**Organisational Behaviour**

The aim of this unit is to help learners develop an understanding of how organisational behaviour, structure, culture, motivation, creativity and leadership impact on an organisation’s effectiveness and efficiency.

**Indicative Content**

**1. Understand leadership behaviour theory and practice**

- Leadership versus management

- Leadership behaviour theory including: personal leadership traits, trait theories (e.g. Allport. Eysenck Cattell), ‘great man’ theory of leadership, contingency theories (e.g. Fiedler, cognitive resource theory), situational theories (e.g. Hersey and Blanchard, Vroom and Yetton), behavioural theories (e.g. role theory, managerial grid/leadership grid), participative theories (e.g. Lewin/Likert, transformational v transactional leadership, emotional intelligence).

* Working relationships and interaction e.g. power, behavioural theories, social constructivism

**2. Understand how organisational structures and culture impact on the effectiveness of the organisation**

- Organisational structure: Bureaucracies, Stakeholders, re-engineered corporation, modular, hierarchical, matrix, liquid devolved decision making powers, networked and atomised organisations, virtual organisations, line, staff & functional structures, formal and informal organisations, designing organisation structure, centralisation, decentralisation.

* Organisational culture: Harrison - power, role, person, task cultures, Likert – autocratic, benevolent autocratic, consultative participative, Mintzberg – simple, machine bureaucracy, divisional, adhocracy, Pedlar et al – the learning organisation.
* How structure and culture impact on effectiveness
* Leader as a change agent

**3. Understand how organisations can improve employee effectiveness to respond to business opportunities**

- Innovation and creativity

* Organisational culture: integration / interaction of disciplines and teams, attitude to risk, rewards.
* Organisational learning: The learning, learning culture, knowledge capture and management, technical knowledge versus experiential knowledge, technology.
* Measuring performance: Metrics, KPI, business scorecard, working in teams, group dynamics, teams versus groups, communications, collaboration and team decision making, motivation of groups.
* Change processes and outcomes: Changes (reorganisation, restructuring, merger and acquisition, downsizing), involving stakeholders, communicating and managing change.

**4. Understand how organisations can motivate employees in order to improve their efficiency and effectiveness**

* Motivational theory including: Taylorism, Mayo, Maslow, Herzberg, McGregor, Broad theories (e.g. temporal motivation theory), cognitive theory.