INTERNATIONAL QUALIFICATIONS AND ASSESSMENT CENTRE (IQAC)

«Approved»

2025 y. «___» _____

Programme	**Level 7 Postgraduate Diploma in Strategic Management & Leadership**		
Unit Number/ Unit Title	**Unit 3 ORGANISATIONAL CULTURE AND CHANGE**		
Cohort Code:	L07OCC-U3		
Unit Level	LEVEL 7		
Total GLH	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
Credits/Hours	20 CATS/ 10 ECTS		
Lecturer			
Start Date		**End Date**	

Unit objective or Aim	The course teaches students on the concept of Organisational Culture, its relationship with success and failure in institutional settings, the factors that shape organisational culture, and methodologies for studying and changing it. The course has a particular focus on risk and resilience and examines culture at the level of teams and institutions.
Differentiation Strategies *(e.g. planned activities or support for individual learners according to their needs)*	Various approaches to addressing the various identified students needs will be adopted throughout the lesson. Such will include:- 1. Progressive tasks 2. Digital resources 3. Verbal support 4. Variable outcomes 5. Collaborative learning 6. Ongoing assessment 7. Flexible-pace learning
Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.

Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
Health & Safety	SIRM H&S policies will be maintained.
Learning Resources	**Teaching and Learning Materials** • Boyce, A. S., Nieminen, L. R., Gillespie, M. A., Ryan, A. M., & Denison, D. R. (2015). Which comes first, organisational culture or performance? A longitudinal study of causal priority with automobile dealerships. Journal of Organisational Behavior, 36(3), 339359. • Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organisational culture. Research in Organisational Behavior, 36, 199-224. • Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organisational culture and organisational effectiveness: a meta-analytic investigation of the competing values framework's theoretical suppositions. Journal of Applied Psychology, 96(4), 677. • Hald, E. J., Gillespie, A., & Reader, T. W. (2021). Causal and corrective organisational culture: a systematic review of case studies of institutional failure. Journal of Business Ethics, 174(2), 457-483. • Hofstede, G. (1983). The cultural relativity of organisational practices and theories. Journal of international business studies, 14(2), 75-89. • Guldenmund, F. W. (2000). The nature of safety culture: a review of theory and research. Safety science, 34(1-3), 215-257.

Learning Outcome	Assessment Criteria
LO1. 1. Apply knowledge and understanding of both culture (organisational, safety, professional, national) and conflict in a workplace setting.	1.1 Explore the importance of safety culture within a workplace. This involves fostering an environment where safety is paramount, leading to reduced accidents and incidents. 1.2 Examine how adhering to professional culture can enhance one's career and reputation. 1.3 Recognize that national culture plays a significant role in the workplace, affecting communication, hierarchy, and even work hours. 1.4 Learn to navigate cultural diversity and appreciate the benefits it brings to innovation and problem-solving.
LO2. 2. Evaluate the impact of cultural variation on employee behavior (including nontechnical skills) within the workplace.	2.1 Recognize that cultural variation can encompass national, regional, organisational, and even generational differences. 2.2 Explore the concept of employee behaviour, which includes both technical (jobspecific) and non-technical skills (soft skills or interpersonal skills). 2.3 Discuss how high-context and lowcontext communication, direct vs. indirect communication, and verbal vs. non-verbal cues can affect interactions among employees
LO3. 3. Evaluate the impact of conflict on employee behaviour and wellbeing within the workplace.	3.1 Explain that conflicts that can range from minor disagreements to more significant disputes. 3.2 Explore the different types of conflicts that can arise in the workplace, including interpersonal conflicts, role conflicts, and organisational conflicts. 3.3 Explain that employees may react differently to conflict, with some becoming more assertive, while others withdraw or become confrontational. 3.4 Analyse how conflict can disrupt workflow, hinder collaboration, and negatively impact overall productivity and job performance.
LO4. 4. Reflect on culture and conflict within own organisation to conceptualize both factors in practice.	4.1 Explore the cultural artifacts in your organisation, such as mission statements, policies, and symbols. 4.2 Analyse how culture may have played a role in these incidents, such as differing communication styles or conflicting values. 4.3 Evaluate the effectiveness of these practices and identify areas for improvement. 4.4 Emphasize the importance of continuous learning and improvement in both understanding and managing culture and conflict.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/ year/ signature
1.	Importance of Safety Culture	• Lecture on safety culture best practices; • Case study: Workplace accident analysis; • Group discussion: Building a safety-first mindset	LO1, 1.1	
2.	Professional Culture in the Workplace	• Seminar on professional ethics and standards; • Reflective writing: My professional values; • Video analysis: Career success stories	LO1, 1.2	
3.	Impact of National Culture	• Lecture on Hofstede's cultural dimensions; • Group activity: National culture scenarios; • Role-play: Navigating workplace diversity	LO1, 1.3	
4.	Cultural Diversity and Innovation	• Case study: Diverse teams in innovation; • Debate: Does diversity lead to better solutions?; • Reflective journal: My experience with diversity	LO1, 1.4	
5.	Integration of Organisational Culture Elements	• Simulation: Multicultural team task; • Presentation: Cultural values and teamwork; • Group reflection session	LO1, 1.1, 1.2, 1.3, 1.4	
6.	Types of Cultural Variation	• Lecture on cultural layers; • Scenario workshop: Cross-cultural misunderstandings; • Group discussion: Overcoming cultural barriers	LO2, 2.1	

