

MANAGE ORGANIZATIONAL BEHAVIOUR

UNIT CODE: 0413 551 10A

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

UNIT DESCRIPTION

This unit specifies the competencies required to manage organizational behaviour. 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.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>(Bold and italicized terms are elaborated in the range)</i>
1. Analyze individual and group behaviour	1.1. Importance of organization behaviour is identified as per organization procedures. 1.2. Theories of organization behaviour are identified as per HR manual. 1.3. Organization behaviour theories are applied as per organization policies.
2. Evaluate different motivational theories and motivational strategies	2.1. Motivation theories are identified as per HR manual. 2.2. Types of motivation are identified as per organization policies. 2.3. Process of motivation is familiarized with as per organization policies. 2.4. Motivational strategies are applied as per HR manual.

3. Evaluate various leadership styles	3.1. Types of leadership styles are identified as per HR manual. 3.2. Characteristics of good leadership are identified as per HR manual. 3.3. Leadership skills applied as per organization policies. 3.4. Leadership issues in contemporary organization are underlined as per HR manual.
4. Manage conflict and negotiations at work place	4.1. Conflict and negotiations are familiarized with as per HR manual. 4.2. Causes of conflicts in the organization are identified and defined as per organization policies. 3.5. <i>Conflict management methods</i> are applied as per work place policies.
5. Manage organization change and culture	5.1. Characteristics of organization culture are identified as per HR manual. 5.2. <i>Types of organization culture</i> are defined as per HR manual. 5.3. Methods of creating and sustaining organization culture are underlined as per HR manual. 5.4. Liabilities of organization culture are identified as per organization policies. 5.5. <i>Approaches to managing change</i> are applied as per HR manual. 5.6. Resistance to change is established as per organization policies.
6. Manage groups and teams at the work place	6.1. Group dynamics are identified as per HR manual. 6.2. Stages of group and team development are highlighted as per HR manual. 6.3. Effective teams are established as per organization guidelines. 6.4. Ways of managing groups and teams are identified as per organization manual. 6.5. Barriers to effective groups and teams are highlighted as per organization policies. 3.6. Diversity at the work place is identified and managed as per HR manual.

7. Manage perceptions, personalities and emotions in the work place	7.1. Types of personalities are identified as per HR manual. 7.2. Effect of perceptions, personalities and emotions to performance are established as per HR manual. 7.3. Factors affecting perceptions, personalities and emotions are highlighted as per organization policies. 7.4. Perceptions, personalities and emotions are managed as per organization policies.
8. Manage values and attitudes in the work place	8.1. Values and attitudes are identified as per HR manual 8.2. Effects of values and attitudes in the work place are highlighted as per work place procedures. 8.3. Contemporary/emerging attitude issues in work place are identified as per organization
9. Manage work place stress	9.1 Causes of stress are identified as per organization policies. 9.2 Types of stress are highlighted as per organization policies. 9.3 Negative and positive impact of stress are analyzed as per organization policies. 9.4 Ways of managing stress in the work place are applied as per organization manual.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Theories of organization behaviour may include but not limited to:	1.1 Behavioral Organization Theories ➤ Human relations ➤ Decision making ➤ Servant leadership
2. Motivation theories may include but not limited to:	2.1 Maslow's hierarchy of need 2.2 Herzberg two factor theory 2.3 Vrooms expectancy

	2.4BF Skinners reinforcement theory
3. Conflict management methods may include but not limited to:	3.1 Negotiations 3.2 Mediation 3.3 Conciliation 3.4 Diplomacy 3.5 Peace building 3.6 Arbitration 3.7 Avoidance 3.8 Collaborations
4. Types of organization culture may include but not limited to:	4.1 Clan culture 4.2 Adhocracy 4.3 Market 3.9 Hierarchy
5. Approaches to managing change may include but not limited to:	5.1 Kotter's change management theory. 5.2 Lewin's Change Management Model. 5.3 McKinsey 7 S Model 5.4 Nudge Theory

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal relation
- Communication
- Negotiation
- Critical thinking
- Data collection and reporting
- Presentation
- Conflict management

- Analytical

Required Knowledge

The individual needs to demonstrate knowledge of:

- Theories of organization behaviour
- Motivation theories
- Types of organization culture
- Approaches to managing change
- Conflict management methods
- Organization policies and procedure

EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidences that the candidate 1.1 Identified the importance of organization behaviour as per organization policies. 1.2 Related theories of organization behaviour and the organization culture as per organization policies. 1.3 Managed conflict at the work place as per organization policies. 1.4 Identified methods of addressing resistance at the workplace as per organization policies. 1.5 Created effective teams that harnessed on the diversity of the team members as per organization policies. 1.6 Provided mitigation methods to barriers of communication as per work procedures. 1.7 Analyzed factors that affect perceptions, personalities and emotions in an organization as per work procedures. 1.8 Described the effects of values and attitudes in the workplace as per organization policies. 1.9 Examined contemporary/emerging issues in the work place as per organization policies.
2. Resource Implications	The following resources MUST be provided: 2.1 Regulations, guidelines and strategic plan

	2.2 Organization structure, functions, policies and procedures 2.3 Computers and computer software 2.4 Computer servers 2.5 Internet and intranet connectivity
3. Method of Assessment	Competency may be assessed through: 3.1 Practical Assessment 3.2 Projects 3.3 Portfolio of evidence 3.4 Third party report 3.5 Written Test 3.6 Oral questions
4. Context of Assessment	4.1 Competency may be assessed in a workplace or simulated work environment.
5. Guidance information for assessment	5.1 Holistic assessment with other units relevant to the industry sector and workplace job role is recommended.