

**GBUS 817-001
Managing People in Organizations
Winter 2022**

Dates: January 5 – April 6, 2022
Format: Hyflex – online / onsite flexible instructional method
Education Building 558 for in person sessions
Zoom Link will be available in UR Courses
Instructor: Loretta Gerlach
loretta.gerlach@uregina.ca
NOTE: I have a preference that you email me using the UR Courses email function.
You can also phone or text me at any time at 306-529-1299.

Calendar Description

This course is designed to develop students' management skills through an exploration of the theory and practice involved in managing people. The emphasis is on understanding individual, team, and organizational factors and the processes through which they influence behaviour and performance, with a view to improving managerial effectiveness.

Course Description

This course is designed as a broad introduction into leading people and teams in organizations to develop high-performing teams in optimal organizational environments. A wide range of topics including motivation, recognition, organizational commitment, teamwork, power dynamics, decision-making, leadership, culture and change management will be covered.

Learning Objectives

By the end of the course, participants will:

- Understand and support individuals and teams in pursuing organizational goals
- Be able to understand and refine their own leadership style
- Identify organizational factors to support performance
- Use best practices and evidence-based decision-making for effective management
- Develop resiliency and adaptability in leadership and management
- Understand how organizational and personal practices impact effective management and leadership with regards to human capital

Format

Students will have the option to attend in person or by remote online access. You may make the decision to attend as you see fit HOWEVER I would note that there is some group collaboration required and as a group will need to communicate and develop a process that works for you without instructor involvement.

This course will involve lectures, in person and on-line group discussions, case discussions, and guest speakers. The course depends on participants to be ready in advance, having completed required readings including assigned cases. In addition, the course requires active participation of everyone. I appreciate that this is less desirable for those in the online environment, so this requires some additional effort, but I see this as an opportunity to demonstrate our own leadership ability to build teamwork in a necessary manner in keeping with modern trends in organizational behaviour best practices.

We will be doing some activity in UR Courses

The course moves at a rapid pace so preparedness and organization will be critical factors to your success. There is a lot of reading, writing and collaboration required but if you stay on track early on it is achievable. I want you to know that I understand the busy lives of graduate students and thus have designed assignments to add value to your learning experience while at the same time be manageable.

Course Materials

Required Textbook:

Organizational Behaviour: Improving Performance and Commitment in the Workplace, Fourth Canadian Edition. Jason Colquitt, Jeffery LePine, Michael Wesson, and Ian Gellatly. Copyright 2018 McGraw-Hill Ryerson Ltd.

We will be using some case studies from our textbook and other sources.

Online Resources: There will be some required, supplementary, and resource materials posted in UR Courses.

Tentative Class Schedule

January 5	Introductions Description of Class Format and Expectations Read: Chapters 1-2
January 12	Why is the study of organizational behavior critical to the ability to managing people? Read: Chapters 3-4
January 19	Managing – the Individual Perspective – Part 1 Read: Chapters 5-6
January 26	Managing – the Individual Perspective – Part 2 Read: Chapter 7 and 8
February 2	Moving from Individual to Team – Workplace Community Considerations Read: Chapter 9
February 9	Learning, Innovation, and Decision Making Communicating in Organizations Read: Chapter 11
February 16	Managing – the Team Perspective Read: Chapter 10

February 23	No classes
March 2	Communication for Leadership and Management Read: Chapter 12
March 9	Power and Influence in Organizations Read: Chapter 13 and 14
March 16	Leadership Styles and Behaviours Read: Chapter 15
March 23	The Critical Nature of Organizational Culture
March 30	Leading Change
April 6	Final Discussions Distribution of Take-Home Final

Course Assessment Summary

	Component	Weight	Due Date
1.	Participation In class discussions and online discussion forums	15%	On-going
2.	Critical Reflection Journal	15%	March 19
3.	Discussion Leadership	15%	As assigned
4.	Group Case Studies (2)	20%	Feb 9 March 9
5.	Take Home Final Exam	35%	April 16 at 11:55 p.m.
	TOTAL:	100%	

Description of Assessments

1. Participation - Worth 15%

Your participation is critical to the success of this class. Students are expected to be present and engaged in class. As in any adult learning environment (but in this one, perhaps even more so), we want to ensure that everyone feels comfortable and engaged to learn from each other's perceptions and experiences. Therefore, you will receive a portion of your grade that will be based on your attendance, efforts to come prepared, and regular effective contributions. This will include the ability to engage in appropriate collegial dialogue with fellow students and the instructor, challenging assumptions, and providing innovative suggestions.

Students will be assigned to discussion forum groups after the first day of class and then expected to engage with that group for the duration of the semester.

High levels of participation would include active participation in class discussions, drawing others into discussions, demonstration of critical thinking (e.g., constructively criticizing articles discussed in class), and bringing in outside materials from popular press / current events and personal experiences / observations.

