <p>3.13 Explain the ways in which employees can be motivated by changing the work environment.</p>
<p>4 Characteristics that distinguish emotions from other affective states; influence emotional intelligence have on the effectiveness of decisions and how emotional awareness can improve effective communication.</p>	<p>4.1 Describe emotions and moods</p> <p>4.2 Differentiate emotions from moods.</p> <p>4.3 Describe the different aspects of emotions.</p> <p>4.4 Identify the sources of emotions and moods.</p> <p>4.5 Describe external constraints on emotions.</p> <p>4.6 Explain the impact emotional labor has on employees.</p> <p>4.7 Examine, identify and differentiate the case for and the case against emotional intelligence.</p> <p>4.8 Outline how moods differ from emotions and features that distinguish one from the other.</p>
<p>5 The creation of the formal structures that enable the organisation to meet its stated objectives; the attractions and challenges of implementing teams so as to give a realistic preview of what can be achieved through teamwork.</p>	<p>5.1 Analyse Group Behaviour. Differentiate between formal and informal groups.</p> <p>5.2 Explain how role requirements change in different situations.</p> <p>5.3 Describe how norms exert influence on an individual's behaviour.</p> <p>5.4 Explain what determines status.</p> <p>5.5 Define social loafing and its effect on group performance.</p> <p>5.6 Identify the benefits and disadvantages</p>

	<p>of cohesive groups.</p> <p>5.7 Identify the strengths and weaknesses of group decision-making.</p> <p>5.8 Explain how informal structure develops in most organisations which is based on the reality of day-to-day interactions between the members of the organisation.</p> <p>5.9 Explain the growing popularity of teams in organisations.</p> <p>5.10 Compare and contrast teams with groups.</p> <p>5.11 Identify the different types of teams.</p> <p>5.12 Explain the characteristics of effective teams.</p> <p>5.13 Explain how organisations can create team players.</p> <p>5.14 Describe conditions when teams are preferred over individuals.</p>
<p>6 The communication process; communication skills, such as your ability to read, write, speak, and listen.</p>	<p>6.1 Identify factors affecting the use of the grapevine.</p> <p>6.2 Describe how computer-aided technology is changing organisational communication.</p> <p>6.3 Explain the importance of channel richness to improving communication effectiveness.</p> <p>6.4 Identify common barriers to effective communication.</p> <p>6.5 Describe potential problems in cross-cultural communication.</p> <p>6.6 Compare and contrast the advantages and disadvantages of oral versus written communication</p>
<p>7 Management and identify the different approaches to leadership styles and frameworks based on several different approaches to leadership.</p>	<p>7.1 Identify the limitations of behavioural theories.</p> <p>7.2 Describe Fiedler's contingency model.</p> <p>7.3 Explain Hersey and Blanchard's situational theory.</p> <p>7.4 Describe leader-member exchange theory.</p> <p>7.5 Describe the path-goal theory.</p> <p>7.6 Identify the situation variables in the leader-participation model.</p> <p>7.7 Compare and contrast Management versus Leadership.</p> <p>7.8 Describe how management differs from leadership</p>
<p>8 Contemporary issues in human resource leadership and how framing influences leadership effectiveness.</p>	<p>8.1 Define the qualities of a charismatic leader.</p> <p>8.2 Contrast transformational with transactional leadership.</p> <p>8.3 Identify the dimensions of trust.</p> <p>8.4 Identify the roles that team leaders perform.</p> <p>8.5 Explain the role of a mentor.</p> <p>8.6 Describe how on-line leadership differs from face-to-face leadership.</p>

<p>9 The relationship between power and politics and organizational learning; the relation between state and society, authority and power, and the methods used to formulate social policy.</p>	<p>8.7 Identify when leadership may not be necessary.</p> <p>8.8 Explain how to find and create effective leaders.</p> <p>9.1 Outline and clarify what creates dependency in power relationships.</p> <p>9.2 Identify the influence tactics and their contingencies.</p> <p>9.3 Describe the importance of a political perspective.</p> <p>9.4 Define individual and organisational factors that stimulate political behaviour.</p> <p>9.5 Identify the different techniques for managing the impression one makes on others.</p> <p>9.6 Explain how defensive behaviours can protect an individual's self-interest.</p> <p>9.7 Compare and contrast leadership and power.</p> <p>9.8 Define the bases of power.</p>
<p>10 The key elements that define an organisation's structure; key elements that define an organization's structure; clearly defined procedures and organisational rules.</p>	<p>10.1 Explain the characteristics of bureaucracy.</p> <p>10.2 Describe a matrix organisation.</p> <p>10.3 Explain the characteristics of a virtual organisation.</p> <p>10.4 Contrast mechanistic and organic structural models.</p> <p>10.5 Identify the factors that favor different organisational structures.</p> <p>10.6 Explain the behavioural implications of different organisational designs.</p> <p>10.7 Define the common characteristics making up organisational culture.</p> <p>10.8 Identify the functional and dysfunctional effects of organisational culture on people and the organisation.</p> <p>10.9 Explain the factors determining an organisation's culture.</p> <p>10.10 Describe the factors that maintain an organisation's culture.</p> <p>10.11 Describe how culture is transmitted to employees.</p> <p>10.12 Outline the various socialisation alternatives available to management.</p> <p>10.13 Describe a customer-responsive culture.</p> <p>10.14 Describe institutionalisation and its relationship to organisational culture.</p>
<p>11 Organisational change human factors management and stress management and forces that act as stimulants to change.</p>	<p>11.1 Describe sources of individual and organisational resistance to change.</p> <p>11.2 Describe Lewin's three-step change model.</p> <p>11.3 Identify properties of innovative organisations.</p> <p>11.4 Describe potential sources of stress.</p> <p>14.5 Explain individual difference variables that moderate the stress-outcome relationship.</p>

Methods of Evaluation: A 2½-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Organisational Behaviour with a weighting of 100%.

Recommended Learning Resources: Organisational Behaviour

Text Books	<ul style="list-style-type: none">• Organisational Behaviour: Individuals, Groups and Organisation by Ian Brooks. ISBN-10: 0273701843• Management and Organisational Behaviour by Laurie Mullins. ISBN-10: 0273688766• Introduction to Organisational Behaviour by Penny Dick and Steve Ellis. ISBN-10: 0077108078
Study Manuals 	College produced study packs
CD ROM 	Power-point slides
Software 	None

Business & Computing Examinations (BCE)