SBM2106 Organizational Behaviour and Internal Communication

(Design organisation dynamics & internal communication, Manage organisation dynamics & internal communication)

UOS CODE SBM2106	UOS NAME Organization Behaviour and Internal Communication	CREDIT POINTS 6	STATUS Core
SUMMARY	This unit addresses the fundamentals of organisation behaviour and internal communication. Organisation behaviour will address organisational dynamics, including: 1. Organisational theory 2. Perspectives on individual behaviour 3. Motivation at work 4. Groups and teams 5. Management and leadership 6. Organisation structure 7. Organisational power, politics and conflict 8. Organisational culture and relationship to national culture Internal communication is at the heart of a functioning and dynamic organisation in which staff and management exchange messages continually. The areas studied embrace the following: Frameworks and strategies for internal communication 1. Characteristics of the organisation, including culture, business model etc. 2. The communication processes and techniques 3. • Assessment and continuous improvement of internal communications In summary, this unit of study provides a basic grounding in the theory and practice of internal communication integrated with studies of organisation behaviour in contemporary organisations. The aim is to cover the myriad of situations that exist in contemporary organisations		
COURSE CONVENOR COURSE TUTOR	Ms. Dalia Habil		
ASSUMED KNOWLEDGE	Not applicable		

APPROXIMATE WORKLOAD	Weekly Lectures & Tutorials	Team Work	Self Study	Readings
	60 hours	>60 hours	>60 hours	>30 hours

PRE-REQUISITE (course name)	None		
OBJECTIVES	This unit of study will teach focus on fundamentals of organisation behaviour and internal communication. It presents the latest concepts in organisation behaviour and internal communication followed by practical work to better understand organisation dynamics. By the end of the unit students should have learnt the fundamental knowledge and developed basic competency in this field. Students should develop: 1. Insights into organisation theory 2. Insights into internal communications, teams and behavioural models, their application range and limitations 3. Learn about behavioural and motivational theories promoting organisational cohesion and self adjusting units 4. Understand organisation culture, power, politics and conflicts 5. Learn how to design organisation, incl. business model, culture and organisation structure 6. Learn how organisation dynamics and internal communication are linked 7. Understand how organisation behaviour can be improved continuously		
TARGET COMPETENCIES (Organizational Behaviour and Internal	Upon completion of the course, the student should demonstrate: 1. Knowledge and understanding of organisational behaviour 2. Insights into history of organisations 3. Understanding influence factors in organisations incl. power, politics, leadership 4. Ability to design new service-driven organisations		

Communication)	5. Ability to analyse organisational control and reward systems 6. Insights into contemporary theories of motivation 7. Ability to assess employee stress and well-being at work 8. Ability to design jobs and assess employee reaction at work 9. Ability to research workgroup dynamics and group-based problem solving 10. Knowledge of strategic internal communications 11. Engaging staff in setting and achieving organisational objectives 12. Methods for communicating with staff 13. Techniques of evaluating and improving systems of internal communication 14. Managing transitions: organisational culture and change
TARGET COMPETENCIES (Personal and Socio-cultural)	• Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset) • Leadership: Ability to direct, motivate & manage individuals & teams. • Commitment: Ability to dedicate to tasks & to project outcomes. • Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context. • Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision. • Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches. • Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms. • Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen.
MODES OF DELIVERY	• Lectures and Tutorials two (2) hours per week • Team-based learning and project work two (2) hours per week • Reflective learning, in tandem with team and project learning.
ASSESSMENT	Theoretical Knowledge • Formal written mid semester test – 2 hours • Formal written end-of -semester test - 2 hours • 40% of Total Grade (Individual must achieve 10/20 in each test) Team Project Presentation & Assessment • Team project submissions (formatted as per specification for the same) 45% of Total Grade (Team Score – must achieve 22.5/100), • Project submissions comprise 3 assignments; each carrying 15 marks (must submit each assignment in specified deadline) Viva (Individual Oral Assessment) • Individuals must submit their Final Report on or before Week 14 • 15% of Total Grade (Individuals must achieve 10 out of 15 marks to pass the unit of study) • Assessment requirements: Final Individual Report (self reflection and validation of learning outcomes) • Individual student must demonstrate level 2 minimum with respect to target learning outcomes • Individual student must also demonstrate improvements in socio-cultural and personal capabilities progressively over each successive semester.