This course is designed on the expectation that most class time will be spent in discussion and engagement with each other. At a graduate level, students will have many great insights, personal experiences, and hypotheses that are critical to share to truly get the maximum value out of the course. Some suggested contribution opportunities include:

- Sharing personal experiences
- Offer observations that help clarify or integrate class concepts
- Sharing comparisons with various organizations, legal parameters, geographic locations, etc.
- Asking questions of classmates to drive further discussion and analysis
- Respectfully disagreeing and inquiring of additional information in information presented in class by the instructor and / or fellow students
- Bringing in additional research or current affairs into the course for discussion.

The following guide will be used in assessing participation grades:

Exceeds expectations - 13 to 15.

Students in this category provide leadership in and out of the classroom and work towards enhancing the interpersonal dynamics of the class. Their level of engagement is high and consistent throughout the week and their contributions are thoughtful and relevant. Rather than dominating the setting, they act as facilitators, bringing others into the discussion.

Meets expectations - 10.5 to 12.

For showing in active interest in class activities and participating in classroom discussions; for regularly making insightful comments which help others to understand course materials; for being a positive group member, etc.

Does not meet expectations - 0 to 10.

7.5 to 10 for attending class and a regular basis but only occasionally contributing to the classroom experience.

Less than 7.5 for failing on all the previously identified ways of contributing.

2. Critical Reflection Journal 15%

Each day after class up to March 16, participants are asked to engage in a personal reflection regarding the class content for that day to a maximum 400 words per entry. This should include a critical analysis of the content presented in the context of how to lead and manage in organizations. These should be saved and submitted collectively as one submission on March 19.

This will be discussed further in the first class.

3. Discussion Leadership (Group) 15%

On your assigned week (which will be announced on Jan 12), in groups of six, you will be asked to collaborate to lead related discussion on the subject relevant to the day in question whereby you are discussing a modern application of the subject matter. This might be a common problem organizations encounter, a best practice idea, an item heavily impacted by environmental factors, or so on. You will be asked to present to the class your issue for up to 15 minutes, and then be prepared to facilitate discuss for up to 15 more minutes. You will also be required to type up a written summary as well.

You will need to hand in a written submission via attachment to email in UR Courses on your assigned (maximum 2000 words).

This will be discussed further in the first class.

4. Group Case Study Submissions – 2 x 10 worth 20%

Participants will be placed in groups of five after the first class. On February 9 and March 9, students will be assigned a case study to read and specific questions to address based on class content. Students should expect to draw upon a variety of concepts taught in class and try to avoid the desire to bring in content from other classes or personal opinion.

This will be discussed further in class but the key to this assignment is to demonstrated practical execution of the theories and practices discussed in class.

5. Take Home Final Exam – Worth 35%

Due April 16 at 11:55 p.m.

You will receive the exam on April 6 in class.

This exam will consist of a case study to read and questions to answer for a total of 15% (maximum 1500 words) and an essay question worth 20% (maximum 2000 words).

Other Grading Information

You must submit all assignments and obtain a grade of 70% to pass the class.

Late assignments will be penalized unless approved in advance and/or proper documentation is provided (e.g., medical or death certificates).

Please always keep an electronic copy of all assignments in case of an emergency and the one you submitted is lost or destroyed.

The percentage grades and their descriptions from the University of Regina Faculty of Graduate Studies at

https://www.uregina.ca/gradstudies/assets/docs/pdf/Graduate_Grading_System_Descriptions_2015.pdf

Grade Reviews

Please know that I am happy to answer any questions about grading and your assignments, but please note that grades are not negotiable. If you feel that an assignment has received an unfair grade, you are expected to make a case for why it should be reassessed. Using the available outline of the grade, you will need to document in a paragraph or two your case and provide this to me. You should consider that grades could go down upon review.

Other Key Messages

UR Courses

Access to UR Courses is mandatory for this class. I will use URCourses to post required readings and other information on a regular basis. I recommend that you log on to the class page regularly.

Academic Ethics

Students are expected to abide by the regulations of the University of Regina. Students are reminded that they must adhere to the standards of ethics of the University (see the section on *Academic Conduct and Misconduct Regulations Governing Discipline for Academic and Non-academic Misconduct* in the Academic Calendar). All forms of academic dishonesty are serious academic offences. Students must appropriately reference material and must submit their own work. If unethical behaviour is suspected, all individuals involved will be reported to the Associate Dean.

Harassment

The University of Regina promotes a learning environment that is free of all forms of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct including any behaviour which creates an intimidating, hostile or offensive environment for work or study through the harassment of an individual or group on the basis of any ground prohibited under the Saskatchewan Human Rights Code, including race, race and all race related grounds such as ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, gender, sexual orientation or disability.

Accommodations

If you have a need for special accommodation for a disability, please come and discuss this with me, as well as contacting the Centre for Student Accessibility at 585-4631 at the University of Regina.

Guests

We may also have guests in our class over the semester. Please understand that these people are here of their own kindness and thus I request that you show them the utmost consideration and respect.

***I am really looking forward to working with you and I hope that you enjoy the course.
Loretta***

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