Unit 3: Organisations and Behaviour

Unit code:	H/601/0551
QCF level:	4
Credit value:	15 credits

• Aim

The aim of this unit is to give learners an understanding of individual and group behaviour in organisations and to examine current theories and their application in managing behaviour in the workplace.

• Unit abstract

This unit focuses on the behaviour of individuals and groups within organisations. It explores the links between the structure and culture of organisations and how these interact and influence the behaviour of the workforce. The structure of a large multi-national company with thousands of employees worldwide will be very different from a small local business with 20 employees. The way in which an organisation structures and organises its workforce will impact on the culture that develops within the organisation. This system of shared values and beliefs will determine and shape the accepted patterns of behaviour of an organisations workforce. The culture in organisations that differ in size, for example, or are from different sectors of the economy can be very different.

The structure and culture of an organisation are key factors which contribute to motivating the workforce at all levels of the organisation. The Japanese were instrumental in developing a culture of 'continuous improvement through teamwork' in their manufacturing industry. This culture has now been exported around the world and encapsulates the way in which structure and culture contribute to patterns of behaviour in the workplace. This unit will develop learner understanding of the behaviour of people within organisations and of the significance that organisational design has on shaping that behaviour.

• Learning outcomes

On successful completion of this unit a learner will:

1   Understand the relationship between organisational structure and culture

2   Understand different approaches to management and leadership

3   Understand ways of using motivational theories in organisations

4   Understand mechanisms for developing effective teamwork in organisations.

Unit content

1 **Understand the relationship between organisational structure and culture**

Types of organisation and associated structures: functional, product-based, geographically based, multi-functional and multi-divisional structures, matrix, centralisation and de- centralisation; organisational charts; spans of control; internal and external network structures; flexible working

Organisational culture: classification of organisational culture – power culture, role culture, task culture, person culture; cultural norms and symbols; values and beliefs; development of organisational culture

Diagnosing behavioural problems: concepts; principles; perspectives; methodology

Perception: definition; perceptual selection; perception and work behaviour; attitude; ability and aptitude; intelligence

Significance and nature of individual differences: self and self-image; personality and work behaviour; conflict

Individual behaviour at work: personality, traits and types; its relevance in understanding self and others

2 **Understand different approaches to management and leadership**

Development of management thought: scientific management; classical administration; bureaucracy; human relations approach; systems approach; contingency approach *Functions of management*: planning; organising; commanding; coordinating; controlling *Managerial roles*: interpersonal; informational; decisional

Nature of managerial authority: power; authority; responsibility; delegation; conflict

Frames of reference for leadership activities: opportunist; diplomat; technician; achiever; strategist; magician; pluralistic; transformational; change

3 **Understand ways of using motivational theories in organisations**

Motivation theories: Maslow's Hierarchy of Needs; Herzberg's Motivation – Hygiene theory; McGregor's Theory X and Y; Vroom and Expectancy theories; Maccoby, McCrae and Costa – personality dimensions

Motivation and performance: rewards and incentives; motivation and managers; monetary and non-monetary rewards

Leadership: leadership in organisations; managers and leaders; leadership traits; management style; contingency approach; leadership and organisational culture

Leadership and successful change in organisations: pluralistic; transformational; communications; conflict

4 **Understand mechanisms for developing effective teamwork in organisations**

Teams and team building: groups and teams; informal and formal groups; purpose of teams; selecting team members; team roles; Belbin's theory; stages in team development; team building; team identity; team loyalty; commitment to shared beliefs; multi-disciplinary teams

Team dynamics: group norms; decision-making behaviour; dysfunctional teams; cohesiveness

Impact of technology on team functioning: technology; communication; change; networks and virtual teams; global and cross-cultural teams

Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Understand the relationship between organisational structure and culture	1.1 compare and contrast different organisational structures and culture 1.2 explain how the relationship between an organisation's structure and culture can impact on the performance of the business 1.3 discuss the factors which influence individual behaviour at work
LO2 Understand different approaches to management and leadership	2.1 compare the effectiveness of different leadership styles in different organisations 2.2 explain how organisational theory underpins the practice of management 2.3 evaluate the different approaches to management used by different organisations
LO3 Understand ways of using motivational theories in organisations	3.1 discuss the impact that different leadership styles may have on motivation in organisations in periods of change 3.2 compare the application of different motivational theories within the workplace 3.3 evaluate the usefulness of a motivation theory for managers
LO4 Understand mechanisms for developing effective teamwork in organisations	4.1 explain the nature of groups and group behaviour within organisations 4.2 discuss factors that may promote or inhibit the development of effective teamwork in organisations 4.3 evaluate the impact of technology on team functioning within a given organisation.

Guidance

Links

This unit links to the following units within this specification *Unit 21: Human Resource Management, Unit 22: Managing Human Resources, Unit 23: Human Resources Development* and *Unit 24: Employee Relations.*

This unit also links to the Management and Leadership NOS as mapped in *Annexe B.*

Essential requirements

There are no essential or unique resources required for the delivery of this unit.

Employer engagement and vocational contexts

Centres should develop links with local businesses. Many businesses and chambers of commerce want to promote local business and are often willing to provide guest speakers, visit opportunities and information about the operation of their businesses.