Certificate in
Organizational Behaviour

BoC Academy

Cyprus Business School · 45 YEARS Teaching Success

Module 1 – Organisational Behaviour

Course purpose & Objectives

This course aims to:

- Delve into translating management and organisational behaviour theory to practices that result in organisational effectiveness, efficiency, and human resources development.
- Address issues such as workforce motivation, incentives, team building and office environments and how we can best manage the dynamics of organisational change.
- Examine the contemporary principles, techniques and research findings in management and organisational behaviour that are driving high performance and continuous improvement in business today.
- Provide the student with an understanding of management and organisational behaviour, concepts associated with continuous improvement in individual and group processes.

Learning Outcomes

Upon completion of this course, students will be able to:

- Analyse individual and group behaviour and understand the implication of organizational behaviour on the process of management.
- Identify and critically assess different motivational theories and how these appear in a variety of organisational settings.
- Understand and be able to critically engage with the dynamics of group behaviour.
- Evaluate the appropriateness of various leadership and followership styles used in organisations.
- Understand and evaluate power and politics in organisations and how these may impact on employees.
- Explain how organisational change and culture affect working relationships within organisations.

Course Content

Week 1: Introduction

Part I: The Individual

Week 2: What is Organisational Behaviour?

Week 3: Diversity in Organisations

Week 4: Attitudes and Job Satisfaction

Week 5: Ethical Values

Week 6: Perception and Individual Decision Making

Week 7: Motivation: Definitions, Origins and Application

Week 8: Content and Process Theories of Motivation

Week 9: Employee's Engagement

Week 10: Part I Case Study on The Individual

Part II: The Group

Week 11: Foundations of Group Behaviour

Week 12: Understanding Work Teams

Week 13: Leadership Perspectives

Week 14: Understanding Followership

Week 15: Bases of Power

Week 16: Politics in Originations

Week 17: Grievance, Discipline and Conflict

Week 18: Part II Case Study on the Group

Part III: The Organisation System

Week 19: Organisational Culture

Week 20: Enhancing Work Outcomes

Week 21: Performance Management

Week 22: Organisational Change

Week 23: Part III **Case Study on The Organisation System**

Week 24: Company visit

Week 25: Post Company Visit Discussion

Week 26: Revision

Week 27-28: Examinations

Module 2 – Human Resources & Talent Management

Course purpose & Objectives

This course aims to:

- Offer students a critical introduction to the key elements of human resource management as well as an introduction to the employment law on each of these elements.
- Demonstrate how the social sciences can assist in understanding the management of human resources; and to examine and evaluate human resources policies and practices of organisations.
- Provide students with an indepth understanding and critical knowledge of critical functions, which include human resources planning, recruitment, selection, performance management, compensation, training and development, employee relations.
- Develop students' ability to analyse and critically evaluate HR policies and practices.
- Appreciate the critical role played by HRM in contributing to the performance and success of every organisation.
- Provide students an introduction to the Human Resource Information System field, its recent developments and assist students to appreciate its use in the modern organisation.

Learning Outcomes

Upon completion of this course, students will be able to:

- Demonstrate people management skills essential for HR work such as: selection interviewing; appraisal interviewing; disciplinary interviewing; delivering training; making presentations; project management and managing performance.
- Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.
- Identify and critically evaluate major contemporary research and debates in the fields of human resource management and human resource development.
- Apply new and creative responses to HR problems and practices in practical setting.
- Design appropriate combinations of HR policies and practices as a response to organisational problems.

- Appreciate the reasons for introducing an HRIS system, understand its main functions and features as well as advanced HRIS applications.
- Identify the impact of employment law on HRM practice and the objectives of employment law.

Course Content

Week 1: The historic development of HRM; Introduction to contemporary HRM

Part I: Recruitment, Placement, and Talent Management

Week 2: Job Analysis and the Talent Management Process

Week 3: Personnel Planning and Recruiting

Week 4: Employee Testing, Interviewing and Selection

Week 5: Employment Law on Recruitment, Placement and Talent Management

Week 6: Part I Case Study: Features of a talent management strategy

Part II: Training and Development

Week 7: Training and Developing Employees

Week 8: Performance Management and Appraisal

Week 9: Managing Careers and Retention

Week 10: Employment Law on Training and Development

Week 11: Part II Case Study on Training and Development

Part III: Compensation

Week 12: Establishing Strategic Pay Plans

Week 13: Pay for Performance and Financial Incentives

Week 14: Employment Law on Compensation

Week 15: Part III Case Study on Compensation

Part IV: Enrichment Topics in Human Resource Management

Week 16: Health, Safety, Well-being and Work-life Balance

Week 17: Diversity, Equal Opportunity and Law

Week 18: Managing Human Resources in Small and Entrepreneurial Firms

Week 19: Labour Relations and Collective Bargaining

Week 20: Ending the Employment Relationship

Week 21: Part IV Case Study on Enrichment Topics in Human Resource Management

Part V: HRM Information Systems

Week 22: Conducting System Needs Assessments

Week 23: Determining System Specifications

Week 24: Selecting an HR Information System and Issues to Consider

 Week 25: Using HR Data for Enterprise Management

Week 26: Revision

Week 27-28: Examinations