



BUS 240 *Human Resources & Organizational Dynamics* (3)

Winter 2005

Instructor: Sean Quinn

Contacting the Instructor

Class Times: W,F 8:15 – 9:30

Class Location: # 701

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Office Hours: Available by appointment

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Course Description

To be successful in business a person needs a sound understanding of the interaction between individuals, groups and organizations in the work place. The course will provide this foundation and show the importance of Organizational Behaviour in the business world. Within this framework, the course will examine specific Human Resource issues critical in today's continuously changing business environment. Class lectures will combine academic theory and experiential exercises to facilitate learning.

Although the course will primarily focus on Organizational Behaviour within the business context, the course will examine the importance of Organizational Behaviour beyond the business community and into all aspects of life.

Prerequisite: Bus 100

Course Objectives

- Achieve a sound understanding of the basic theories, principles and concepts that encompass Organizational Behaviour.
- Appreciate how a strong understanding of Organizational Behaviour can give an individual an advantage in the business world.
- Gain a realization that Organizational Behaviour permeates every aspect of life.
- Have an opportunity to learn about yourself and others.
- Practice skills for more effective communication and interaction with others.
- See business as one of many possibilities for ministry.

Required Texts

Robbins, Stephan, and Langton, Nancy, 2003 *Organizational Behaviour: concepts, controversies, applications*. Third Canadian Edition, Pearson Education, Toronto, Ontario.
Cost: \$93

Course Schedule

Individual Level – Lectures 3-9

Group Level – Lectures 10 - 14, 16 – 19

Organizational Level – Lectures 20 - 22

1.	Wednesday	Jan. 7	Introduction Class	
2.	Friday	Jan. 9	What is Organizational Behaviour	Chapter 1
3.	Wednesday	Jan. 14	Personality Assessments and Personality Traits	Chapter 2
	Part I		Keirsey Temperament Sorter	
	Part II		Ennegram	
4.	Friday	Jan. 16	Personality Attributes	Chapter 2
5.	Wednesday	Jan. 21	Perception and Emotions	Chapter 2
6.	Friday	Jan. 23	Values and Attitudes	Chapter 3
7.	Wednesday	Jan. 28	Motivation	Chapter 4
8.	Friday	Jan. 30	Motivation	Chapter 4
Spiritual Life Feb 3-4				
9.	Friday	Feb. 6	Leadership	Chapter 10
10.	Wednesday	Feb 11	Cascade group exercise	
11.	Friday	Feb. 13		
	Part I		Keirsey Temperament Sorter	
	Part II		Ennegram	
Mid-Term Break				
12.	Wednesday	Feb. 25	Negotiation Case	
13.	Friday	Feb. 27	Negotiation Theory	
14.	Wednesday	March 3	Communication	Chapter 6
15.	Friday	March 5	Group Project Class Presentations	
16.	Wednesday	March 10	Ethics and Social Responsibility	Chapter 11
17.	Friday	March 12	Ethics and Social Responsibility	Chapter 11
18.	Wednesday	March 17	Meeting Effectiveness Situation	
19.	Friday	March 19	Power and Politics	Chapter 7
20.	Wednesday	March 24	Organizational Culture	Chapter 9
21.	Friday	March 26	Organization Change	Chapter 14
22.	Wednesday	March 31	Organizational Structure	Chapter 12
23.	Friday	April 2	Career Planning	Guest Lecturer, Fern Buszowski
24.	Wednesday	April 7	Part II Career Planning	Guest Lecturer, Fern Buszowski
25.	Wednesday	April 14	Final Review	

Class Participation (20%)

The instruction style used for this course will be an interactive approach. For this reason, class participation is a significant portion of your grade for this course. A large component of the course is based on participative learning. For example, there are numerous group and individual class room simulations that take place during the course. Many of these simulations work best or at all with a minimum number of participants. Due to the small number of students it is imperative that you attend each class in order for yourself and the other classmates to gain the most from the exercises over the semester. If you are required to be away for a class, please notify the professor prior to class time so that any necessary adjustments can be made.

Class participation includes but is not limited to the following items:

Group Presentation Skills	5%
Attendance	15%
• Completing homework assignments by due date that are required for in class exercises	
• Being prepared for and contributing to class discussions and simulations	

Quality is given more weighting than quantity!

Individual Assignment # 1 15%

Select a news article from a recent (after January 1, 2004) newspaper (e.g., Calgary Herald, Edmonton Journal, Globe and Mail, Financial Times, Wall Street Journal) or popular press periodical (e.g., Canadian Business, Fortune, Business Week, TIME, Economist) that pertains to an Organizational Behaviour issue in the world today. Your goal is to connect the story to what you have learned about Organizational Behaviour in the first segment of the course. Draw on material from the course (e.g., lectures, text, discussions). You may also draw on personal experience where relevant. However, any opinion stated needs to be substantiated by a source. One article should be selected and discussed with the professor before January 30, 2003.