	PRESCRIBED FOR THE COURSE	SELECTED REFERENCES
PRINTED MATERIALS	Learning material (lecture notes, slides, case study and other material available online). Case project (students' own case project subject to endorsement)	Selected references: Jason Colquitt. "Organizational Behavior: Improving Performance and Commitment in the Workplace (4th Edition)". McGraw-Hill/Irwin, 2012. Abdellah, Ibrahim M. "Everything You Need to Know About **Organizational Behavior".** In Need to Know Series.[Newmarket, Ont.] : BrainMass Inc. 2012 (**from EBSCO e-books)** McShane, Mary Von Glinow. "Organizational behaviour". McGraw-Hill/Irwin, 2014. Mullins L. (2004). Management and Organisational Behaviour. Pearson Higher Education Rollinson, D. (2008). Organisational Behaviour and Analysis. Schein, E.H. (2004). Organizational Culture and Leadership, San Francisco, CA: John Wiley and Sons, Inc. Ruck, K. (2010). Exploring Internal Communications. The PR Academy, UK. Cooper, Cary L., Clegg, Stewart. "The SAGE handbook of Organizational Behaviour". SAGE publications Ltd. 2009. (**from EBSCO e-books)**
WEB SITES	No single Web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit**.**	Online useful sources of references are: TBA
Software	Not applicable	Students may also wish to use standard software for normal typesetting, graphic design and associated tasks

COURSE CONTENTS

Week	Program	Activity
Week 1	Introduction to SBM2106 Organization Behaviour and internal communications Team QA/Work Plan & Case Project Selection	Introduction to course aims, objectives, learning strategies, resources available, timetable and deliverables. Introducing the course project and how to conduct each activity. Lecture 1: Understanding OB Principles First SCA Formation of teams and begin Project plan

Week	Program	Activity
Week 2	Assignment 1: Literature Review	Lecture 2: Perspectives on individual behaviour Lecture 3: personality topics Break Group work on tutorial 1 Finalisation of teams and case project selection and continue with project plan. Introducing Activity 1 - Literature review
Week 3	Assignment 1: Literature Review	Lecture 4: Motivation Lecture 5: Groups and Teams Break Group work on tutorial 2, present tutorial 1 solutions Review of Progress and feedback on Literature Review of case organization
Week 4	Assignment 1: Literature Review	Lecture 6: Organization power and politics Lecture 7: Organization design, culture and change Group work on tutorial 3, present tutorial 2 solutions Review of Progress and feedback on Literature Review /Group Presentations on draft Literature Review & Feedback
Week 5	Assignment 1: Literature Review	Lecture 8: Communication and Organization Behaviour. Review of all past lectures and tutorials/Revision and sample test questions. Present Final Literature Review and Feedback.
Week 6	SBM2106 Test 1	SBM2106 Test 1 Introducing Activity 2 – Methodology Group work on tutorial 4 and tutorial 3 solution presentations
Week 7	Assignment 2: Methodology and Data	SCA and PCA Tutorial 5 group work and presenting tutorial 4 solutions Break Guidance on Activity 2 Teamwork under supervision on Activity 2
Week 8	Assignment 2: Methodology and Data	Review of Progress and feedback on Activity 2 /Group Presentations on draft Activity 2 & Feedback Tutorial 6 group work and presenting tutorial 5 solutions Teamwork under supervision on Activity 2
Week 9	Assignment 3: Field work/Finalisation and Presentation of Team Project Report	Activity 2 presentations & Feedback Introduction to Activity 3 -Implementation, analysis and recommendations Teamwork under supervision on Activity 3
Week 10	Assignment 3: Field work/Finalisation and Presentation of Team Project Report	Review Progress Activity 3 and Teamwork under supervision Tutorial 7 group work and solutions
Week 11	Assignment 3: Field work/Finalisation and Presentation of Team Project Report	Review Progress Activity 3, Team presentations Activity 3 teamwork under supervision
Week 12	Assignment 3: Field	Present Activity 3 Revision and sample test questions

Week	Program	Activity
	work/Finalisation and Presentation of Team Project Report	
Week 13	Preparation for Presentation and Assessment	SBM2106 test 2 Final SCA and PCA
Week 14	Preparation for Presentation and Assessment	Compile Evidence and Prepare Individual Final Reports Self Reflection Present and Discuss a Sample Final Report
Week 15	Individual Presentation and Assessment	

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Teamwork

A structured learning program will be applied; in summary form it will comprise:
- An overall process for studying Organizational Behaviour and internal communications and applying the same to a real life case as advised in the unit's web site;
- A program of the learning activities which are part of student's Team Work plan and individual competency acquisition which each student need to conduct flexibly within the unit of study timeline as advised in the unit's web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan)
- The assignment Brief which is available as a downloadable file.

The Learning activities are designed for each team to develop and evaluate a complete manual* for project/program/portfolio management for their case organisation via the following activities:

Start Up Team QA/Work plan & Case Project Selection	**Activity 1** Literature Review on organizational behaviour and internal communications - Team Case Organisation	**Activity 2** Team Case Organisation's organizational behaviour and internal communications	**Activity 3** Final Team Case Organisation's organizational behaviour and internal communications Impl. Plan
Submit Case Study, QA/Work plan	Submit Assignment 1	Submit Assignment 2	Submit Assignment 3

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COMPETENCY VALIDATION (via evidence and professional interview)

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Final Report & assessment

Each student must plan to progressively acquire, develop and document the relevant unit of study target competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a final report in two parts to validate individually the following: specific target unit of study competencies regarding governance and administrative design as well as Leadership and Socio-cultural competencies. These will be assessed separately and both need to show the student's development history using the student's L&D plan as the basis.

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