

# Organizational Behaviour

## ***COURSE AUTHOR***

Professor Alan Saks, University of Toronto

## ***COURSE INSTRUCTOR***

Madeleine Maruanij

## ***COURSE DESCRIPTION***

This course introduces concepts, theories and models of individual and group behaviour within organizations as they affect organizational and individual outcomes. Multimedia lectures, readings and case discussions are employed to develop theoretical frameworks and practice their use.

## ***REQUIRED TEXTS***

Johns, G., and Saks, A., *Organizational Behaviour: Understanding and Managing Life at Work*, Eleventh Edition, Pearson Education 2019, ISBN 0-13-521854-3

Hoffman, R., and Ruemper, F., *Organization Behaviour: Canadian Cases and Exercises*, Seventh Edition, Captus Press 2010 (Download cases from the course site.)

## ***COURSE CONTENTS***

**Multimedia Lectures by Professor Alan Saks, University of Toronto**

### **Unit 1: Introduction**

#### **Learning Objectives**

To understand the role of individual and group behaviour within organizations and how organizations are affected by the external environment.

#### **Modules**

- What is Organizational Behaviour?
- Organizational Behaviour and Effectiveness
- The Open Systems Concept of the Organization
- The External Environment

**READINGS:** Johns and Saks, Chapter 1

**Case:** Purpose And Analysis Of Case Studies

## **Unit 2: Organizational Structure**

**Learning Objectives:** To identify the structure of organization, recognize the characteristics of different structural types, as well as their advantages and disadvantages.

### **Modules**

- Organizational Structure and the Division of Labour
- Departmentation
- Structural Characteristics
- Contemporary Organizational Structures

**READINGS:** Johns & Saks, Chapter 14

## **Unit 3 : Communication**

**Learning Objectives:** To understand the importance, nature and components of communication, its organizational purposes, and what factors determine its effectiveness.

### **Modules**

- The Communication Process
- Communication in Organizations
- Communication Mediums
- Strategies for Improving Communication

**READINGS:** Johns & Saks, Chapter 10

## **Unit 4: Personality, Learning and Organizational Behaviour**

**Learning Objectives:** To appreciate the role that personality plays in organizational behaviour. To identify and understand the forms of learning that can and should take place within organizations.

### **Modules**

- Personality and Organizational Behaviour
- Personality Dimensions and Organizational Behaviour
- Recent Developments in Personality and Organizational Behaviour
- Learning and Organizational Behaviour

**READINGS:** Johns & Saks, Chapter 2

## **Unit 5: Theories of Work Motivation**

**Learning Objectives:** To appreciate that all conscious behaviour results from motivational forces and to understand theories that explain the diverse behaviours, both functional and dysfunctional with respect to the organization, that result from motivational states.

### **Modules**

- What is Work Motivation?
- Need Theories of Work Motivation
- Process Theories of Motivation: Expectancy Theory
- Process Theories of Motivation: Equity Theory and Goal Setting Theory

**READINGS:** Johns & Saks, Chapter 5

## **Unit 6: Motivation at Work**

**Learning Objectives:** To apply the contents of Unit 5 to assess the efficacy of various organizational processes and policies to foster an effective motivational climate for its employees.

### **Modules**

- Money as a Motivator for Individuals
- Money as a Motivator for Groups
- Management by Objectives
- Flexible Work Arrangements

**READINGS:** Johns & Saks, Chapter 6

## **Unit 7: Leadership**

**Learning Objectives:** To appreciate the role of a leader as the facilitator and mediator between individual behaviour and organizational effectiveness; and to understand how the behaviour of the leader (leadership style), the situation of the work group, and the motivational state of the employees mutually interact to determine workgroup effectiveness.

- What is Leadership?
- Situational Theories of Leadership
- Advances in Leadership Theory
- Culture and Global Leadership

**READINGS:** Johns & Saks, Chapter 9

## **Unit 8: Groups and Work Teams**

**Learning Objectives:** To recognize the formally determined and informally generated dynamics that occur within workgroups; and how these dynamics play a central role in workgroup effectiveness and individual outcomes.

### **Modules**

- Groups and Group Development
- The Structure of Groups
- Designing Effective Work Teams
- Virtual Teams

**READINGS:** Johns & Saks, Chapter 7

## **Units 9: Decision Making**

**Learning Objectives:** To understand the nature and processes of the modes of decision-making that occur within organizations and the impact of the selection of modes upon individual and organizational outcomes.

### **Modules**

- The Nature of Decision Making
- Individual Decision-Making
- Group Decision-Making
- Strategies for Improving Decision Making

**READINGS:** Johns & Saks, Chapter 11

## **Unit 10: Job Design**

**Learning Objectives:** To identify the components of job design and the influence of job design upon motivational states and performance.

### **Modules**

- What is Job Design?
- Job Enrichment
- The Job Characteristics Model
- New Developments in Job Design

**READINGS:** Johns & Saks, Chapter 6

## **Unit 11: Values, Attitudes, and Work Behaviour**

**Learning Objectives:** To identify values, attitudes and perception and the role they play in personal beliefs and interpersonal behaviour. To understand the nature and importance of job satisfaction and organizational commitments; and how these qualities link to previous topics covered in the course.

### **Modules**

- Values and Attitudes
- What is Job Satisfaction?
- Theories of Job Satisfaction
- What is Organizational Commitment?

**READINGS:** Johns & Saks, Chapter 4

## **Unit 12: Organizational Change and Development**

**Learning Objectives:** To identify organizational culture, its components and genesis, and to understand how it mediates behaviour and organizational outcomes. To understand the challenges, nature and roles of creativity and innovation. To develop an introductory understanding of the factors affecting the success or failure of organizational change.

### **Modules**

- What is Organizational Change?
- The Change Process
- Resistance to Change
- Organizational Development

**READINGS:** Johns & Saks, Chapter 15

### ***Learning Aids***

Self help quiz attached to each unit of the course.

### ***Participation***

Discussion board moderated and graded by the instructor. Students are required to post at least 3 substantial submissions (400 words or more) during the course on assigned questions (topical and case study based) that demonstrate knowledge and skills congruent with the Learning Objectives. There will be instructor feedback on all submissions.

There will also be a General Discussion Board moderated by the instructor in which questions can be asked on any course topic.

### ***Midterm Paper***

A midterm paper of approximately 1500 words to be submitted online approximately 6 weeks after the start of the course. The instructor shall grade and comment on each paper, which shall be returned to the student.

### **Final Examination**

Proctored, opened book, online examination consisting of essay question(s) dealing with a case or situation. Any part of the entire course content may be examined. Government issued photo identification will be required to verify the student's identity.

### **Grade Weightings of Course Components**

Participation in Discussion Board: Weighting 10%

Midterm Paper: Weighting 35%

Final Examination: Weighting 55%. (It is required to pass the final examination with a grade of at least 65% in order to pass the course, regardless of grades earned in other components.)

**Passing Grade for the Course: 65%**