

Applied Science & Management
LEAD292
People and Organizations
3 Credits
Winter, 2021



COURSE OUTLINE

LEAD292 **People and Organizations**

3 CREDITS

PREPARED BY: Alexander Garcia Muradov, PhD
DATE: November 1, 2020

APPROVED BY: Ernie Prokopchuk, Interim Dean
DATE: November 11, 2020

APPROVED BY SENATE: Click or tap to enter a date
RENEWED BY SENATE: Click or tap to enter a date

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LEAD292

INSTRUCTOR: Dr. Garcia Muradov
OFFICE LOCATION: A2418
EMAIL: agarcia@yukonu.ca
TELEPHONE: 867 668 8785

OFFICE HOURS: By telephone appointment
CLASSROOM: N/A (remote course)
TIME: Tuesday + Thursday 1pm – 2:30pm
DATES: Jan 5 – April 13, 2021

COURSE DESCRIPTION

This course examines three inter-related topics (individual behaviour, interpersonal processes, and organizational structure and design) to provide you with both the theory and practice to evaluate, design, lead, manage, and participate in organizations. We will discuss theories of perception, motivation, stress, learning, teamwork, communication, job design, power, leadership, strategy, ethics, designing organizations for rapid change and differing cultural environments, and creativity.

In this course, you will learn how to understand yourself and others by studying individual processes ranging from the biological (sensation, perception, stress, and motivation) to interpersonal (conflict, negotiation, cooperation and collaboration), as well as the psychological principles that guide our learning and development. Moreover, we will explore the role that organizational characteristics, such as structures, culture, and context, have on the functioning and well-being of individuals and groups inside and outside the organization.

Each week's reading will detail leading theories relating to that week's topic. In lectures, we will use Indigenous oral tradition, including anecdotes, stories, and historical examples to contextualize the course content, and practice applying the material to understand real-life phenomena. This will help you understand the similarities and differences between competing or contemporary theories, why they were developed, and when/how to apply them. Indigenous ways of knowing and doing, and world views on organizational theories, will be emphasized. Class discussions, in which students have the opportunity to contribute their cultural perspectives, ask for clarification, ask follow-up questions, and resolve controversies, will allow you to learn from one another's perspectives and enhance our collective

understanding of the topics.

PREREQUISITES

None.

RELATED COURSE REQUIREMENTS

Access to a device with word processing and internet connectivity.

EQUIVALENCY OR TRANSFERABILITY

Course transferability is determined by the receiving institution.

LEARNING OUTCOMES

Upon successful completion of the course, students will be able to:

- 1) Hear, understand, interpret, and apply Indigenous oral knowledge systems
- 2) Define course concepts and theories, and their key components
- 3) Recognize and identify concepts and theories relevant to a specific situation
- 4) Explain personal experiences using course concepts, and demonstrate ability to generalize by explaining the experiences of others
- 5) Analyse organizational events, policies, and structures (e.g. including Yukon First Nation organizations)
- 6) Formulate and propose effective interventions to improve personal and organizational dynamics
- 7) Assess individuals, groups, and organizations, and effectively predict and alter their trajectories

COURSE FORMAT

Course materials and discussions will be made accessible through Moodle. A combination of approaches will be used which may include case studies, videos, guest speakers, news articles, lectures, and group work.

ASSESSMENTS

The assessments in this course are designed to enhance your learning by assessing your ability to meet the learning outcomes, and providing feedback and guidance while developing your capacity for self-reflection and generalization to allow you to continue gaining mastery of the material long after you have completed the course.

Attendance & Participation

Attendance and participation will comprise 10% of your final mark. This portion of the grade will never be used to penalize you. Instead, it will be used only to reward you for your contributions; more details will be provided in class.

Assignments

This course has three core assignments designed to enhance student learning, help develop mastery of the material, and prepare students for the final exam:

After-event review (Individual; 15%)

Organizational Analysis (Group; 30%)

Reflection on group project (Individual; 10%)

Tests

This course has a single test- an open-book, open-note final exam that will assess your understanding of concepts and theories, and your ability to synthesize and apply the course material to evaluate people, groups, and organizations (35%)

Other

I grade for content and form. When I assess form, I look at the extent to which your work is correct, clear, coherent and concise.

