|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Title: | | **Understanding organisational culture and ethics** | | |
| Level: | | 5 | | |
| Credit value: | | 3 | | |
| Learning outcomes (the learner will) | | | Assessment criteria (the learner can) | |
| 1. Understand organisational ethics and culture, in relation to own organisation | | | 1.1 | Analyse own organisation’s policies and procedures which relate to ethical considerations, across a range of activities |
| 2. Understand how an organisation’s ethics and culture influence leadership style and organisation structure | | | 2.1 | Explain how ethical considerations and culture influence leadership style and organisation structure |
| 3. Understand how to leverage ethics and culture to improve organisation performance | | | 3.1 | Evaluate the most effective leadership styles in the context of own organisation’s ethics and culture |
| **Additional information about the unit** | | |  | |
| Unit purpose and aim(s) | | | To develop understanding of organisational ethics and culture and their influence upon leadership style and organisation structure, as required by a practising or potential middle manager. | |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | | | Links to MSC 2004 NOS: B8, B9, B11, | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | | |  | |
| Support for the unit from a sector skills council or other appropriate body (if required) | | | Management Standards Centre (MSC) | |
| Location of the unit within the subject/sector classification system | | | Business Management | |
| Unit guided learning hours | | | 12 | |
| 1 | * The importance of governance in shaping the ethics and values of the organisation * Corporate social responsibility * Legislation and social attitudes, and their effect on organisational policies and procedures in relation to diversity and equal opportunities * Issues of human rights, harassment, bullying and “whistle-blowing” legislation * Own organisation’s policies and procedures to deal with legal and moral obligations * Alternative perceptions about right and wrong, value judgements * Definition of ethics in the work context including cultures, beliefs and value systems * Personal and business ethics * Ethical considerations for investment, trading, competition, manufacturing, employment, etc. * Ethics and stakeholders * Social responsibilities of organisations and the resource implications and financial costs and returns of using an ethical and equitable approach | | | |
| 2 | * Types of organisational culture and how they are manifest in terms of structure of teams and management style * Leadership style and organisation structure as a function of ethics and culture * Cultural web (© Johnson and Scholes) * Culture and strategy * Techniques for influencing culture * Importance of creating a culture that encourages creativity and innovation and welcomes change * Blame cultures and problem solving approaches * “politics” within organisations * The concept of sub-cultures and their management * Empowerment, delegation and leadership | | | |
| 3 | * Mapping ethics and culture in own organisation * Effective leadership as a function of ethics and culture in own organisation | | | |