Pearson BTEC Level 5 Higher Nationals in Business (RQF)

# Unit 20:

# Organisational Behaviour

# Information Pack 2

in a series of 2 for this unit

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# Contents

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# INTRODUCTION

Organisational behaviour is concerned with understanding, explaining and predicting the behaviour of individuals in the workplace and can assist in the development of practical solutions to organisational and managerial problems. Individuals, whether acting in isolation or collectively as part of a group, engage in actions and behaviours that can have a positive or negative impact on company performance and the achievement of strategic goals. It is therefore essential that those who are involved in managing and leading people in organisations, acquire insight and expertise in organisational behaviour.

The aim of this unit is to develop knowledge and understanding of how organisational behaviour concepts, theories and techniques can be applied in work and management settings in order to enhance individual, team and organisational performance. Students will be able to apply this knowledge in a variety of business situations. They will appreciate how effective application of organisational behaviour principles can be used to explain why people behave and act in particular ways and to predict how employees will respond to certain demands. The unit also develops student understanding of the influence of culture, the operation of power and politics in organisations and how these variables influence the actions and behaviour of people in an organisational context.

On successful completion of this unit, students will have developed a range of transferable skills and knowledge. This includes core people management skills used to achieve positive organisational outcomes and to create value by recognising individual difference, team working and the creation of inclusive organisational cultures.

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures.

| | |
|---|---|
| **Purpose** | Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily. |
| **Theory** | Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web. |
| **Example** | The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently. |
| **Question** | Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. |
| **Challenge** | You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research. |
| **Video** | Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point. |

# Information Pack

## Different type of organisational teams:

Functional, problem solving and project teams.

### Functional Department Teams

The functional or departmental groups of people come from the same work area or department. They meet on a regular basis to analyse customer needs, solve problems, provide members with support, promote continuous improvement, and share information.

These are the teams you are probably the most familiar within the workplace. You may not even use the term team. Instead, you call it a department, but it is a team. The members work together to accomplish a goal.

Working together does not necessarily mean that there is constant interaction between team members. For example, in an employee relations team, you may have seven employee relations specialists who support seven different departments (or other teams).

They may work very independently. But a good team shares success to help team members build best practices. A good team also shares its failures so that the other team members can learn and help develop solutions.

### Problem Solving Teams

Problem solving skills are the most commonly lacking soft skill among recent college graduates, according to a 2016 Payscale.com report. A company or team's success weighs heavily on the willingness of managers to help employees improve their problem-solving abilities. Team building activities targeting focus areas like communication and collaboration, adaptability, or strengthening decision-making techniques help.

All problem-solving processes start with identifying the problem. Next, the team must assess potential courses of action and choose the best way to tackle the problem. This requires a deep understanding of your team and their core strengths. A problem-solving exercise or game helps identify those strengths and builds problem solving skills and strategies while having fun with your team.

**How to Strengthen Your Team's Problem-Solving Skills?**

1.  *Start working on team problem-solving by making smaller victories.*

2.  *Do not act with anger when you have failed*

3.  *Provide enough freedom to the employees for solving issues accordingly*

4.  *Set up high expectations*

5.  *Teach your group on how to frame problems*

6.  *Motivate the group to take extra expertise*

7.  *Motivate all the employees to form a group when solving team-related problems*

8.  *Celebrate accomplishments and success*

**Advantages to Problem Solving**

When it comes to problem-solving in a team, the organization heads prefer their best people to solve that issue. And while solving those issues the board of members or a team of people work on that issue and conclude with the best possible solution for an issue.

**1. Better thinking:**

During team problem-solving process, a person might think of certain solutions which can be used to solve such issue for a temporary basis. But in case of team problem-solving sessions a team or group of people will try to put in all their individual thinking in that matter so that they can get an answer and solution for their problem.

Therefore, team problem-solving techniques helps to conclude with a better solution with <u>better thinking.</u>

**2. Better risk handling:**

It might seem a bit confusing for people that when it comes to risk, more people can handle a higher amount of risk. And that is very true because when a group person tries to handle the severity of the risk, it is quite possible that they can grow better in their professional outputs.

Therefore, team problem-solving methods can increase the risk factor in a very positive manner and moreover because of such team problem-solving ability, one can create better growth.

**3. Better communication:**

Problems can be solved in a better way with proper communication between people. And when it comes to a team or a group of persons, then it is easy to understand that they can communicate better as compared to others.

Therefore, team problem-solving method increases communication and better understanding between a group of people, and this ultimately helps to solve the issues as soon as possible.