Under special circumstances, I may accept late assignments.

I reserve the right to give a mark of zero for the team assignment to any member of a team who has not contributed appropriately to the team assignment.

EVALUATION

After-Action Report	15%
Group Project + Reflection ¹	40%
Participation	10%
Final Exam	35%
Total	100%

REQUIRED TEXTBOOKS AND MATERIAL

ORGB – Third Canadian Edition, Nelson, D. J. Quick, A. Armstrong and J. Condie (2019)
Toronto: Nelson Education, ISBN-13: 978-0176873387

ACADEMIC AND STUDENT CONDUCT

Information on academic standing and student rights and responsibilities can be found in the current Academic Regulations that are posted on the Student Services/ Admissions & Registration web page.

PLAGIARISM

Plagiarism is a serious academic offence. Plagiarism occurs when a student submits work for credit that includes the words, ideas, or data of others, without citing the source from which the material is taken. Plagiarism can be the deliberate use of a whole piece of work, but more frequently it occurs when students fail to acknowledge and document sources from which they have taken material according to an accepted manuscript style (e.g., APA, CSE, MLA, etc.). Students may use sources which are public domain or licensed under Creative Commons; however, academic documentation standards must still be followed. Except with explicit permission of the instructor, resubmitting work which has previously received credit is also considered plagiarism. Students who plagiarize material for assignments will receive a mark of zero (F) on the assignment and may fail the course. Plagiarism may also result in dismissal from a program of study or the University.

YUKON FIRST NATIONS CORE COMPETENCY

Yukon University recognizes that a greater understanding and awareness of Yukon First Nations history, culture and journey towards self-determination will help to build

¹ Note: the reflection on the group project is an individual assignment, and is worth 10% of your final grade; the group portion of the project is worth 30% of your final grade, for a total of 40%

positive relationships among all Yukon citizens. As a result, to graduate from any Yukon University program, you will be required to achieve core competency in knowledge of Yukon First Nations. For details, please see www.yukonu.ca/yfnccr.

ACADEMIC ACCOMMODATION

Reasonable accommodations are available for students requiring an academic accommodation to fully participate in this class. These accommodations are available for students with a documented disability, chronic condition or any other grounds specified in section 8.0 of the Yukon University Academic Regulations (available on the Yukon University website). It is the student’s responsibility to seek these accommodations. If a student requires an academic accommodation, they should contact the Learning Assistance Centre (LAC): lac@yukonu.ca.

TOPIC OUTLINE (subject to change)

Session/Date	Topic	Readings
Part 1 - Individual Processes and Behaviours		
Week 1 (Jan 5 + 7)	Introduction	Chapters 1 – 2
Week 2 (Jan 12 + 14)	Personality and Emotion	Chapters 3 - 4
Week 3 (Jan 19 + 21)	Motivation	Chapters 5 and 14
Week 4 (Jan 26 + 28)	Stress	Chapter 7
Week 5 (Feb 2 + 4)	Learning and Performance Management	Chapter 6
Week 6 (Feb 9 + 11)	Review and Look Ahead	Ch. 1 - 7, 14
Part 2 - Interpersonal Processes and Behaviours		
Week 7 (Feb 16 + 18)	Decision-Making	Chapter 10
Week 8 (Mar 2 + 4)	Power	Chapter 11

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Week 9 (Mar 9 + 11)	Conflict and Negotiations	Chapter 13
Week 10 (Mar 16 + 18)	Teams	Chapters 8 - 9
Part 3 - Managing Organizations		
Week 11 (Mar 23 + 25)	Leadership	Chapter 12
Week 12 (Mar 30 + April 1)	Organizational Culture	Chapter 16
Week 13 (April 6 + 8)	Organizational Design and Change	Chapters 15, 17-18