7.	Employee Behaviour and Skills	• Workshop: Mapping soft vs technical skills; • Self-assessment: My skill profile; Peer feedback on communication strengths	LO2, 2.2	
8.	Communication Styles and Culture	• Interactive seminar: High vs low context; • Role-play: Miscommunication scenarios; • Video breakdown: Cross-cultural dialogue	LO2, 2.3	
9.	Review	• Peer feedback session • Midterm preparation workshop		
10.	Cultural Variation Impact	• Mini project: Team experience sharing; • SWOT analysis of communication style; • Group feedback session	LO2, 2.1, 2.2, 2.3	
11.	Integration of Culture and Behaviour	• Workshop: Organisational cultural map; • Case study discussion: Behavioural outcomes; • Poster presentation: Best practices	LO1-LO2	
12.	Understanding Workplace Conflict	• Lecture: Conflict types and sources; • Reflective writing: Personal conflict example; • Video case: Conflict escalation	LO3, 3.1	
13.	Preparation & Review	• Comprehensive review of all learning outcomes • Practice questions and revision of key topics	LO1-LO2	
14.	**Midterm**	**Midterm assessment** covering all learning outcomes (theory and practical elements)	LO1-LO2	
15.	Feedback & Reflection	• Review of key concepts covered • Reflective discussion • Course evaluations	LO1-LO2	
16.	Types of Workplace Conflicts	• Seminar: Conflict mapping	LO3, 3.2	

		exercise; • Group activity: Conflict tree diagram; • Case discussion: Organisational tensions		
17.	Employee Reactions to Conflict	• Workshop: Conflict style inventory; • Role-play: Managing diverse reactions; • Journal: My conflict style	LO3, 3.3	
18.	Conflict and Productivity	• Data analysis: Effects of conflict on output; • Simulation: Resolving conflict in project team; • Discussion: Balancing task and people	LO3, 3.4	
19.	Integration: Conflict and Behaviour	• Mock mediation exercise; • Presentation: Conflict case resolution plan; • Reflective review: Organisational implications	LO3, 3.1, 3.2, 3.3, 3.4	
20.	Exploring Organisational Culture	• Field observation: Cultural symbols in organisation; • Artifact analysis: What defines us?; • Group presentation: Culture audit	LO4, 4.1	
21.	Culture's Role in Conflict	• Workshop: Culture-conflict links; • Case study: Cultural misunderstanding; • Group debate: Value clash or miscommunication?	LO4, 4.2	
22.	Evaluating Conflict Practices	• Survey: Conflict resolution practices in my workplace; • Benchmarking exercise; • Team discussion: What works, what doesn’t	LO4, 4.3	

23.	Continuous Learning & Improvement	• Seminar: Learning organisations; • Self-assessment: Growth areas; • Roadmap activity: Managing future challenges	LO4, 4.4	
24.	Integration: Reflecting on Practice	• Reflection: Organisational change story; • Peer interviews: Conflict learning moments; • Panel: Managing evolving cultures	LO4, 4.1, 4.2, 4.3, 4.4	
25.	Integration: Conflict and Culture	• Capstone simulation: Cultural conflict in cross-border team; • Strategic plan presentation; • Group feedback and critique	LO3-LO4	
26.	Integration of Culture, Conflict, and Workplace Dynamics	• Group workshop: Analyse a comprehensive workplace case involving cultural variation and conflict • Individual reflection paper: Personal insights on culture and conflict resolution • Team presentations: Strategies for cultural enhancement and conflict management in diverse workplaces	LO1-LO2-LO3-LO4	
27.	Final Exam Preparation & Review	LO1, LO2, LO3, LO4	LO1, LO2, LO3, LO4	
28.	Final Exam		LO1, LO2, LO3, LO4	