

GRANDE PRAIRIE REGIONAL COLLEGE
DEPARTMENT OF BUSINESS ADMINISTRATION

COURSE OUTLINE

BA 1380 ORGANIZATIONAL BEHAVIOUR I 3(3-0) FALL 1995

INSTRUCTOR: Catherine Van Brunschot

TELEPHONE: 539-2788

OFFICE: C428

OFFICE HOURS: Monday, Tuesday, and Thursday from 3:00 to 4:00 PM, or by appointment

REQUIRED TEXT: Arnold, Hugh J., Daniel C. Feldman, and Gerry Hunt, Organizational Behaviour: A Canadian Perspective, Toronto: McGraw-Hill Ryerson Limited, 1992.

TEXT USAGE: The text is used extensively throughout the course. Students will be specifically tested on material in Chapters 1, 2, 4, 5, 7-9, 15-17.

PREREQUISITE: None

COURSE DESCRIPTION: The organization of human productive energy is the central focus of this introductory course. The themes of balancing task and relationship requirements, the needs of the organization with those of the person, and order and freedom are stressed. Specific topics include: motivation, stress, group dynamics, leadership and the management of change.

**COURSE
OBJECTIVES:**

People issues are important in business. In most cases, a company's competitive advantage lies in its ability to successfully tap the optimum productivity of its staff.

Understanding the fundamentals of how and why people behave as they do at work is the primary objective of this course. Upon completion of this course, students will be able to do the following:

1. Understand and apply theories of human behaviour as they pertain to motivation and job satisfaction, stress management, group dynamics, leadership, and change.
2. Plan and present an application of organizational behaviour theory to a realistic, on-the-job situation.
3. Interview members of the business community and compose a written description of their responses to behavioural issues in their workplace.
4. Analyze the behavioural dynamics of a particular task group, as well as their own behaviour in groups.

It is hoped, as well, that students will re-evaluate their attitudes in light of the course material.

COURSE FORMAT:

EA 1380 consists of three hours of instructional time weekly. The classwork will consist of lectures, class discussions, individual exercises, small group work, case studies, and student presentations.

GRADING:

Grande Prairie Regional College uses the following nine-point grading scale:

90 - 100%	9
80 - 89%	8
72 - 79%	7
65 - 71%	6
57 - 64%	5
50 - 56%	4
45 - 49%	3
26 - 44%	2
0 - 24%	1

ASSIGNMENTS: The following tests and assignments will determine your final grade:

- | | |
|----------------------|-------|
| 1. Quizzes | |
| 2 @ 10% | 20% |
| 2. Skit | 15% |
| 3. Group Project | 25% |
| i) Project Plan | 8.3% |
| ii) Paper | 16.7% |
| 4. Analysis of Group | 15% |
| 5. Final Exam | 25% |

You will receive an assignment booklet containing guidelines, instructions, and due dates for each of these assignments at the beginning of the course.

Unauthorized late assignments, if accepted, will have a 50% late penalty applied to the assignment grade.

All hand-in written assignments must be typewritten or word-processed.

In addition to the graded course assignments, you will be expected to complete various reading and writing assignments outside of class time.

ATTENDANCE: Your attendance and participation are important to the success of this course. As well, you are responsible for obtaining any notes or handouts you may have missed due to an absence.