**4. Increases understanding:**

As it is explained earlier that team problem-solving methods can increase better communication between people from the same group and apparently such behaviour can lead them to build better understanding between teammates.

Therefore, such type of understanding can help all the people from the group and their problem-solving ability. Moreover, this can turn itself as one of the advantages for the sake of organization and their growth.

**5. Increased number of solutions:**

Most of the time while working in an organization whenever some sort of problem occurs, then the organization heads will consider their experienced employees to understand the problem and try to get the possible solution for such problems.

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In this course of action, most of the people prefer their best working team to come with some best solution and that is why people and most of the companies prefer their team problem-solving abilities to look at the wide range of possible solution for a single issue.

**6. Helps to increase the team's potential:**

There are some situations wherein which a person can face some uncertain situation in terms of their professional parameters, but at that point of time, that person needs to think wisely regarding the issue. And the level of thinking can increase the chances of his or her potential and ability in relation to a problem.

Similarly, when it comes to team problem solving, then it is quite clear that the level of problem-solving with the help of a team can definitely increase the chances of the team's potential.

**7. Higher commitment:**

Most probably when a team or a group of people working on a project experiences some sort of professional problems, then it is the team's responsibility to solve that problem as soon as possible. And eventually, the problem might possibly reach its end with the efforts of the team.

Therefore, at the end of every single issue solving process, the team presents its higher-level commitment towards the problem's solution.

**8. Reduces the possibility of bias:**

When a team performs a job or a task, then the efforts that the team have indulged in that task or project would be mainly considered as a team effort than an individual person effort. And eventually, the organization will reduce their bias behaviour with certain employees of their company.

Therefore, it is definitely understandable that by involving team problem-solving technique the employee and employers of the company both can be comfortable with the working environment.

**9. Greater productive output:**

As it is definitely expected that when a company or an organization works with their team efforts, then the company or an organization can experience a greater amount of productive output in terms of their profit margin.

Therefore, involving in good problem-solving skills and techniques can be beneficial for both the company and its directors. And eventually, this increases the profit ratio of the company which can ultimately increase the growth of the company.

**10. Encourages creative ideas:**

As most of the team members working in a particular team will be equally provided a chance of presenting their own creative ideas while discussing something necessary for the welfare of the company. And in that process of creative ideas, a team baring potential employees can present their problem-solving ideas for the sake of the overall growth of the company.

Therefore, as it has been explained earlier that because of the team problem-solving behaviour, the company can benefit in terms of their profit margin as compared to the other company working in the same field.

**Dis-advantages of Team Problem Solving**

As compared to the advantages of team problem solving, the disadvantages can deliberately present the difference of opinion within the working behaviour of the team members.

**1. Increased competition:**

Most of the time while working in a team a person's individual efforts can be ignored because of the team. And that is because every team maintains its own team leader and every time if that team achieves some sort of excellence, then it is quite clear that the team leader will be acknowledged first.

In this process of acknowledging, the team members can be left out and that eventually brings up competition within the members of the team.

**2. Level of confirmation:**

When it comes to confirmation of it regarding a certain task or project, a person needs to understand that it never helps if a person is involved in a group or is a member of a group.

Therefore, it is very much necessary for every single person that he or she should know more about these team problem-solving abilities. Moreover, team problem solving is capable of a distinguished level of conformity.

**3. Lack of objective guidelines:**

Most of the time it happens in the team working behaviour that all the objective direction need not be followed because of the team leader's direction. In a team working behaviour, it is clear to everyone that if a team needs to work according to the prescribed way, then they need to follow a certain type of objective direction.

That direction will not be available with the team problem-solving ability as the team leader leads all the decisions in the process.

**4. Time constraints:**

Because of the team problem-solving methods, a person might not think about or bother about its timing. And that is necessary to understand, clear out all the fogs in a way. Time constraints are one of the disadvantages in the team problem-solving ability and method that never depend upon the number of people in the group.

People think that if a single group have a maximum number of members, then time constraints will be eliminated.

**5. Unequal participation:**

It is not necessary that if a team or a group of a certain number of people are part of the group, then they need to participate in all types of work or task. Most of the time it happens such as a team member might be interested in being a part of something interesting, but the team does not let him or her participate in such an event.

Similarly, this type of behaviour creates unequal participation within the group, and which eventually grow into something big in terms of drift and loss.

### 6. Unwillingness to participate:

Most of the while being a part of a team or a group some member might not feel interested to participate in all sorts of events or task assigned to that group, but the actual truth is that such type of behaviour can bring up some sort of communal issue within the group.

