

GRANDE PRAIRIE REGIONAL COLLEGE  
ADMINISTRATIVE STUDIES  
COURSE OUTLINE

1987-88

BA 239 A2 - Organization Behavior II

TEXT:

The One Minute Manager, Blanchard and Johnson,  
Wm. Morrow Co. Inc., 1983, Paperback  
Theory Z, How American Business Can Meet the  
Japanese Challenge, W.G. Ouchi, Addison Wesley,  
1981, Paperback.  
Organization Behavior, Concepts, Controversies,  
and Applications, Robbins, Stephen P., Prentice  
Hall Inc., 1986, 3rd Edition.

PREREQUISITE: BA 138 - Organization Behavior I (formerly OT 303)

COURSE  
DESCRIPTION:

Building upon the foundation of Organization Behavior I, this course examines a variety of topics pertaining to the "human side of enterprise"; including innovations in the field which are designed to better meet the needs of people and organizations. Specific topics include perception and attitudes, stress management, coaching and performance improvement. The emphasis then shifts to utilization of theoretical material by examining recent innovations both domestic and international.

COURSE  
OBJECTIVES:

The 1980's are rife with threats and opportunities for organizations: deregulation, foreign competition, political instability, technological change etc. etc. Some have suggested that organizations could afford the luxury of mediocre productivity up to now but few would deny that productivity improvements are now imperative to all organizations' very existence. Despite "iron collar workers", the chip and communications breakthroughs the key to productivity will always be the management of people. This course asks (and attempts to answer): how do people behave in organizations and how can this insight be used for the betterment of people and the organizations they serve?

Recently, a Japanese manager was asked to assess the quality of Canadian workers. His response:

"Canadian workers aren't lazy, they're just badly managed."

In examining this statement, the course shifts to examining alternatives to the "normal" North American work situation. Innovations both domestic and foreign will be examined. Particular emphasis will be paid to the Japanese industrial system.

Specific objectives are:

1. to expose students to models on selected topics;
2. to acquaint students with alternatives.

#### EVALUATION:

Conversion from percentages to the nine-point scale as follows:

90 - 100%	9	
80 - 89	8	Excellent
72 - 79	7	
65 - 71	6	Good
57 - 64	5	
50 - 56	4	Pass
45 - 49	3	Fail
26 - 44	2	
0 - 25	1	

- i) Final Grades will be compiled in the following fashion:

Quizzes	50%	(i.e. 5 @ 10%)
Assignments	10%	(i.e. 10 @ 1.0%)
Case	10%	
Final Exam	30%	

- ii) Schedule of Quizzes

- a. September 21
- b. October 9
- c. October 30
- d. November 13
- e. November 30

iii) Schedule of Assignments

- a. Most assignments are small and will be due at the beginning of class on Wednesday, starting September 16, 1987. Assignments can be handwritten, but must be legible.
- b. Assignments will provide you with feedback on your progress.
- c. Late Work Policy: Medical reasons or exceptional circumstances are the only acceptable reasons. Inform me ahead of time if possible.

iv) Case Study

The case study is due November 23 at the beginning of class. Please get them in early if possible.

Each student will be given a standardized problem on September 30.

All case studies must be typewritten, double-spaced and no longer than 10 pages.

The exact requirements of the problem will be assigned with the case.

**COURSE CONTENT:** Recall that in BA 138 the following were outlined: Motivation, Conflict, group dynamics, leadership and the management of change. cursory examination of the text demonstrates that large chunks of the discipline were ignored in BA 138. Therefore, much of this course's content attempts to "plug" these holes. Thereafter, the perspective shifts to examining alternatives to the "normal" means of organizing productive energy will be outlined and should serve to integrate the material in both courses.



<u>Topic</u>	<u>Time Allotment</u>	<u>Text Chapters</u>
* Power and Politics	2 weeks	9
Attitudes, Ethics		
Job Satisfaction	1 week	4
Perception	1 week	pp. 62-67
Job Design and Stress		
Management	1 week	12
Productivity, Coaching		
Performance Improvement	2 weeks	7, 16
The Japanese Model	2 weeks	Theory 2
Innovations in the		
Work Place: QWL	2 weeks	14
Outlook/Review	1 week	nil

\* Some or all of this may have been covered in BA 138.

Additional readings and videos will supplement the text. Film times will be based on availability.