



**INTERNATIONAL QUALIFICATIONS
AND ASSESSMENT CENTRE (IQAC)**



Programme	Level 4 Extended Diploma in Strategic Business Management (RQF)		
Unit Number/ Unit Title	UNIT 5 ORGANIZATIONAL BEHAVIOUR		
Cohort Code:	L04ORB-U5		
Unit Level	LEVEL 4		
Total GLH	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
Credits/Hours	20CATS/ 10 ECTS		
Lecturer			
Start Date		End Date	

Unit Aims	This unit aims to explore how individuals and groups behave within organizations (i.e., organizational behaviour principles), and how this behaviour impacts performance, motivation, and workplace dynamics. Students will also be able to examine leadership and management practices.
Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students' needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none">1. Progressive tasks2. Digital resources3. Verbal support4. Variable outcomes5. Collaborative learning6. Ongoing assessment7. Flexible-pace learning
Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.

Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
Health & Safety	SIRM H&S policies will be maintained.
Learning Resources	<p style="text-align: center;">Teaching and Learning Materials</p> <p>Robbins, S. P., Judge, T. A., & Campbell, T. T. (2017). "Organizational Behavior." Pearson.</p> <p>McShane, S. L., & Glinow, M. A. V. (2018). "Organizational Behavior: Emerging Knowledge, Global Reality." McGraw-Hill Education.</p> <p>Kreitner, R., & Kinicki, A. (2019). "Organizational Behavior: Key Concepts, Skills & Best Practices." McGraw-Hill Education.</p> <p>Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). "Organizational Behavior: Improving Performance and Commitment in the Workplace." McGraw-Hill Education.</p> <p>Greenberg, J. (2019). "Behavior in Organizations: Understanding and Managing the Human Side of Work." Pearson.</p>

Learning Outcomes	Assessment Criteria
LO1. Learner will be able to understand organizational behaviour principles.	AC 1.1: Define organizational behavior and its significance in understanding workplace dynamics. AC 1.2: Explain key theories and concepts in organizational behavior (e.g., motivation, leadership, teamwork). AC 1.3: Analyze the impact of organizational behavior on workplace performance. .
LO2. Learner will be able to analyse individual behavior in organizations.	AC 2.1: Analyze individual behavior patterns, attitudes, and perception within organizational contexts. AC 2.2: Evaluate the influence of personality, motivation, and attitudes on individual performance and behavior. AC 2.3: Interpret psychological theories in the workplace.
LO3. Learner will be able to explore group dynamics and teamwork.	AC 3.1: Evaluate group dynamics, roles, and norms affecting team performance and cohesion. AC 3.2: Assess the stages of team development and factors contributing to effective teamwork. AC 3.3: Analyze strategies for managing conflicts and promoting collaboration within teams. .
LO4. Learner will be able to examine leadership management practices.	AC 4.1: Evaluate different leadership styles, their effectiveness, and their impact on organizational culture. AC 4.2: Analyze the role of managers and leaders in motivating employees and achieving organizational goals. AC 4.3: Assess strategies for effective leadership and management in diverse workplaces.
LO5. Learner will be able to apply organizational behaviour theories.	AC 5.1: Apply organizational behavior theories and concepts to analyze and propose solutions for real world organizational issues. AC 5.2: Develop strategies for enhancing employee motivation, engagement, and job satisfaction. AC 5.3: Present recommendations based on organizational behavior theories.

No	Learning Outcomes/Topic	Learning and Teaching Outcomes	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to Organizational Behavior	<ul style="list-style-type: none"> Learning Outcome: Define organizational behavior and its significance in understanding workplace dynamics. Activities: Lecture: Introduction to organizational behavior (definitions, importance, and scope). Class Discussion: Why is understanding organizational behavior critical for success in modern organizations? Group Activity: Share real-life examples of organizational behavior impacts. 	LO1, LO2, LO3	
2.	Key Theories in Organizational Behavior	<ul style="list-style-type: none"> Learning Outcome: Explain key theories and concepts in organizational behavior (e.g., motivation, leadership, teamwork). Activities: Lecture: Overview of major organizational behavior theories (e.g., Maslow's hierarchy of needs, Herzberg's two-factor theory). Group Discussion: How do these theories apply to today's workplace? 	LO1, LO2, LO3	
3.	Impact of Organizational Behavior on Workplace Performance	<ul style="list-style-type: none"> Learning Outcome: Analyze the impact of organizational behavior on workplace performance. Activities: Lecture: Link between organizational behavior and performance outcomes. 	LO1, LO2, LO3	