Therefore, unwillingness to participate can be considered as a decision of a person who is a part of the group, but because of that individual decision, the whole team benefits some great loss.

### 7. Lack of team spirit:

Working in a team or a group takes a lot of team spirit, but some people totally lack behind in such type of criteria and because of that the team or a group damages its reputation.

And that is why a group must contain those members who are more than interested in the team working behaviour and its environment. Therefore, while choosing a member of a team, a team leader must consider the level of comfortability in the participant about being a team player.

**Components of Effective Team Problem Solving**

There are certain components when it comes to team problem-solving methods. And those components bring up all sorts of solution to any type of team issues or problems. These components also help to improve problem-solving skills. Therefore, it is necessary to understand all those components first to go ahead with a solution without any understanding.

### 1. An undesirable situation:

It is a very common component in team problem solving and that is because a person might not experience any type of trouble or problem with the desirable situation. And these desirable situations, eliminate a process of problem-solving on its own without any extra efforts.

Therefore, while considering this undesirable situation component, a person needs to understand all things about undesirable objectives.

### 2. Desired situation:

Most of the time it is a contrasting behaviour that people might experience threatened with the desired situation and that is common for everyone. Because most of the time in a common daily life people face all sorts of people and all those people might not experience the same desired situation as one, and that is why it gets a little weird with the team problem-solving.

Therefore, it is very necessary to understand the desired situation as well in the team problem-solving ways.

### 3. The difference between the desired and undesired situation:

That is because of the team playing availabilities. Most probably while being a part of a team a person or a member need to understand a thin line between desired and undesired situation.

And it is very much necessary for all the team members to clear out all the doubts with the desired and undesired situation. Therefore, things which create a difference between desired and undesired need to solve by the team altogether.

## The impact of technology on organisational teams; the role of virtual team development and networking.

The days of dropped conference calls and awkward attempts at videoconferencing are rapidly disappearing. The age of virtual communication in the workplace is upon us. A wide variety of technology tools are available to businesses of any size to strengthen groups and enhance teamwork. Consider these tools as you develop communication strategies for virtual teams and working groups.

**Videoconferencing Can Replace In-Person Meetings**

Everyone is on Zoom these days, probably the premier videoconferencing tool used by individuals to get together (remotely) with family and friends, and by businesses to convene a scheduled meeting quickly and easily or even a quick, impromptu group discussion. As popular as Zoom is, though, ZDNet offers a good reminder that there are plenty of alternative tools available for convening videoconferences.

Videoconferencing can help you keep a cohesive group even though the members are across town, across the country, or even halfway around the globe. Three factors have come together to make videoconferencing a mainstream tool for building your virtual teams:

- Technology improvements: It was not that long ago that arranging a video meeting was a big, involved project: cameras to set up, communication lines to reserve, technicians to schedule. Nowadays, though, most people have cameras on their phones and laptops, and setting up a videoconference is a snap.

- Off-site locations: People working at home, traveling on business and checking in from a field office all want to be able to continue to participate in the day-to-day affairs of your business. A quick videoconference makes it possible.

- Coronavirus: The COVID pandemic that began in earnest early in 2020 has driven people out of millions of workplaces. Videoconference technology has made it possible for many businesses to continue operating, even in the face of a global pandemic.

**Conference Calls Are Still a Thing**

Virtual teams in the workplace used to centre around the speakerphone in the middle of the conference room table. This is still an important and viable option for team communication, especially when bandwidth issues or spotty cell phone coverage makes a video connection difficult to establish. Although conference calls do not offer the type of face-to-face communication of a video call, they are still an effective tool for building virtual teams in the workplace.

**Cloud Collaboration vs. Email**

Soliciting group input on a written document, a web page or any other type of work product, is one of the painful but necessary processes of working within a group. Traditionally, the product in question was

photocopied, stapled and passed around for group input. The project lead would have to interpret scribbles in the margins and red-ink markings across the pages of the document.

Much of that work is now done electronically. Written documents, PowerPoint slides, illustrations, data sets and other sorts of materials can be distributed via email. Comments on the materials, or changes to it, can be made right in the document itself and quickly distributed to the entire group with the helpful (if overused) "Reply All" feature.

Your group may prefer a more powerful collaboration option, however. Cloud-based document storage can allow anyone with a link to access, comment, edit, update or otherwise contribute to an electronic document. Access privileges can be modified so that specific users can, for example, view but not edit, comment only or fully alter the document in question. Google Docs and Microsoft Office Online are two powerful and popular collaboration tools. According to Digital Trends, there are numerous other tools available that serve a similar function, and that may offer specialized features of particular use to your organization.

