

ORGANIZATIONAL BEHAVIOUR

UNIT CODE: 0413 551 10A

TVET CDACC UNIT CODE: BUS/CU/HRM/CC/02/6/MA

Duration of Unit: 110 Hours

Relationship to Occupational Standards: This unit addresses the Unit of Competency: Manage Organization Behaviour.

UNIT DESCRIPTION

This unit specifies the competencies required to manage organizational behavior. 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, managing perceptions, personalities and emotions and managing values and attitudes in the work place.

Summary of Learning Outcomes

S/No	ELEMENTS	DURATION (HOURS)
1	Analyse Individual and Group Behaviour	10
2	Evaluate Different Motivational Theories and Motivational Strategies	12
3	Evaluate Various Leadership Styles	16
4	Manage Conflict and Negotiations at Work Place	17
5	Manage Organization Change and Culture	15
6	Manage Groups and Teams at the Work Place	10
7	Manage Perceptions, Personalities and Emotions in the Work Place	12
8	Manage Values and Attitudes in the Work Place	8
9	Manage Work Place Stress	10
	Total	110

Learning Outcomes, Content and Suggested Assessment Methods

Learning outcome	Content	Suggested Assessment Methods
1. Analyze Individual And Group Behavior	1.1 Importance of organization behavior 1.2 Theories of organization behavior 1.2.1. Human relations 1.2.2. Decision making 1.2.3. Servant leadership 1.3 Application of organization theories 1.4 Limitation of organization theories	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions
2. Evaluate Different Motivational Theories And Motivational Strategies	2.1 Motivation theories 2.1.1 Maslow's hierarchy of need 2.1.2 Herzberg two factor theory 2.1.3 Vrooms expectancy 2.1.4 BF Skinners reinforcement theory 2.2 Types of motivation 2.3 Process of motivation 2.4 Motivational strategies 2.5 Characteristics/Nature of motivation	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions
3. Evaluate Various Leadership Styles	3.1 Types of leadership styles 3.1.1 Participative 3.1.2 Autocratic 3.1.3 Laisses faire	• Practical Assessment • Projects • Portfolio of

	3.1.4 Transformational 3.2 Characteristics of a Leadership 3.3 Leadership skills 3.4 Contemporary issues in Leadership 3.5 Theories of Leadership 3.5.1 Trait theory 3.5.2 Path goal 3.5.3 Behavioral 3.5.4 Contingency	evidence • Third party report • Written Test • Oral questions
4. Manage Conflict And Negotiations At Work Place	4.1 Conflict and negotiations 4.2 Causes of conflict 4.3 Conflict management methods 4.3.1 Negotiations 4.3.2 Mediation 4.3.3 Conciliation 4.3.4 Diplomacy 4.3.5 Peace building 4.3.6 Arbitration 4.3.7 Avoidance 4.3.8 Collaborations 4.4 Negotiations strategies 4.5 Conflict resolution procedure	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions
5. Manage Organization Change And Culture	5.1 Characteristics of organization culture 5.2 Types of organization culture 5.2.1 Clan culture 5.2.2 Adhocracy 5.2.3 Market 5.2.4 Hierarchy 5.3 Methods of creating and sustaining	• Practical Assessment • Projects • Portfolio of evidence • Third party report

	organization culture 5.4 Liabilities of organization culture 5.5 Change management strategies 5.5.1 Kotter's change management theory. 5.5.2 Lewin's Change Management Model. 5.5.3 McKinsey 7 S Model 5.5.4 Nudge Theory 5.6 Resistance to change 5.7 The change process	• Written Test • Oral questions
6. Manage Groups And Teams At The Work Place	4.1 Group dynamics 4.2 Stages of group and team formation 4.3 Effective teams. 4.4 Ways of managing groups and teams 4.5 Barriers to effective groups and teams 4.6 Diversity at the work place 4.7 Meaning of groups and teams 4.8 Importance of groups and teams	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions
7 Manage Perceptions, Personalities And Emotions In The Work Place	1.1.Types of personalities 1.1.1. Introvert 1.1.2. Extrovert 1.1.3. Optimist 1.1.4. pessimist 1.2.Effect of perceptions, personalities and emotions Meaning of terms 1.3.Factors affecting perceptions, personalities and emotions.	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions

	1.4.Management of perceptions, personalities and emotions 1.5.Personalities and emotions to performance	
8. Manage Values And Attitudes In The Work Place	8.1 Identification of values and attitudes 8.2 Effects of values and attitudes in the work place 8.3 Contemporary/emerging attitude issues in work place 8.4 Importance of values and attitudes	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions
9. Manage Work Place Stress	1.1 Causes of stress 1.2 Types of stress 1.3 Negative and positive impact of stress 1.4 Ways of managing stress in the work place 1.5 Effects of stress at work place	• Practical Assessment • Projects • Portfolio of evidence • Third party report • Written Test • Oral questions

Suggested Methods of Delivery

- Demonstration
- Practical work by trainees
- Group discussions
- Role play
- Case study
- Assignments

Recommended Resources for 30 Trainees

S/No.	Category/Item	Description/ Specifications	Quantity	Recommended Ratio (Item: Trainee)
A	Learning Materials			
1.	Textbooks		5 pcs	1:6
2.	PowerPoint presentations	For trainer's use		
3.	Projector		1	1;30
4.	Whiteboard		1	1:30
5.	Report writing templates			
6.	Rolls flip charts		1	1:30
7.	Assorted color of whiteboard markers	For trainers Use		
B	Learning Facilities & infrastructure			
1.	Lecture/theory room		1	1:30
2.	Computer Laboratory		1	1:30
C	Consumable materials			
1.	Assorted whiteboard markers		30	1:1
2.	Internet connection		200 mbps	-
3.	Antivirus Software			-
4.	Printing Papers		Enough	-
5.	External storage media		1 tb	-
D	Tools and Equipment			
1.	Printers		2 pcs	2:30

2.	Computers	With Windows /Linux/Macintosh Operating System, Microsoft Office Software, Google Workspace Account, Antivirus Software	30pcs	1:1
3.	Mobile phones		10	10:30

References

1. Organization operating procedures
2. Industry/workplace codes of practice
3. Text books
4. HRM Journals
5. Magazines
6. E-learning resources

MODULE V