

ORGANIZATION BEHAVIOUR

UNIT CODE: HRM/CU/BUS/CC/01/6/A

Relationship to Occupational Standards

This unit addresses the unit of competency: **Manage organization behaviour**

Duration of Unit: 140 Hours

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, perceptions, personalities and emotions, values, attitudes and stress in the work place

Summary of Learning Outcomes

1. Analyze individual and group behaviour
2. Evaluate different motivational theories and motivational strategies
3. Evaluate various leadership styles
4. Manage conflict and negotiations at work place
5. Manage organization change and culture
6. Manage groups and teams at the workplace
7. Manage perceptions, personalities and emotions in the work place
8. Manage values and attitudes in the work place
9. Manage workplace stress

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Analyzing individual and group behavior	<ul style="list-style-type: none">• Introduction to organization behavior• Importance of organization behavior• Theories of organization behavior	<ul style="list-style-type: none">• Written tests• Observation• Oral questions• Case studies•

Learning Outcome	Content	Suggested Assessment Methods
2. Evaluate different motivational theories and motivational strategies	<ul style="list-style-type: none"> • Introduction to motivation • Motivation theories <ul style="list-style-type: none"> • Maslow’s hierarchy of need • Mc Gregor’s Theory X and Y • BF Skinners reinforcement theory • Herzberg two factor theory • Expectancy theory • Vrooms expectancy • Types of motivation • Process of motivation • Advantages and disadvantages of motivation 	<ul style="list-style-type: none"> • Written tests • Observation • Oral questions • Case studies
3. Evaluate various leadership styles	<ul style="list-style-type: none"> • Introduction to leadership • Leadership styles • Theories of leadership • Difference between authority and power • Importance of authority and power • Characteristics of good leaders • Leadership Skills • Principles and importance of delegation in management • Leadership issues in contemporary organizations 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies
4. Manage conflict and negotiations at work place	<ul style="list-style-type: none"> • Introduction to conflict and negotiations • Causes of conflicts • Conflict management • Advantages and disadvantages of Benefits of conflict management 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	<ul style="list-style-type: none"> • 	
5. Manage organization change and culture	<ul style="list-style-type: none"> • Introduction to organization culture and change • Characteristics of organization culture • Importance of culture • Types of organization culture • Determinants of organizational culture • Creating and sustaining organization culture • Liabilities of organization culture • Approaches to managing change • Resistance to change • Definition of organizational climate • Characteristics of a healthy organizational climate 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies
6. Manage groups and teams at the workplace	<ul style="list-style-type: none"> • Introduction to groups and teams • Formal and non-formal groups • Group dynamics • Stages of group and team forming • Importance of teamwork in management • Creating effective and cohesive teams • Managing groups and teams • Problem solving in teams • Features of High performing teams • Barriers to effective groups and teams 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	<ul style="list-style-type: none"> • Managing diversity • Advantages and disadvantages of groups and teams 	
7. Managing perceptions, personalities and emotions in the work place	<ul style="list-style-type: none"> • Definitions of terms • Types of personalities • Effect of perceptions, personalities and emotions to performance • Factors affecting perceptions, personalities and emotions • Importance of perceptions, personalities and emotions • Management of perceptions, personalities and emotions 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies
8. Managing values and attitudes in the work place	<ul style="list-style-type: none"> • Introduction to values and attitudes • Benefits of values and attitudes • Effects of values and attitudes in the work place • Advantages and disadvantages of Managing values and attitudes • Contemporary/emerging issues in the work place • 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies
9. Managing work place stress	<ul style="list-style-type: none"> • Introduction to stress • Causes of stress • Types of stress • Negative and positive impact of stress • How to manage stress in the work place • 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies

Suggested methods of Instruction

- Demonstration by trainer
- Practice by the trainee
- Discussions
- Direct instruction
- Case studies

Recommended Resources

- Resources and documentation used in the workplace
- Workplace policies and procedures
- Organization work plans
- Organization structures

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