BEHV C4G01: Organisational Behaviour

Module Title:	Organisational Behaviour
Credits:	5
NFQ Level:	8
Module Delivered In	1 programme(s)
Teaching & Learning Strategies:	Lectures, Research Reports and Projects, Class Presentations, Self Reflection and Independent Learning
Module Aim:	1) To develop an understanding of how individuals and groups work in organisations 2) To develop and improve the skills required to work with people and projects in work organisations.

Learning Outcomes	
On successful completion of this module the learner should be able to:	
LO1	Describe various personality and perceptual dimensions that are responsible for individual differences in the workplace.
LO2	Describe the dynamics of negotiations and prepare for and partake effectively in simple negotiations
LO3	Describe the characteristics of assertive behaviour and apply standard assertive behaviour techniques.
LO4	Describe and apply standard decision making and problem solving methods.
LO5	Describe relevant theories of motivation and identify ways in which managers can motivate individuals in the workplace.
LO6	Explain the dynamics of groups and teams in an organisational setting and how they can be helped to function effectively in the workplace.
LO7	Describe the roles of leadership and the different leadership styles in organisations and describe and discuss the role of power and politics in organisations
LO8	Discuss the principles of ethics in the construction industry and apply appropriate ethical frameworks to help resolve ethical dilemmas.

Pre-requisite learning
Module Recommendations *This is prior learning (or a practical skill) that is recommended before enrolment in this module.*
No recommendations listed
Incompatible Modules *These are modules which have learning outcomes that are too similar to the learning outcomes of this module.*
No incompatible modules listed
Co-requisite Modules
No Co-requisite modules listed
Requirements *This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed.*
No requirements listed

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Module Content & Assessment

Indicative Content
Organisation Behaviour Nature of Managerial work, Functions of management
Diversity and individual differences (4 hours) Aptitude and Ability, Personality, Values and Attitudes, Perception and Attribution,
Conflict & Negotiation (8 hours) Negotiations - Preparation, The Relationship, Your mandate, Assumptions & Expectations, Reality Check, Assessment of Neg Power / BATNA, Zone of Possible Agreement, Importance of understanding your variables, Negotiating Styles, Choosing the right style, Principles in win-win negotiations, Principles in Independent Advantage negotiations; Structure of a Negotiation & Tactics - Key Negotiation Skills; Negotiation Games / Role Playing; Conflict - Substantive and Emotional Conflict, Interpersonal, Intergroup & Interorganisational Conflict, Constructive & Destructive Conflict, Managing Conflict,
Assertiveness (8 hours) Definition – Submissive, Assertive, Aggressive, Understanding our Behaviour, Right to be listened to, Assertiveness Key Principles, Honesty, Sticking to the bottom line, Negotiating as an equal, Key Techniques, Controlling your feelings, Standing your ground, Confronting an issue, Body Language, Criticising Assertively, Controlling your Feelings, Sticking to the Bottom Line, Handling Aggression,
Decision Making & Problem Solving Approaches (8 hours) Decision making and Problem solving techniques, Pitfalls in decision making and problem solving
Motivation (6 hours) Content Theories; Process Theories; Job Satisfaction & Motivation; Job Design; Goal Setting; Reward Systems; Alternative Work Arrangements
Groups and Teams (4 hours) Team Development; Norms, Trust, Cohesiveness; Social Loafing; Team Roles – Belbin et al; Team Decision making; Meetings;
Power and Politics in Organisations (2 hours) Position Power vs Personal Power- Limits of legitimate Power, Authority and Obedience / Milgram experiments, Acquiring and using power and influence; Organisational Politics - Definitions, Machiavelli vs Necessary Function view, Self Protection, The art of managing up,
Leadership (4 hours) Definition; Different forms; Management vs Leadership; Role of Followers; Theories of Leadership - Trait, Behavioural Approach, Situational / Contingency approach, Charismatic Approaches, Transactional and Transformational
Ethics (4 hours) Moral Standards, Value Judgement, Ethical Principles; CIOB code of Ethics; Resolving Ethical Dilemmas – Paradigm cases

Assessment Breakdown	%
Project	50.00%
End of Module Formal Examination	50.00%

No Continuous Assessment

Project

Assessment Type	*Assessment Description*	*Outcome addressed*	*% of total*	*Assessment Date*
Project	Miscellaneous Projects	1,2,3,4,5,6,7,8	50.00	n/a

No Practical

End of Module Formal Examination

Assessment Type	*Assessment Description*	*Outcome addressed*	*% of total*	*Assessment Date*
Formal Exam	n/a	1,2,3,4,5,6,7,8	50.00	End-of-Semester

SETU Carlow Campus reserves the right to alter the nature and timings of assessment

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Module Workload

Workload: Full Time		
Workload Type	*Frequency*	*Average Weekly Learner Workload*
Lecture	Every Week	4.00
Independent Learning	Every Week	6.00
	Total Hours	10.00

Module Delivered In

Programme Code	Programme	Semester	Delivery
CW_CMOPT_B	Bachelor of Science (Honours) in Construction Management	8	Mandatory