



School of Business & Leadership

**LEAD 292**

**People and Organizations**

Term: Winter 2022

Number of Credits: 3

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## Course Outline

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### **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.

### **COURSE REQUIREMENTS**

Prerequisite(s): none

### **EQUIVALENCY OR TRANSFERABILITY**

Receiving institutions determine course transferability. Find further information at:

<https://www.yukonu.ca/admissions/transfer-credit>

## 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

### Weekly breakdown of instructional hours

Three hours of lecture and conversation to develop a deep understanding of the material. This course is designed to require an additional six hours/week for additional reading, assignments, study, reflection, and review; this will vary by student experience, ability, and desired level of mastery.

### Delivery format

This course will be delivered face-to-face with asynchronous components including reading, reviewing talks, contemplation, reflection, and writing.

## EVALUATION

Self-analysis	25 %
Group Project	20 %
Project Reflection	10 %
Final Exam	35 %
Participation	10 %
Total	100%

### Individual assignments

*Self-analysis:* students will apply appropriate theories/models to explain a personal experience to understand themselves more deeply.

*Project reflection:* students will examine their experience of working on the group project.

### **Group assignment**

Students will work in small groups to assess the structures and systems of an organization to identify strengths and vulnerabilities in operations

### **Final exam**

This course has a single exam- 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

### **Participation**

This portion of the grade will be used to recognize student contributions to the learning environment, including serving as the class note-taker, timekeeper, group facilitator, as well as supporting and caring for current and future students in this course.

## **COURSE WITHDRAWAL INFORMATION**

Refer to the YukonU website for important dates.

## **TEXTBOOKS & LEARNING MATERIALS**

**Required textbook:** *ORGB – Third Canadian Edition*<sup>1</sup>, Nelson, D. J. Quick, A. Armstrong and J. Condie (2019)  
Toronto: Nelson Education, ISBN-13: 978-0176873387

This course also requires a computing device capable of word processing, website access, video display, and an internet connection.

## **ACADEMIC INTEGRITY**

Students are expected to contribute toward a positive and supportive environment and are required to conduct themselves in a responsible manner. Academic misconduct includes all forms of academic dishonesty such as cheating, plagiarism, fabrication, fraud, deceit, using the work of others without their permission, aiding other students in committing academic offences, misrepresenting academic assignments prepared by others as one's own, or any other forms of academic dishonesty including falsification of any information on any Yukon University document.

Please refer to Academic Regulations & Procedures for further details about academic standing and student rights and responsibilities.

## **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,

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<sup>1</sup> Students may also use First or Second Canadian Editions  
[www.yukonu.ca](http://www.yukonu.ca)

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 by contacting the Learning Assistance Centre (LAC): [LearningAssistanceCentre@yukonu.ca](mailto:LearningAssistanceCentre@yukonu.ca).

## TOPIC OUTLINE<sup>2</sup>

Session/Date	Topic	Readings <sup>3</sup>
Part 1 - Individual Processes and Behaviours		
Week 1 (Jan 6 + 11)	Introduction	Chapters 1 – 2
Week 2 (Jan 13 + 18)	Personality and Emotion	Chapters 3 - 4
Week 3 (Jan 20 + 25)	Motivation	Chapters 5 and 14
Week 4 (Jan 27 + Feb 1)	Stress	Chapter 7
Week 5 (Feb 3 + 8)	Learning	Chapter 6
Week 6 (Feb 10 + 15)	Review and Look Ahead	Ch. 1 - 7, 14
Part 2 - Interpersonal Processes and Behaviours		
Week 7 (Feb 17 + Mar 1)	Decision-Making	Chapter 10
Week 8 (Mar 3 + 8)	Power	Chapter 11
Week 9 (Mar 10 + 15)	Conflict and Negotiations	Chapter 13
Week 10 (Mar 17 + 22)	Teams	Chapters 8 - 9
Part 3 - Managing Organizations		
Week 11 (Mar 24 + 29)	Leadership	Chapter 12
Week 12 (Mar 31 + April 5)	Organizational Culture	Chapter 16
Week 13 (April 7 + 12)	Organizational Design and Change	Chapters 15, 17-18

<sup>2</sup> Subject to change

<sup>3</sup> Chapter numbers are for ORGB 2<sup>nd</sup> Canadian Edition; 3<sup>rd</sup> Canadian Edition is numbered slightly differently