



**GMGT 6030 (A01 & A02) (3.0 CH)**  
**ORGANIZATION THEORY & BEHAVIOUR TITLE**  
**Fall 2009**

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**INSTRUCTOR**

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Office Location: 684 Drake  
Office Hours: Before class & by appointment

**COURSE DESCRIPTION**

This course examines current theories of structure and behaviour as they apply to organizations in the public and private sector. Emphasis is upon research findings and their application in management situations.

**COURSE OBJECTIVE**

The objective of this course is to acquaint you with fundamental concepts in organizational behaviour (i.e., patterns of human behaviour in organizations). The content includes topics at the individual, group and organizational levels of behaviour, such as perception, motivation, teams, leadership, organizational culture and design. The emphasis is primarily upon describing and understanding human behaviour, and in some cases predicting behaviour. Interpersonal skills are critical to managerial success and this course is one of several offered to assist in the development of those skills. As a consequence of completing this course you should:

- have an organized set of ideas about why people behave the way they do at work
- have an organized set of ideas about how people, tasks, and processes can be organized
- understand how management systems affect human behaviour
- understand some of the practical applications of organization theory and behaviour
- have a "tool kit" of organizational concepts and practices that you can apply to your organizational situation

**COURSE METHODOLOGY AND ORGANIZATION**

The teaching methodology will include lecture, individual exercises/assignments, case analyses and group exercises. Basic principles incorporated into this class include: preparation for class is crucial to understanding, integration and application of material; learning involves participation rather than passive listening or simple repetition of facts; and a combination of lecture, case analyses, and experiential exercises leads to better learning than single method learning. Group work is used in a number of activities since groups more typically represent our work environments, and groups have the potential to be more creative than individuals. Besides, the combined set of students in the class have a wealth of knowledge and experience that needs to be shared.

## **COURSE MATERIALS**

Organizational Behaviour: Concepts, Controversies, Applications by Nancy Langton, Stephen P. Robbins and Timothy A. Judge. 2010. Pearson Education Canada (5<sup>th</sup> Edition).

Cases in Organizational Behaviour by Tupper Cawsey and Gene Deszca. 2005. McGraw-Hill

## **COURSE ASSESSMENT**

Assignments – 40%

One of the most important aspects of this course includes the preparation, understanding and application of materials. In preparation for each class you will be provided with chapter readings, questions for preparation and, when applicable, case or exercise assignments. It is important that students understand the Organizational Behaviour (OB) research that underpins many of the tools and theories that they will be using to support their management decisions. The purpose of this assignment is to allow students to conduct research and critically review the research of others. Prepare 9 two page reports based on a topic as identified in the End notes for each chapter. Pick one end note as a research topic, find and review one Journal paper. The review is due one week following the discussion of the chapter in class. Please note that while the topic may be from the popular press your paper must be based a Journal article. I will arrange a copy of your paper for everyone in class. This should provide you with a great exposure to OB research as covered in the various Journals. Because the two sections have a bit of imbalance in class number I am suggesting that the exchange occur across both sections.

Class Participation and Group Work – 40%

Regular attendance is necessary for completion of exercises. Students will be given participation marks for performance on class exercises, and, where applicable, presentations and discussions. The group discussion for the class exercises will take place in class. During the first class, all of the students will be assigned to groups. Once the groups are formed students will remain in the groups for the entire term.

Group members will rate the participation of other group members at the end of the term. The participation and group work grade will be a combination of group member and instructor ratings.

Group Case presentation and facilitation of Class discussion – 20%

Each group will be assigned a case analysis during the term and will need to present the case, and lead the class discussion. Specific details about the cases and the assignment of the cases to the groups will be provided during the first class period. All students will be expected to read and prepare all of the cases for discussion.

Cumulative Marks	Grade	GPA	Performance
85-100	A+	4.5	Excellent
80-84	A	4.0	Very Good
77-79	B+	3.5	Good
70-76	B	3.0	Satisfactory
67-69	C+	2.5	Marginal
60-66	C	2.0	Unsatisfactory
50-59	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

Note: This grading scale may need to be adjusted in order to adjust for performance profiles of the class.

**COURSE SCHEDULE** (subject to modification)

Note: the class is offered in 2 sections so the dates refer to the dates for both sections.

Class	(A01/A02)	Topic	Readings
1	(Sep 29/Oct 1)	What is Organizational Behaviour?	L & R: Chap. 1
2	(Oct 6/8)	Perception, Personality, & Emotions	L & R: Chap. 2
3	(Oct 13/15)	Values, Attitudes & Effects	L & R Chap. 3
4	(Oct 20/22)	Theories of Motivation & Motivation in Action	L & R Chap. 4 & 5
5	(Oct 27/29)	Groups and Teamwork	L & R: Chap. 6
6	(Nov 3/5)	Communications	L & R: Chap. 7
7	(Nov 10/12)	Power and Politics; Conflict and Negotiations	L & R: Chap. 8 & 9
8	(Nov 17/19)	Organizational Culture	L & R: Chap. 10
9	(Nov 24/26)	Leadership & Decision Making	L & R: Chaps. 11 & 12
10	(Dec 1/3)	Organizational Structure & Change	L & R: Chap. 13 & 14

**ACADEMIC REGULATIONS**

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.



## ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

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It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean's office in order to ensure consistency of treatment.



## MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business, The University of Manitoba

### STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

### TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p><b>To the attention of the physician:</b> Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p><b>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</b></p>		
<p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature	Date	

### NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

### NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.



## FACULTY BIOGRAPHY

I.H. Asper School of Business. The University of Manitoba

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### **Garry Hoffman**

Department of Business Administration  
I.H. Asper School of Business

I hold a BSc (Mechanical Engineering) and MBA from the University of Saskatchewan. I have had experience in Sessional lecturing at the University of Calgary and the University of Manitoba.

I have been the President & CEO of Crown Corporations Council, a Manitoba crown corporation, for the last ten years. Details of our Act along with annual reports can be found at [www.crowncc.mb.ca](http://www.crowncc.mb.ca). We are currently developing training for Crown directors.

I have held various positions throughout my working career such as Officer in charge of the Combined Workshop, Chief Engineer, Assistant Rate Research Engineer, Senior Economist, Consultant, Vice-president, General Manager and President.

I have work experience in a number of organizations: family-owned, investor-owned, municipal, crown and provincial government. I have lived in Ottawa, Saskatoon, Calgary, Halifax and Winnipeg. I have been on various volunteer and association boards.

I believe that I can provide my students with a rich class room experience as well as a successful delivery of the course materials that will meet their academic needs.

On a personal note I am married with two grown daughters. I am a member of the Heather Curling Club and the Winnipeg South Camera Club.