Summarize the news story in the first paragraph. Then use course concepts to analyze the situation. In so doing, firstly identify the most important issues or concepts the article involves (limit of 3) and why. Secondly, articulate your views about what is occurring in the article (courses of action, policies, procedures, issues). Thirdly, give potential solution to the problem and explain your reasons. Within your analysis recognize the relevant tradeoffs or dilemmas resulting from your recommendation and recognize the benefits and drawbacks of whatever perspective the article takes.

Hand in your summary and analysis together with a copy of the article. Assignments will not be accepted without a copy of the article, including date and source. Ensure that the most important points in the article selected are highlighted. The paper must be a maximum of 500 words and double spaced. Be brief, concise and focused. Provide a full bibliographic reference to your article on a separate piece of paper. Papers, articles and bibliographies should be stapled together when submitted. Grade deductions, to a maximum 10%, will occur for not adhering to these guidelines.

Group Project Paper

20%

Work with the members of your team to select an Organizational Behaviour topic or issue to research. It is expected that the research will include real companies or industries that are facing these issues today or have faced these issues in the past. Research companies that have been successful and companies that have failed to overcome this challenge. It is expected that you will draw on material from the course (e.g., lectures, text, and discussions). You may also draw on your personal experience where relevant but this must be supported by your research findings.

It will be your objective to research these issues and relate them to what you know about Organizational Behaviour. Use the companies you have researched to state why these issues are important to business. Explain the potential reasons why these issues are occurring. Address the relevant tradeoffs or dilemmas. Give recommendation for the problem and explain your reasons recognizing the benefits and drawbacks of the group decision.

The written document should be 2500 words in length (not including appendixes) and double spaced. Provide a full bibliographic reference on a separate piece of paper. Grade deductions, to a maximum 10%, will occur for not adhering to these guidelines.

Once your group has picked a topic arrange a time to meet with the professor to discuss the project. All group members must be present for the progress meeting. Provide a one paragraph outline of the project and ensure that the summary is provided to the professor prior to the meeting. This step is to be completed before January 30, 2004.

A second progress meeting will also be required to take place during the semester. For this meeting prepare a detailed outline of the selected topic including all issues being addressed in the paper. The entire group must be present for this meeting and the outline must be presented to the professor prior to the arranged meeting. This step is to take place before February 13, 2004. Depending on the number of questions that arise from these discussions, both progress meetings will each be approximately 10 minutes.

Group Project Presentations

10%

From the findings of your research paper brief the class on the important issues, findings, (both positive and negative) and recommendations. The presentation should be 20 minutes in length. There will be a 10 minute question period after the presentation. All members of the group must participate in the presentation. The presentation must be in Power Point format. The subject material presented by each group will be used to form part of the final exam.

Each individual will be graded by the professor on their individual presentation skills. This will represent 5% of the Participation grade available to each individual.

* **Note:** At the end of the project there will be a Group/Self evaluation. All team members will have an opportunity to grade themselves and each other team member. The marks received through this process will be used to determine each group member's grade. This represents a maximum of one letter grade.

Individual Assignment # 2

15%

It is important that an individual learn from the experience of group work. This assignment will give you the opportunity to reflect on the experience that you had from working with your team. Each group will have experienced different group dynamics. Furthermore, each individual will interpret those group dynamics in their own way.

You will have some flexibility on what to specifically write about on this paper. For example: you can write about the overall group performance (positive or negative), group members interaction within the group or about your personal interaction with the group. However, within this flexibility will be certain restrictions. Limit your paper to three main ideas. All opinions stated must be supported by an Organizational Behaviour theory, concept or principle. Although opinions are important; they must be supported to have any validity.

The paper must be a maximum of 500 words and double spaced. Be brief, concise and focused. Provide a full bibliographic reference on a separate piece of paper. Papers and bibliographies should be stapled together when submitted. Grade deductions, to a maximum 10%, will occur for not adhering to these guidelines.

Final Exam

20%

The final exam will be on the theory of Organizational Behaviour. **All** material discussed during the course will be eligible for the final exam. The exam will be a combination of multiple choice and short answer questions. The last class will be reserved for reviewing material that will be on the final exam.

Late assignments

Assignments will be subject to late penalties unless an arrangement has been made with the professor prior to the due date. Late penalties will be 10% per week.

Course Grade

Class Participation	20%
Individual Assignment # 1	15%
Group Project Paper	20%
Group Presentations	10%
Individual Assignment # 2	15%

Final Exam

20%

(Exam Week, April 15 – 20)

Important Notes

- Assignments will be returned to students within 3 classes of due date.
- Publication manual of the APA American Psychological Association is traditionally used for business for referencing. It is critical that you reference material. You must distinguish between your own ideas and others in order to avoid the perception of plagiarism.
- Last day to enter course without permission and/or voluntarily withdraw from course without financial penalty: January 16, 2004
- Last day to voluntarily withdraw from course or change to audit without academic penalty: March 12, 2004
- It is the responsibility of all students to become familiar with and adhere to CBC Academic Policies, such as the policy on Academic Dishonesty, which are stated in the current Catalogue.