BA 1380 CLASS SCHEDULE 1995

<u>WEEK</u>	<u>TOPIC</u>	<u>TEXT READING</u>	<u>DUE</u>
1 (Sept. 7)	Introduction	Ch. 1, 2	
2 (Sept. 12/14)	Introduction		
3 (Sept. 19/21)	Motivation	Ch. 4, 5, 15 (pp. 511-28)	
4 (Sept. 26/28)	Motivation		Quiz #1 - Sept. 28
5 (Oct. 3/5)	Motivation		Project Plan - Oct. 5
6 (Oct. 10/12)	Stress Management	Ch. 16	
7 (Oct. 17/19)	Stress Management		Skit (Grp. 1 & 2 - Oct. 19)
8 (Oct. 24/26)	Group Dynamics	Ch. 7, 8	
9 (Oct. 31/Nov. 2)	Group Dynamics		Group Project - Oct. 31
10 (Nov. 7/9)	Group Dynamics Leadership	Ch. 9	Skit (Grp. 3 & 4 - Nov. 9)
11 (Nov. 14/16)	Leadership		Quiz #2 - Nov. 16
12 (Nov. 21/23)	Leadership Change	Ch. 17	Skit (Grp. 5 & 6 - Nov. 23)
13 (Nov. 28/30)	Change		
14 (Dec. 5)	Review		Analysis of Group- Dec. 5)
Final Exams (Dec. 11-19)			Final Exam - TBA

**Students will also be required to read/complete various additional handouts and exercises assigned throughout the term.

QUIZZES

Purpose

The primary purpose of the quizzes is to assess how well you have learned the key concepts of the course. In addition, Quiz #1 is positioned to provide you with early feedback on your progress in the course.

Instructions

Review the lecture notes you have taken since the beginning of term. In B.A. 1380, as in most courses, your notes should be the primary tool that you use for reviewing course material. You should also review the assigned readings and exercises to ensure that you have not missed anything in your notes.

You will not be able to refer to your textbook or class notes during the quiz.

Format

1. Quiz #1 will test concepts covered during September, including organizational behaviour and effectiveness, individual behaviour and performance, and motivation.

Quiz #2 will test the concepts of job satisfaction, stress management, and group dynamics.
2. A variety of question formats (eg., multiple choice, short answer, fill-in-the-blanks, short essay) will be used.
3. You will have 80 minutes to complete each quiz.

DUE DATES:	QUIZ #1	Thursday, September 28
	QUIZ #2	Thursday, November 16

VALUE:	10% each
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GROUP PROJECT

Purpose

The purposes of the group project are as follows:

- To provide students with an opportunity to meet members of the business community;
- To examine how concepts of motivation are applied in the "real world";
- To provide students with a group experience in the planning and completion of a task;
- To provide practice in applying organizational behaviour concepts in a systematic, critical, and analytical way.

Instructions

1. Form a group of 5-6 students. This will be the same group with which you will conduct the skit assignment. Choose your group carefully with regard to compatibility of people and schedules, as you will be working together through most of the term.

2. INTERVIEWS

-Choose four members of the business community who you will interview regarding issues of motivation in the workplace. It is preferred that these individuals be in a supervisory/management role (i.e., they have someone who reports to them). These individuals can be from one or many organizations, in different or similar job roles.

For example, you may want to compare the opinions on motivation between four accountants from different firms; or do a comparison between four accountants within the same firm. Alternatively, you may choose to interview the owners of four different retail outlets; or may prefer one accountant, one bank official, one retailer, and one government manager.

-Decide what questions you will ask them. Develop questions based on what you have learned regarding the theory of work motivation. This list of questions must be the same for each individual interviewed.

-Prior to conducting the interviews you will be required to hand-in a project plan, so that interview questions can be approved by the instructor.

-When conducting interviews, take notes or tape the interviewee's responses. If you prefer to use a tape recorder, ask permission of the interviewee first.

3. PROJECT PLAN

- The project plan will include the following:
 - an introduction to your project, including a rationale for your interview questions and your choice of interviewees;
 - names and titles of those who you are interviewing;
 - an outline of questions you are planning to ask in the interviews;
 - a proposed work schedule (including dates) for the completion of the tasks required of this project.

-Project plans that are deemed by the instructor to be inadequate will require revision and resubmission prior to any interviewing.

