



COURSE OUTLINE

SCHOOL OF BUSINESS

COURSE NAME: ORGANIZATIONAL EFFECTIVENESS
COURSE CODE: HRM 4004
CREDIT HOURS: 42
PREREQUISITES: None
COREQUISITES: None
PLAR ELIGIBLE: YES (X) NO ()
EFFECTIVE DATE: September 2009
PROFESSOR: _____ **OFFICE #:** _____
PHONE: 416-415-5000 **EMAIL:** _____

NOTE TO STUDENTS: Academic Departments at George Brown College will NOT retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

FOR OFFICE USE ONLY		
ORIGINATOR: _____	_____	_____
	SIGNATURE	DATE
CHAIR: _____	_____	August 2009 _____
	SIGNATURE	DATE
DATE OF REVISION: _____		

EQUITY STATEMENT: George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

STUDENT RESPONSIBILITIES: Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

COURSE DESCRIPTION

This course is based on the premise that in today's turbulent business environment, it is imperative that Human Resource professionals understand organizational behavior and how it contributes to organizational effectiveness. Highlighting best practice principles, the course develops the student's understanding of the theories and methodologies inherent in these practices and engages the students in discussions on the challenges facing Canadian organizations. Topics include: employee motivation, attitudes and values, decision making, managing conflict, team development, leadership theory, corporate culture; organizational structure, change management theory. In addition, students will be introduced to organizational development theories and the role of the OD practitioner.

This course is highly interactive and will utilize a variety of methods such as case studies, lectures and exercises to explore these topics.

ESSENTIAL EMPLOYABILITY SKILLS

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (**L**), Practiced (**P**) or Evaluated (**E**) in this course:

Skill	L	P	E	Skill	L	P	E
1. communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience		√	√	7. locate, select, organize and document information using appropriate technology and information sources		√	√
2. respond to written, spoken or visual messages in a manner that ensures effective communication		√	√	8. show respect for the diverse opinions, values, belief systems, and contributions of others		√	√
3. execute mathematical operations accurately				9. interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals		√	√
4. apply a systematic approach to solve problems		√	√	10. manage the use of time and other resources to complete projects		√	√
5. use a variety of thinking skills to anticipate and solve problems.		√	√	11. take responsibility for my actions, decisions and consequences		√	√
6. analyze, evaluate, and apply relevant information from a variety of sources	√	√	√				

COURSE OUTCOMES

Upon successful completion of this course the students will have reliably demonstrated the ability to:

1. Outline the key components which impact organizational effectiveness

- Define organizational behavior and explain it's influence on organizational effectiveness

- Explain the role of the HR professional and how effective HR practices contribute to organizational sustainability
- Describe the key individual, group and organizational processes and their relationships to organizational effectiveness
- Explore the various cultural models and the impact culture has on organizations
- Describe the role that leadership plays utilizing leadership theory
- Apply the concepts of motivation to the organizational effectiveness
- Describe the main processes within an organization and the influence these processes have on organizational effectiveness
- Examine the impact that organizational structure and design has on organizational effectiveness
- Define the relationship of organizational development to organizational effectiveness
- Apply decision making theory

2. Diagnose organizational problems to ensure the problems are identified and the applicable strategies and techniques selected

- Assess the impact of individual, group and organizational behavior on organizational performance
- Explain the various theories of planned change and the role of the OD consultant and HR professional
- Describe the major diagnostic model for diagnosing organizational systems, citing the major factors which influence organizational effectiveness at the organizational, group and individual levels.
- Diagnose the forces within individuals and organizations causing acceptance for and resistance to change programs
- Describe the characteristics of a high performing team
- Identify problems of intergroup conflict

3. Determine the interventions, activities and programs required to increase organizational effectiveness

- Explain the impact of change on employees, processes, and systems
- Describe the various types of interventions from a human resource, techno structural , human process and strategic perspective
- Determine how OD process intervention skills may be applied
- Identify how the various interpersonal, team and intergroup development techniques fit into an OD change program
- Explain the importance of employee empowerment and the types of programs required to ensure employee involvement
- Assess the effects of stress on employees and the various types of stress management strategies available
- Identify various strategies for managing conflict
- Develop strategies for collaborative intergroup relations and examine the most effective ways for interpersonal skills

4. Identify the strategies and techniques utilized to enhance organizational performance

- Describe the key elements of high performing organizations, with a specific focus on Canadian organizations
- Differentiate “best practices” relating to organizational sustainability
- Determine key managerial competencies and describe the role of the HR professional.
- Describe the key competencies of an HR professional and apply these competencies utilizing a variety of case related material.

5. Characterize the importance of leadership in managing organizational challenges

- Describe the various ethical considerations and discuss the ethical challenges facing leaders today
- Describe the various styles of leadership and leadership theories
- Examine the characteristics of effective change leaders
- Explain the influence of Power and Politics
- Differentiate between the various leadership theories and apply these theories to case related examples

DELIVERY METHODS

Lectures and experiential activities will be used to bring Organizational Behavioral theories and current practices to life. Throughout this course, students will have the opportunity to learn about and develop their understanding of OB theories, tools and practices by using simulations, case studies and self-assessment instruments.

TEXTBOOKS AND OTHER TEACHING AIDS

Sniderman, Pat, Bulmash, J, Nelson, D, Quick, J. Managing Organizational Behaviour in Canada, 2nd Edition, 2010, Thomson Nelson

On Line resources: <http://www.nelson.com>, web ct

MISSED TERM WORK OR EXAMINATIONS

Exemption or deferral of a quiz, exam or assignment is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the due date. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses a quiz, the midterm exam or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will have the missed percentage of the course mark added to the weighting of the final exam.

Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade. Failure to do this will result in an F grade.**

TESTING POLICY

All tests will be closed-book. Mid-term and final examinations will be comprised of a combination of short answers, case studies and multiple choice. The final exam is comprehensive and covers the entire course.

ASSIGNMENT POLICY

Students unable to submit an assignment on the due date are expected to discuss the matter in advance with the professor. At the professor's discretion, late assignments may not be accepted. Where late assignments *are* accepted, the professor will apply a late penalty.

It is expected that all students will make a significant contribution to the group assignment. If not, marks may be adjusted accordingly. If the group is unable to progress as planned due to medical and/or personal reasons, it is expected that the group will contact the professor immediately. The entire group is responsible for the accuracy of the entire report, including proper referencing of sources.

EVALUATION SYSTEM:

Assessment Tool:	Description:	Outcome(s) assessed:	EES assessed:	Date / Week:	% of Final Grade:
Quiz	CH 1,2,4, 12	1-4	1-6	4	5
Mid term	CH 1-7-	1-4	1-6	7	25
Final exam	Comprehensive	1-5	1-6	14	30
Group assignment – case study	Group	1-5	1-2,4-11	14	20
Homework assignment		1-4	1-6	5	10
In class participation	Exercises/ case studies	1-5	1-2, 4-11	1-14	10
				TOTAL:	100%

GRADING SYSTEM

The passing grade for this course is: **D**. A minimum grade of **C** is required for HRP AO purposes.

A+	90-100	4.0	B+	77-79	3.3	C+	67-69	2.3	D+	57-59	1.3	Below 50	F	0.0
A	86-89	4.0	B	73-76	3.0	C	63-66	2.0	D	50-56	1.0			
A-	80-85	3.7	B-	70-72	2.7	C-	60-62	1.7						

Excerpt from the College Policy on Academic Dishonesty:

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material. To view George Brown College policies please go to www.georgebrown.ca/policies

DETAILS OF GRADING COMPONENTS

Evaluation of each student is an ongoing process. We make commitments to the business community that you have been exposed to various techniques and experiences. If you are not present and participating, those commitments cannot be filled. You are expected to attend all classes. It is your responsibility to advise instructors if you have to miss a class.

A score of zero is recorded for a missed test/assignment unless the student presents the instructor with official substantiation of the first day he/she returns to class. A score of zero is recorded for any assignments not submitted on the due date.

The final grade is based on student performance on assignments, exams and in-class attendance.

Please note that the instructor reserves the right to change the evaluation method upon notification to the student.

Mid Term and Final Exam: The mid term and final exam will be a combination of multiple choice, short answer questions and a case study. Details will be provided in class.

In Class Case Studies/Exercises/Participation (10%)

This course has a strong focus on in class discussions and applying the material covered in class, utilizing HR practice. Therefore, meaningful and active participation by all students is critical to its success. You are expected to attend class and come to class well prepared and read the chapter/readings prior to class. I will take attendance, evaluate your participation during class and keep track of your contributions. Please note that it is your responsibility to ensure that you attend class and contribute. The participation grade will be based on my subjective interpretation of your contribution to the learning experience of your classmates and on your participation during the class exercises/cases as well as the quality of the questions you ask and discussions you hold with your classmates and me.

Group Case Analysis & Presentation (20%)

You will be assigned a comprehensive case to analyze, and you will be required to work on it with your group throughout the term. A signed peer evaluation and instructions regarding group participation will be required with this submission. In addition, you and your team will be required to present to the class your analysis and recommendations.

The case submission must be 10-12 pages in length- typed, double spaced, 11pt Times Roman font. You are expected to analyze the case utilizing organizational behavior theories/ practices discussed in class and in your readings as well as incorporating material from additional journals and textbooks. You will receive more information during week 7. **Case studies due – week 14**

TOPICAL OUTLINE

Week	Topic	Outcome	Content	Chapter/Reference	Assignment/tes t
1	Introduction – What is Organizational Effectiveness?	1	An introduction to Org behavior and development. Key components of an effective organization.	1	
2	Creating a positive work environment Emotional Intelligence	1,2,4	Work attitudes, values, ethics, personality traits, Emotional Intelligence	2, 3 , OBXtra 2 page 497	
3	Motivation at work Job design	1,2,	Motivation theories, job design, perception	4,5	Homework assigned
4	Team dynamics and effectiveness SDWT Virtual teams	1,2,3	Team effectiveness model	7 OB X 4,5 page 511, 515	Quiz
5	Conflict Management Stress	1,2, 3.	Conflict models, methods for managing conflict, interpersonal approaches to conflict Sources of stress, organizational management of stress	11 OBXtra 1 page 485	Homework due
6	Creativity Decision making	1,2, 3,4	Decision making models, Creativity theories and process	8	Case studies handed out- groups formed
7	Exam- Weeks 1- 6				Midterm
8	<i>Intersession week – no class</i>				
9	Power and Influence and	1,2,3,	Sources and effects of power, converting power to influence	9	
10	Leadership	1,4, 5	Theories and applications	10	
11	Culture	1,2	Cultural theories, recognizing culture, measuring, relationship to performance	12	
12	Change and Development/ OD	2,3,4	OD theory and practice Stages of OD Managing change, change processes and theories	13 (handout)	
13	Organizational structure	2,3,4	Contingencies Types of structures , optimum org designs	14	
14	Exam				Final Exam Case studies due
15	Case Discussions/ Presentations				Mandatory attendance

Note: Schedule is approximate and may vary as circumstances dictate. Cases/exercises may vary as per schedule requirements.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar:
<http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>