		Case Study: Analyze a company's organizational behavior and its impact on performance.		
4.	Individual Behavior Patterns in Organizations	<ul style="list-style-type: none"> Learning Outcome: Analyze individual behavior patterns, attitudes, and perception within organizational contexts. Activities: Lecture: Factors influencing individual behavior in organizations (e.g., attitudes, values, perceptions). Group Discussion: How do personal attitudes impact work behavior and performance? 	LO1, LO2, LO3	
5.	Revision Class	<ul style="list-style-type: none"> Task 1: Organizational Behavior in Action Presentation Instructions: In groups, choose a company and analyze its organizational behavior, discussing how key theories (e.g., motivation, leadership, teamwork) have impacted workplace performance. Objective: Apply key organizational behavior theories to assess their influence on workplace dynamics and performance. Task 2: Individual Behavior and Team Dynamics Discussion Instructions: Analyze a scenario where individual behaviors (attitudes, values, perceptions) impact a team's performance, and present solutions to improve team dynamics. Objective: Analyze how individual behavior patterns affect team performance and propose strategies for improvement in organizational contexts. 	LO1, LO2, LO3	

6.	Personality and Motivation in the Workplace	<ul style="list-style-type: none"> Learning Outcome: Evaluate the influence of personality, motivation, and attitudes on individual performance and behavior. Activities: Lecture: How personality and motivation influence individual performance. Group Activity: Discuss how different personalities affect team dynamics and performance. 	LO1, LO2, LO3	
7.	Psychological Theories in Organizational Behavior	<ul style="list-style-type: none"> Learning Outcome: Interpret psychological theories in the workplace. Activities: Lecture: Application of psychological theories in organizational behavior (e.g., cognitive dissonance, social learning theory). Case Study: Apply psychological theories to analyze workplace issues. 	LO1, LO2, LO3	
8.	Group Dynamics and Team Roles	<ul style="list-style-type: none"> Learning Outcome: Evaluate group dynamics, roles, and norms affecting team performance and cohesion. Activities: Lecture: Introduction to group dynamics and roles in teams. Group Work: Discuss how group roles influence team behavior and performance. 	LO1, LO2, LO3	
9.	Stages of Team Development	<ul style="list-style-type: none"> Learning Outcome: Assess the stages of team development and factors contributing to effective teamwork. Activities: Lecture: Tuckman's stages of team development (forming, storming, norming, performing, adjourning). Group Activity: Analyze a case of team development at work. 	LO1, LO2, LO3	

10.	Revision class	<ul style="list-style-type: none"> Task 1: Analyzing Team Dynamics and Motivation Presentation Instructions: Present an analysis of how different personalities and motivations influence team dynamics and performance, applying psychological theories (e.g., cognitive dissonance, social learning theory). Objective: Evaluate how personality, motivation, and psychological theories affect individual and team performance in organizational settings. Task 2: Stages of Team Development Case Study Instructions: Using a real or hypothetical case, analyze how a team progressed through Tuckman's stages of development, and assess the impact of roles and group dynamics on performance. Objective: Assess the impact of team development stages and group roles on team cohesion and overall performance. 	LO1, LO2, LO3	
11.	Mid-term Review and Application	<ul style="list-style-type: none"> Learning Outcome: Review key concepts and theories of organizational behavior. Activities: Review Session: Overview of concepts covered so far. Mock Exam: Practice questions and case study analysis. 	LO1, LO2, LO3	
12.	Conflict Management in Teams	<ul style="list-style-type: none"> Learning Outcome: Analyze strategies for managing conflicts and promoting collaboration within teams. Activities: Lecture: Conflict resolution strategies in teams (e.g., negotiation, mediation). Role Play: Practice conflict management scenarios. 	LO1, LO2, LO3	

13.	Leadership Styles in Organizational Behavior	<ul style="list-style-type: none"> • Learning Outcome: Evaluate different leadership styles, their effectiveness, and their impact on organizational culture. • Activities: Lecture: Overview of leadership styles (e.g., transformational, transactional, servant leadership). Group Discussion: Compare the effectiveness of different leadership styles. 	LO4, LO5	
14.	Role of Managers and Leaders in Motivating Employees	<ul style="list-style-type: none"> • Learning Outcome: Analyze the role of managers and leaders in motivating employees and achieving organizational goals. • Activities: Lecture: Motivation theories and the role of leaders in motivating employees (e.g., Vroom's Expectancy Theory, McClelland's Need Theory). Case Study: Analyze a company's motivational strategies. 	LO4, LO5	
15.	Management Strategies in Diverse Workplaces	<ul style="list-style-type: none"> • Learning Outcome: Assess strategies for effective leadership and management in diverse workplaces. • Activities: Lecture: Leadership and management in diverse organizational settings (e.g., culture, gender, generational diversity). Group Activity: Design leadership strategies for a multicultural team. 	LO4, LO5	
16.	Midterm	<ul style="list-style-type: none"> • Midterm assessment covering all learning outcomes (theory and practical elements) 	LO1, LO2, LO3, LO4	
17.	Feedback & Reflection	<ul style="list-style-type: none"> • Review of key concepts covered 	LO1, LO2, LO3, LO4	

