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|  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
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| 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
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| 3 | * Mapping ethics and culture in own organisation
* Effective leadership as a function of ethics and culture in own organisation
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