

MANAGE ORGANIZATIONAL BEHAVIOUR

UNIT CODE: BUS/OS/HRM/CC/01/5

Unit Description

This unit specifies the competencies required to manage organizational behaviour. It involves analyzing individual and group behavior, evaluating different motivational theories and motivational strategies, evaluating various leadership styles, facilitating change management, managing conflict and negotiations, managing organization change and culture, managing groups and teams, managing perceptions, personalities and emotions and managing values and attitudes in the work place

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes that make up workplace function.	PERFORMANCE CRITERIA These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Analyze individual and group behaviour	1.1. Familiarize with organization behaviour as per the SOPs 1.2. Importance of organization behaviour is identified as per the work place procedures <i>1.3. Theories of organization</i>

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	<i>behaviour</i> are identified as per SOPs 1.4. Organization behaviour theories are applied as per the work place procedures.
2. Evaluate different motivational theories and motivational strategies	2.1. Familiarize with motivation as per SOPs 2.2. <i>Motivation theories</i> are identified as per the SOPs 2.3. Types of motivation are identified as per the SOPs 2.4. Process of motivation is familiarised with as per the SOPs 2.5. Advantages and disadvantages of motivation are highlighted as per the SOPs
3. Evaluate various leadership styles	3.1. Leadership is defined as per the SOPs 3.2. Types of leadership styles are identified as per the SOPs 3.3. Characteristics of good leaders are defined as per the SOPs 3.4. Leadership skills highlighted as per the SOPs

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	3.5. Leadership issues in contemporary organization are underlined as per the SOPs
4. Manage conflict and negotiations at workplace	4.1. Familiarize with conflict and negotiations as per the SOPs 4.2. Causes of conflicts in an organization are identified and defined as per the work place policies 4.3. Conflict management is defined as per the SOPs 4.4. <i>Conflict management methods</i> are applied as per the work place policies 4.5. Advantages and disadvantages of benefits of conflict management are highlighted as per the work place policies
5. Manage organization change and culture	5.1. Organization culture and change management is defined as per the SOPs 5.2. Characteristics of organization culture are identified as per the SOPs 5.3. <i>Types of organization culture</i>

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	<p>are defined as per the SOPs</p> <p>5.4. Methods of creating and sustaining organization culture are underlined as per the work place procedures</p> <p>5.5. Liabilities of organization culture are identified as per the work place procedures</p> <p>5.6. <i>Approaches to managing change</i> are applied as per the work place polices</p> <p>5.7. Resistance to change is established as per the work place procedures</p>
<p>6. Manage groups and teams at the workplace</p>	<p>6.1. Groups and teams are defined as per the SOPs</p> <p>6.2. Group dynamics are identified as per the SOPs</p> <p>6.3. Stages of group and team development are highlighted as per the SOP</p> <p>6.4. Effective teams are established as per the work place procedures</p> <p>6.5. Ways of managing groups and</p>

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	<p>teams are identified as per work place procedures</p> <p>6.6. Barriers to effective groups and teams are highlighted as per the work place procedures</p> <p>6.7. Diversity at the work place is identified and managed as per the work place policies</p> <p>6.8. Advantages and disadvantages of groups and teams are highlighted as per the SOPs</p>
<p>7. Manage perceptions, personalities and emotions in the work Place</p>	<p>7.1. Terms are defined as per the SOPs</p> <p>7.2. Types of personalities are identified as per the SOPs.</p> <p>7.3. Effect of perceptions, personalities and emotions to performance are established as per the SOPs</p> <p>7.4. Factors affecting perceptions, personalities and emotions are highlighted as per the work place procedures</p> <p>7.5. Importance of perceptions, personalities and emotions are</p>

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	established as per the SOPs 7.6. Perceptions, personalities and emotions are managed as per the work place policies
8. Manage values and attitudes in the work place	8.1. Values and attitudes are defined as per the SOPs 8.2. Benefits of values and attitudes are identified as per the SOPs 8.3. Effects of values and attitudes in the work place are highlighted as per the work place procedures 8.4. Advantages and disadvantages of managing values and attitudes in the work place are identified as per the SOPs 8.5. Contemporary/emerging issues in the work place are identified as per the SOPs
9. Managing work place stress	1.1 Meaning of stress is highlighted as per the SOPs 1.2 Causes of stress are identified as per the work place practices 1.3 Types of stress are highlighted as per the SOPs

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	1.4 Negative and positive impact of stress are analysed as per the SOPs 1.5 Ways of managing stress in the work place are applied as per the work place policies

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. <i>Theories of organization behaviour</i> May include but not limited to:	1.1 Behavioural Organization Theories 1.1.1 Human relations 1.1.2 Decision making 1.1.3 Servant leadership
2. Motivation theories May include but not limited to:	1.1 Maslow's hierarchy of need 1.2 Herzberg two factor theory 1.3 Vrooms expectancy 1.4 BF Skinners reinforcement

Variable	Range
	theory
3. Conflict management methods May include but not limited to:	1.1 Negotiations 1.2 Mediation 1.3 Conciliation 1.4 Diplomacy 1.5 Peace building 1.6 Arbitration 1.7 Avoidance 1.8 Collaborations
4. Types of organization culture May include but not limited to:	1.1 Clan culture 1.2 Adhocracy 1.3 Market 1.4 Hierarchy
5. Approaches to managing change May include but not limited to:	1.1 Kotter's change management theory. 1.2 Lewin's Change Management Model. 1.3 McKinsey 7 S Model 1.4 Nudge Theory

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal relations

- Communication
- Negotiations
- Critical thinking
- Data collection and reporting
- Presentation
- Conflict management
- Analytical

Required Knowledge

The individual needs to demonstrate knowledge of:

- Theories of organization behavior
- Motivation theories
- Types of organization culture
- Approaches to managing change
- Conflict management methods
- Organization policies and procedures

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate</p> <p>1.1 Identified the importance of organization behaviour.</p> <p>1.2 Related theories of organization behaviour and the organization culture.</p> <p>1.3 Managed conflict at the work place.</p> <p>1.4 Identified methods of addressing resistance at the work pace.</p> <p>1.5 Created effective teams that harnessed on the diversity of the</p>
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	<p>team members.</p> <p>1.6 Provided mitigation methods to barriers of communication.</p> <p>1.7 Analysed factors that affect perceptions, personalities and emotions in an organization</p> <p>1.8 Described the effects of values and attitudes in the work place.</p> <p>1.9 Examined contemporary/emerging issues in the work place</p>
2. Resource implications	<p>The following resources MUST be provided:</p> <p>2.1 Regulations, guidelines and strategic plan</p> <p>2.2 Organization structure, functions, policies and procedures</p> <p>2.3 Computers and computer software</p> <p>2.4 Computer servers</p> <p>2.5 Internet and intranet connectivity</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>3.1 Written questions</p> <p>3.2 Oral questions</p> <p>3.3 Observation</p> <p>3.4 Projects</p> <p>3.5 Review of portfolios</p> <p>3.6 Review of third party workplace reports</p>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>

5. Guiding information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended

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