		<ul style="list-style-type: none"> • Reflective discussion organizational behaviour • Course evaluations 		
18.	Employee Motivation and Engagement	<ul style="list-style-type: none"> • Learning Outcome: Develop strategies for enhancing employee motivation, engagement, and job satisfaction. • Activities: Lecture: Methods for improving motivation and engagement. Group Work: Create an employee engagement plan for an organization. 	LO4, LO5	
19.	Organizational Behavior in Decision Making	<ul style="list-style-type: none"> • Learning Outcome: Apply organizational behavior theories to analyze and propose solutions for real-world organizational issues. • Activities: Lecture: How organizational behavior influences decision-making processes. Case Study: Analyze decision-making challenges using organizational behavior theories. 	LO4, LO5	
20.	Stress Management in the Workplace	<ul style="list-style-type: none"> • Learning Outcome: Evaluate strategies for managing stress and maintaining work-life balance. • Activities: Lecture: Stress management techniques for individuals and teams. Group Activity: Discuss strategies to improve work-life balance. 	LO1, LO2, LO3, LO4, LO5	
21.	Employee Satisfaction and Job Design	<ul style="list-style-type: none"> • Learning Outcome: Analyze the relationship between job design, employee satisfaction, and performance. • Activities: Lecture: Theories on job design (e.g., job enrichment, job 	LO1, LO2, LO3, LO4, LO5	

		rotation). Group Work: Redesign a job role to improve employee satisfaction.		
22.	Review Class/Presentation of cases	<ul style="list-style-type: none"> Task 1: Presentation – Designing a Motivated and Satisfied Workforce Instructions: In groups, create and present a strategy that enhances employee motivation, engagement, satisfaction, and stress management, using job design and real-world examples. Objective: Develop integrated strategies that promote motivation, reduce stress, and improve job satisfaction through effective job design and engagement practices. Task 2: Presentation – Organizational Behavior in Action: Decision-Making and Job Design Instructions: Present an analysis of a workplace decision-making issue, applying organizational behavior theories and proposing job redesign solutions to improve outcomes. Objective: Apply organizational behavior concepts to evaluate decision-making processes and recommend job design changes that enhance employee performance and satisfaction. 	LO1, LO2, LO3, LO4, LO5	
23.	Organizational Culture and Behavior	<ul style="list-style-type: none"> Learning Outcome: Examine the relationship between organizational culture and behavior. Activities: Lecture: How culture shapes organizational behavior. Group Discussion: Analyze the role of culture in shaping workplace dynamics. 	LO1, LO2, LO3, LO4, LO5	

24.	Implementing Organizational Behavior Strategies	<ul style="list-style-type: none"> Learning Outcome: Develop strategies for applying organizational behavior theories to enhance workplace performance. Activities: Lecture: Practical application of organizational behavior strategies in organizations. Group Work: Create a strategic plan to improve organizational behavior in a case study. 	LO1, LO2, LO3, LO4, LO5	
25.	Power, Politics, and Organizational Behavior	<ul style="list-style-type: none"> Learning Outcome: Analyze the role of power and politics in shaping behavior within organizations. Activities: Lecture: Understanding power dynamics and organizational politics. Case Study: Evaluate a real-world scenario where politics influenced decision-making. Group Discussion: Ethical use of power and influence at work. 	LO1, LO2, LO3, LO4, LO5	
26.	Power, Politics, and Organizational Behavior	<ul style="list-style-type: none"> Learning Outcome: Analyze the role of power and politics in shaping behavior within organizations. Activities: Lecture: Understanding power dynamics and organizational politics. Case Study: Evaluate a real-world scenario where politics influenced decision-making. Group Discussion: Ethical use of power and influence at work. 	LO1, LO2, LO3, LO4, LO5	
27.	Organizational Change and Resistance	<ul style="list-style-type: none"> Learning Outcome: Apply organizational behavior concepts to manage change and overcome resistance. 	LO1, LO2, LO3, LO4, LO5	

		<ul style="list-style-type: none"> Activities: Lecture: Change management theories (Lewin's Model, Kotter's 8 Steps). Group Activity: Design a change strategy addressing employee resistance. Class Discussion: Behavioral responses to organizational change. 		
28.	Reviewing Organizational Behavior Theories	<ul style="list-style-type: none"> Learning Outcome: Review and consolidate knowledge of organizational behavior theories and their applications. Activities: Review Session: Comprehensive review of all topics covered in the course. Group Discussion: Reflect on how organizational behavior influences daily workplace practices. 	LO1, LO2, LO3, LO4, LO5	
29.	Final Exam Preparation		LO1, LO2, LO3, LO4, LO5	
30.	Final Exam			