

SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

Course Outline: Organizational Behaviour

Code Number : BUS 103

Program : Business/Accounting

Semester : Winter

Date : January 1997

Previous Outline : January 1996

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Approved: 
Dean, Business & Hospitality

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Date

I. **COURSE DESCRIPTION:** This course enables the student the opportunity to acquire the knowledge required to understand the concepts utilized in the study of human behaviour and performance in the organizational setting. This course strives to develop the student's knowledge and skills required by organizations that have developed the total quality management philosophy and its related concepts. The study of organizational behaviour should provide the student a systematic method of looking at and understanding the behaviour of people in an organization.

II. **LEARNING OUTCOMES AND ELEMENTS OF PERFORMANCE:**

(Generic Skills Learning Outcomes placement on the course outline will be determined at a later date)

A. **Learning Outcomes:**

1. Describe individual differences and their organizational impacts.
2. Define interpersonal and group processes with respect to organizational effectiveness.
3. Analyse the concepts relating to organizational processes and the implications to individual and interpersonal processes.
4. Describe the elements of change as they relate to individual, interpersonal and organizational processes.

B. **Learning Outcomes and Elements of the Performance:**

Upon successful completion of this course the student will demonstrate the ability to:

1. Describe individual differences and their organizational impacts..

Elements of the performance:

- identify the two key areas of individual differences and how they might affect employees' behaviour at work.
- describe perception and attribution.
- describe the stages of problem-solving.
- identify the strengths and weaknesses of four individual problem-solving styles.
- describe three types of learning concepts.
- define motivation and identify the challenges of motivating others.
- describe the organizational implications for the various motivational theories.
- list the key factors in goal setting and performance and describe their relationships.
- explain the relationship between stress and job performance.

- identify the sources of stress in an organization and describe methods of coping with stress.

This learning outcome will constitute 25% of the course's grade.

2. Define interpersonal and group processes with respect to organizational effectiveness.

Elements of the performance:

- identify group types and describe the stages of group development.
- describe the influences on groups and teams.
- relate the seven approaches for fostering effective outcomes between teams and groups.
- define leadership.
- describe leadership skills and identify sources of power,
- describe leadership styles.
- identify the potential interpersonal and cultural barriers to dialogue.
- describe the elements of interpersonal communication.
- identify the skills and behaviour necessary to foster effective communication.
- define the four basic forms of conflict and identify the principal levels of conflict within organizations.
- describe and apply five interpersonal conflict-handling styles.

This learning outcome will constitute 25% of the course's grade.

3. Analyse the concepts relating to organizational processes and the implications to individual and interpersonal processes.

Elements of the performance:

- describe how organizational culture is developed, maintained and changed.
- explain the relationship between organizational culture and performance.
- identify the main interpersonal sources of power.
- describe the primary categories of structural sources of power.
- identify five common job design approaches,
- discuss the elements of organizational design with respect to organizational effectiveness.
- identify the core issues in ethical decision-making.
- describe the phases of managerial decision-making.
- identify the common human biases in decision-making.

This learning outcome will constitute 25% of the course's grade.

4. Describe the elements of change as they relate to individual, interpersonal and organizational processes.

Elements of the performance:

- discuss the "revolutions" that are creating pressures on organizations To change.
- describe individual and organizational change.
- discuss task and technology focussed approaches to organizational change.
- describe the design and strategy focused approaches to organizational change.
- discuss people and culture focused approaches to organizational change.

This learning outcome will constitute 25% of the course's grade.

Method of Assessment (Grading Method)

Students will be assessed on the basis of their written assignments and tests.

The following letter grades will be assigned in accordance with guidelines established by **The School of Business and Hospitality.**

A+	Consistently outstanding	(90% - 100%)
A	Outstanding achievement	(80% - 89%)
B	Above average achievement	(70% - 79%)
C	Satisfactory achievement	(60% - 69%)
R	Repeat the course	(Less than 60%)

Grading

Tests will constitute 80% of the grade. Assignments will constitute 20% of the grade.

Tests

The tests will be administered during the term as follows:

Test #1: Learning outcome # 1: Chapters 2,3,6,8

Test #2: Learning outcome # 2: Chapters 9,10,12,13

Test #3: Learning outcome # 3: Chapters 14,16,17

Test #4: Learning outcome # 4: Chapters 19,20

ASSIGNMENTS: All students will be required to complete two assignments during the course of the term. The assignments will comprise 20% of the final grade. Late assignments will receive a ZERO GRADE.

The assignments will consist of the following:

- 1) Case Analysis: The Stress of Shiftwork
- 2) Case Analysis: Sue's Dilemma

Notes to Students:

- a) Attendance is critical to the participant's success in this course.
- b) Your instructor reserves the right to modify the course as he/she deems necessary to meet the needs of the students.
- c) If you are a student with special needs you are encouraged to discuss accommodations with the Special Needs Office, Room E1204, Ext# 493,717,491 so that support services can be arranged for you.

PRIMARY RESOURCES

Organizational Behaviour, 7th Edition, Hellriegel, Slocum, Woodman

LIBRARY RESOURCES

Globe and Mail Report on Business
Toronto Star Report on Business

Financial Post
Canadian Business