-Approximate length: 1-1/2 to 2 pages

4. GROUP PAPER

-Your group will be required to submit a paper which summarizes and analyzes the information collected in your interviews. More specifically, the paper should include the following components:

- | | |
|-----------------------------|---|
| -Introduction: | -includes purpose, scope, and organization of the report |
| -Theoretical background: | -a brief but thorough explanation of the concepts of motivation that you are examining in your interviews |
| -Description of interviews: | -who did you interview? how did you choose them?
-what questions did you ask? |
| -Results of interviews: | -descriptive; compare and contrast |
| -Summary and Conclusions | |
| -Appendix: | -outline of questions
-any other supporting material |

-This paper is an academic paper, and as such must be appropriate in format and tone. (Students are referred to guidelines provided in B.A. 1010 for academic papers. Students who are not currently taking B.A. 1010 should approach the instructor for guidelines.)

-The final written text of the paper should be approximately 5-8 pages. (Written text does not include table of contents, appendices, etc.)

-All group members will receive the same mark on both the project plan and the group paper.

DUE DATES:	PROJECT PLAN GROUP PAPER	Thursday, October 5 Tuesday, October 31
VALUE:	PROJECT PLAN GROUP PAPER	8.3% 16.7%

SKITS

Purpose

The purpose of the skit is to apply a concept of organizational behaviour to a real-life situation in a way that utilizes the creative talents of students. It is meant to provide students with an additional group experience as well as an enjoyable change of pace.

Instructions

-Utilizing the same groups as that for the group project, students will write and deliver a skit which is based on a real situation and which demonstrates an assigned OB principle in use or abuse. (Skits which depict a situation in which an OB principle could or should have been used, but was not, will likely provide the most interesting material).

-Groups will be assigned the following OB principles to be presented on the corresponding assigned dates:

Groups #1 & 2	Stress Management	Thursday, October 19
Groups #3 & 4	Group Dynamics	Thursday, November 9
Groups #5 & 6	Leadership	Thursday, November 23

-Scripts may be read, but ad libs are encouraged. Feel free to use your full creative talents.

-The skit will be followed by a debriefing session. In this component, group members will fully describe the OB principle being presented, and will respond to student questions. This is a key component of the exercise, and as such will formulate at least one third of the marks for this assignment.

-All students in the group will receive the same mark.

Format

-Skits will be 7-10 minutes in length. This will be followed by a 7-10 minute debrief session.

DUE DATES: As above

VALUE: 15%

ANALYSIS OF GROUP

Purpose:

The purpose of this assignment is to apply group dynamics concepts to an actual task group in which students have participated. Students will be required to develop strong skills in observation and analysis. A secondary objective is to have students critically analyze their own behaviour in groups.

Instructions:

-This is an individual assignment. Students are to rely on their own observations of group process, as observations are likely to vary among students of the same group.

-Utilizing the concepts of group dynamics taught in the class and the textbook, you will be required to analyze the OB group with which you have worked throughout the term. Your analysis should address the following concepts as they apply to your group:

- group composition and size
- stages of group development
- roles of individual members
- your role and effectiveness in the group
- group norms
- cohesiveness
- decision-making
- leadership
- group effectiveness

-The conclusion of your report should include your assessment of the effectiveness of your group, as well as your suggestions for improving the group's effectiveness.

-Your statements must be supported with specific observations of behaviour (eg., "Joe took on a maintenance role in the group. This was evident in the way he ...").

Format

-This is an academic paper.

-Final copy is to be 4-7 pages in length.

DUE: Tuesday, December 5

VALUE: 15%

FINAL EXAM

Purpose

The purpose of the final exam is to assess students' understanding and application of course concepts.

Instructions

Specific instructions for the preparation and writing of this exam will be provided prior to the end of classes in the fall term.

Format

-The final exam will be cumulative (i.e., will cover all course material), but will have a particular focus on change management.

-The final exam will include a case study for students to analyze.

DUE DATE: T.B.A. (Final exams are scheduled for December 11 - 19)

VALUE: 25%