

H11PW PEOPLE, WORK AND ORGANISATIONS SYLLABUS

COURSE AIM

The aim of the People, Work and Organisation course is for students to develop a detailed appreciation of factors influencing how people behave at work and how these link to performance. The course focuses on understanding individual differences, how these differences affect team dynamics and how organisational factors affect individual behaviour. At its core, the course aims to equip students with the skills and knowledge to positively impact on individual, team, and organisational performance in a variety of dynamic organisational contexts.

COURSE SYNOPSIS

The course examines a range of ideas that provide insights into how people behave at work and provides managers with the opportunity to apply theoretical principles to real life organisational issues. These include understanding why people behave the way they do, what motivates people at work, how to develop and manage effective teams in diverse settings, how to design an effective structure and create a stimulating organisational culture, and how to drive organisational change.

The course is divided into eight modules which introduce the key schools of thought in organisational behaviour (OB) before exploring how human behaviour at work is affected by individual, team, and organisational factors. The course includes a detailed case study that allows students to draw on their knowledge of organisational behaviour and recommend interventions to improve performance. Throughout the course, students are encouraged to think critically about their roles as managers and to reflect on their practice in the light of relevant theory.

LEARNING OUTCOMES

On completion of this course students will be able to:

- Evaluate concepts and theories that seek to explain the factors that affect workplace behaviour
- Analyse workplace scenarios to diagnose underlying problems relating to organisational behaviour
- Use OB concepts and theories to formulate ethical individual, group or organisational level interventions to improve performance
- Evaluate the role of management and how management behaviour can impact on individual, team and organisational performance

STRUCTURE

The course is divided into eight learning modules as follows:

- Understanding behaviour in organisations
- Individual differences
- Motivation and engagement
- Team dynamics
- Power, politics, and conflict
- Designing effective organisations
- Organisational culture
- Organisational change

Module 1: Understanding behaviour in organisations

The aim of this module is to provide students with an introduction to organisational behaviour as a discipline, introduce some key perspectives on workplace behaviour and highlight the importance of understanding behaviour for those managing within organisations.

At the end of this module students will be able to:

- Explain why an understanding of organisational behaviour is essential;
- Outline the key developments in OB as a discipline;
- Analyse the changing nature of contemporary organisations; and
- Reflect on the changing role of management.

Topics covered are as follows.

- What is organisational behaviour?
 - Key schools of thought (classical and human relations)
 - Contemporary perspectives on organisations
 - Contemporary influences on the world of work
 - Managing in the 21st century
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Module 2: Individual differences

The aim of this module is to introduce students to differences in individual behaviour, how these impact on organisations and the contribution of diversity to organisational performance.

Personality theory and personality testing will be the starting point of our examination of individual behaviour, followed by an exploration of related concepts such as values, intelligence, and perceptions.

At the end of this module students will be able to:

- Define personality and outline contrasting theories of personality;
- Evaluate the utility of personality assessment in the workplace;
- Explain different types of intelligence;
- Describe the role of attitudes, beliefs, and values in workplace behaviour;
- Explain the perceptual process and potential perceptual biases; and
- Critically discuss how to manage individual differences.

Topics covered are as follows:

- How do people differ?
 - Personality and personality assessment
 - Intelligence and mindsets
 - Attitudes, beliefs, and values
 - Perception and perceptual biases
 - Neurodiversity
 - Managing individual differences
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Module 3: Motivation and engagement

The aim of this module is to explore the concept of workplace motivation and provide an understanding of the organisational factors and practices that may impact upon employee satisfaction, motivation and, in turn, performance in the organisation.

At the end of this module students will be able to:

- Describe different theories of motivation;
- Recommend ways in which managers can create more motivating environments;
- Explain what is meant by work engagement;
- Describe the Job Demands-Resources model of work engagement; and
- Identify approaches to increasing individuals' levels of engagement with their work.

Topics covered are as follows:

- How do you motivate people at work?

- Extrinsic and intrinsic motivation
- Theories of motivation
- Current evidence for work motivation
- Job design
- Performance management
- Employee and work engagement

Module 4: Team dynamics

The aim of this module is to identify and explore what a group is, and what makes a group a team. This module will look at why individuals feel the need to gather in groups and explore ways in which organisations promote teams and team-working. Having explored these general areas, we will then move on to looking into types of groups and teams and how individuals behave in teams. The module will also discuss issues which include stages of group development and maintaining the balance between team and individual.

At the end of this module students will be able to:

- Describe the differences between groups and teams;
- Appreciate the benefits and limitations of teams in organisations;
- Explain how to build and develop effective teams; and
- Explore contemporary trends in teamworking.

Topics covered are as follows:

- Understanding groups and teams
- Building and developing effective teams
- The downsides of teams
- Teams in the 21st century (virtual teams, and 'teaming')

Module 5: Power, politics, and conflict

The aim of this module is to offer definitions of power, politics and conflict within organisations and help students understand mechanisms of power execution within organisations. It also provides students with analytical tools to help them understand and better manage politics and conflict at work.

At the end of this module students will be able to:

- Identify different perspectives on power and explain why it is important in organisations;
- Describe how politics can influence behaviour;
- Identify different political tactics and skills that can be used at work;

- Explain how conflict can manifest in the workplace; and
- Describe ways of effectively managing organisational conflict.

Topics covered are as follows:

- Perspectives on organisational power
- Why does political behaviour occur in organisations?
- Developing political skills
- Understanding conflict at work
- Effective conflict management

Module 6: Designing effective organisations

The aim of this module is to consider why it is important to understand organisational design and look at how different types of structures can drive individual and team behaviour as well as organisational performance. We will explore how theories and practice of structuring organisations have evolved in response to the changing environment before considering how organisations might be designed in future.

At the end of this module students will be able to:

- Explain the elements that interplay when designing organisations;
- Use the vocabulary of organisation structure;
- Compare and contrast different types of organisation structure;
- Explain the major factors that influence structural design; and
- Reflect on the future trends in organisation design.

Topics covered are as follows:

- STAR model of organisation design
- Features of organisation structures
- Types of structures
- Bureaucratic and contingency approaches to structural design
- Formal and informal organisations

Module 7: Organisational culture

The aim of this module is to examine the effect of organisational culture on workplace behaviour, explore whether culture can be managed and understand the challenges of changing culture.

At the end of this module students will be able to:

- Explain key features of organisational culture;
- Describe differing approaches to understanding organisational culture;

- Explore the relationship between national culture and organisational culture;
- Discuss whether culture can be managed;
- Identify levers that can be used to influence culture; and
- Apply a critical lens to the concept of organisational culture.

Topics covered are as follows:

- Understanding organisational culture
- Typologies of organisational culture
- The impact of national culture on work
- Changing organisational culture
- Can you manage organisational culture?
- The dark side of organisational culture

Module 8: Organisational change

The aim of this module is to explore different types of organisational change, how people respond to change, and how to effectively make change happen.

At the end of this module students will be able to:

- Compare and contrast approaches to understanding change;
- Describe and critique models of change management;
- Describe factors influencing the successful management of change; and
- Explain the people aspects of change.

Topics covered are as follows:

- Triggers for change
 - Understanding change
 - Change management models
 - The people aspects of change
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