**Project Management Tools**

Steering a large project involving many different people and different skills is a complex task that can easily go awry. Various project-management tools help keep your group on track and keep their collective eye on the prize. Project-management tools facilitate scheduling of everyone's tasks, track progress through project milestones and facilitate communications among key group members to make sure everything that should get done is happening.

Traditional project management tools have largely migrated to software programs, of which there are many to choose from. In fact, selecting the best project-management software can be a project. Skoro has summarized the main project-management approaches and the software tools available for your group's consideration.

**Social Media Helps Build Groups**

One of the realities of in-person group meetings is the creation of a social dynamic that helps bind the group identity. Workplace teams may decide to break and get lunch together, go for a drink after work, attend an event or even get together for a game of volleyball.

Virtual groups have more limited options in this regard, but one way to build these sorts of personal connections and group dynamics is using social media. It's easy to use Facebook, Twitter or other social media services to set up a space where your group members can congregate and trade messages. The meeting space can be formal, acting as a site to toss around work-related ideas. Or, it can tend towards the sort of informal hangout where group members can trade jokes, talk about their favourite music or otherwise engage in the full scope of human communication.

Some social media sites permit group pages to be kept private so that only the invited members of the team get to view or add to the content that is created.

**Webinars and Podcasts**

Even in a collaborative group, there are occasions when communication is largely one-way. Perhaps the group leader wants to provide a detailed overview of the project specifications. An outside speaker or consultant may be invited to offer up a specific type of expertise needed for project completion. Whatever the situation, webinars and podcasts can be effective means of achieving your communication goals.

Although emphasizing one-way communication, from a speaker to an audience, both webinars and podcasts can be organized to facilitate two-way communication. In webinars, this typically occurs in a post-session question-and-answer period, with viewers submitting questions (often written questions, sent through a chat-type box) and the primary speaker answering in real time. Podcasts often solicit feedback differently by providing an email address or a voicemail style option that participants can use to submit feedback or follow-up questions.

**Customer Relations Management Tools**

Customer relations management (CRM) business tools represent one of the major changes to how information developed by groups and teams is handled within a business organization. In the process, CRM is changing the nature of groups themselves.

In a nutshell, CRM ties together information from very disparate departments within an organization. CRM allows someone from the sales department, for example, to access information from the customer service department before reaching out to try and close a sale. By doing so, the sales rep gains a fuller knowledge of what issues the potential customer is facing and how to tailor the sales approach to best address those issues. Other departments, like marketing, also make extensive use of CRM tools and data.

The intended result is increased sales and better customer retention. But CRM also knits together people and departments within an organization that, in the past, may not have had much to do with each other. The greater internal transparency helps to build new internal relations and foster the creation of new groups in the workplace.

## Team dynamic and teamwork:
### Definitions of the terms group and team, and the differences.
Nowadays, group or team concept is adopted by the organization, to accomplish various client projects. When two or more individuals are classed together either by the organization or out of social needs, it is known as a **group**. On the other hand, a **team** is the collection of people, who are linked together to achieve a common objective.

Most of the work in a business entity is performed in groups. Although the individual personality of an employee is important, their effectiveness depends on the teams in which they are working collectively to achieve any objective. In a particular team, there can be several groups in which the group members individually help their leader to accomplish the goals. Below you can see the difference between group and team in an organization, explained in tabular form.

## Comparison Chart

| BASIS FOR COMPARISON | GROUP | TEAM |
| --- | --- | --- |
| Meaning | A collection of individuals who work together in completing a task. | A group of persons having collective identity joined together, to accomplish a goal. |
| Leadership | Only one leader | More than one |
| Members | Independent | Interdependent |
| Process | Discuss, Decide and Delegate. | Discuss, Decide and Do. |
| Work Products | Individual | Collective |
| Focus on | Accomplishing individual goals. | Accomplishing team goals. |
| Accountability | Individually | Either individually or mutually |

*Figure 1 Team Group Comparison*

**Definition of a Group**

A group is an assemblage of persons who work, interact and cooperate with one another in achieving a common goal in a specified time. The identity of the group members is taken individually. The members share information and resources with other group members.

In an organisation, the groups are made based on common interests, beliefs, experience in common fields and principles, so that they can easily coordinate with each other. There are two kinds of groups:

- **Formal Group:** These groups are created by the management of the organisation for performing a specific task.

- **Informal Group:** The formation of these groups is done naturally in an organisation, to satisfy the social or psychological human needs.

**For example**: Ethnic groups, trade unions, friendship circles, airline flight crew, etc

**Definition of a Team**