

BUSINESS CASE AND COURSE SYLLABUS: BCS ORGANISATIONAL BEHAVIOUR



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Need to know

Course name:

BCS Organisational Behaviour

Course price:

£995+VAT weekday virtual, £1195+VAT weekday classroom, £1395+VAT weekend virtual

Course duration:

2 days midweek, 2 days weekend

Course dates:

[Click here to see upcoming dates for this course](#)

Payment options:

Payment is taken via our website by card or bank transfer. Other payment options can be discussed.

Key skills learned:

- Organisational Principles including delivering value, structure, budgets, jobs, management and rules
- Operating models including structures and boundaries
- Organisational motivation, behaviour and culture
- Group formation, dynamics and networks
- Principles of financial reporting including balance sheet, income statement, cash flow, costing and pricing
- Project finance including costs and benefits, payback, discounted cash flow and internal rate of return

The impact this will have on learners

The BCS Organisational Behaviour course allows learners to gain an understanding of the complex factors which shape the way organisations operate. Learners will also understand key principles of finance at both business and project level.

The confidence boost that formal training can bring will also mean better employee output because they will need less direction and support to achieve success in their role.

The positive impact this will have on your business

- Better budgetary management during projects
- More focus on value delivered from project to project
- Higher productivity
- Increased efficiency
- Less reliance on senior team members
- More company loyalty

Benefits at a glance of training with Metadata Training:

- Flexible training to fit any schedule
- Mid week or weekend courses
- Small class sizes for maximum learning experience
- Exam price included in the course price
- Take the exam when suits the learner best
- 5* support

Success stories

[Click here to read reviews for Metadata Training](#)

Syllabus overview



1. Organisational Principles (17.5%)



2. Operating Models (15%)



3. Organisational Motivation, Behaviour
And Culture (20%)



4. Establishing The Target State (15%)



5. Principles Of Financial Reporting
(20%)



6. Developing A Business Case (15%)

Full syllabus

1. Organisational Principles (17.5%)

Candidates will be able to:

1.1 Explain delivering value

- a. Competitive advantage – Porter's Five Forces
- b. Value proposition
- c. Value stream analysis (not LEAN)

1.2 Explain organisation structuring

- a. Elements of organisation structure
- b. The six structure levels
- c. The Leavitt Diamond

1.3 Explain budgets and departmentalised businesses

- a. The purpose of budgets
- b. Reasons for departmentalisation
- c. Cost centres and profit centres

1.4 Describe types of jobs

- a. Work specialisation
- b. Flat and tall hierarchies
- c. Span of control

1.5 Describe line management, staff and functional relationships

1.6 Explain formalisation of rules and procedures

1.7 Explain centralisation v decentralisation

- a. Advantages
- b. Disadvantages

2. Operating models (15%)

Candidates will be able to:

2.1 Explain organisation structures and their characteristics

- a. Functional
- b. Divisional – product or service/ geography/ customer
- c. Matrix
- d. Team-based – cross functional/ project

2.2 Recognise organisational boundaries

- a. Boundaryless organisations
- b. Outsourcing
- c. Offshoring
- d. Hollow organisation structures
- e. Modular organisation structures
- f. Virtual organisations
- g. Collaborations and strategic alliances
- h. Agile organisations

3. Organisational motivation, behaviour and culture (20%)

Candidates will be able to:

3.1 Explain organisational motivation (Object Management Group (OMG) business motivation model)

3.2 Describe the Organisational Behaviour Field Map.

3.3 Explain organisational effectiveness and the balanced scorecard.

3.4 Describe understanding and analysing culture

- a. Organisational cultural types
 - Deal and Kennedy model of corporate culture
 - Handy's model of organisational culture
- b. Strong, weak and appropriate cultures (Gordon and DiTomaso Chatman et al, O'Reilly)
 - Groysberg's internal and external company factors
- c. National cultures
 - Brooks factors affecting national culture
 - Hofstede five dimensions of national culture
- d. The cultural web

4. Establishing the Target State (15%)

Candidates will be able to:

4.1 Explain groups and group dynamics

4.2 Describe formal and informal groups

- a. Groups and group tasks
- b. Characteristics of formal groups
- c. Homan's theory of group formation
- d. Tuckman and Jensen's theory of group development
- e. Characteristics of informal groups
- f. Social networks of informal groups

5. Principles of financial reporting (20%)

Candidates will be able to:

5.1 Describe statement of financial position (balance sheet)

- a. Purpose and structure
- b. The nature, purpose and types of capital
- c. Current and non-current liabilities
- d. Current and non-current assets

5.2 Explain income and expenditure (income statement, profit and loss account)

- a. The importance of Operating Profit
- b. Revenue (turnover)
- c. Cost of Sales
- d. Administrative Expenses
- e. Profit after Tax

5.3 Describe cash flow

- a. Cash flow forecasting
- b. Use of cash flow in decision making
- c. Cash flow and profit

5.4 Explain costing and pricing

- a. Fixed and variable costs
- b. Direct and indirect costs
- c. Break even and contribution analysis

6. Developing a Business Case (15%)

Candidates will be able to:

6.1 Describe the rationale for and the techniques used for evaluating a financial case.

- a. Costs and benefits
 - Tangible and intangible
 - Benefits classification
 - Financial
 - Quantifiable
 - Measurable
 - Observable

6.2 Payback

- a. Rationale for a payback calculation
- b. Payback and Risk
- c. Limitations of Payback

6.3 Discounted Cash Flow /Net Present Value

- a. Rationale for a discounted cash flow/net present value calculation
- b. The NPV Decision Rule

6.4 Internal Rate of Return (IRR)

- a. Rationale for IRR
- b. How IRR is used
- c. The IRR Decision Rule

Examination format

This certificate is assessed through completion of an invigilated online exam which candidates will only be able to access at the date and time they are registered to attend.

Type	40 Multiple Choice and Multiple Response questions
Duration	60 minutes
Supervised	Yes
Open Book	No (no materials can be taken into the examination room)
Passmark	26/40 (65%)
Delivery	Digital or paper based.
Calculators	Simple non-programmable calculators can be used during the examination.

Adjustments and/or additional time can be requested in line with the BCS reasonable adjustments policy for candidates with a disability, or other special considerations including English as a second language.



Got more questions?



020 7272 3726



info@metadatatraining.co.uk

Book a call with a
course adviser

