

**Justice Institute of British Columbia**  
**COURSE OUTLINE**

<b>Course Code:</b>	FSS220
<b>Course Title:</b>	Organization Behaviour and Managing Change in the Fire Service
<b>Prerequisite Courses:</b>	FSS110 Fire Service Supervision; FSS120 Fire Service Operations; FSS130 Fire Service Administration; Sociology or Psychology 100
<b>School:</b>	School of Public Safety & Security
<b>Division/Academy/Centre:</b>	Fire & Safety Division
<b>Previous Course Code &amp; Title:</b>	n/a
<b>Course First Offered:</b>	2010

<b># of Credits:</b>	<b>3.0</b>
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**Course Description:**

Learners will examine frameworks and theories of change and use the knowledge gained to assist them in developing tools and techniques they can use to lead successful, sustainable change in a fire service environment. They will examine change, and the impacts and implications of change, from personal and organizational perspectives. Learners will also explore organizational culture, barriers and enablers of change, communications, implementation and transition issues and evaluation of change in a fire service environment.

**Course Goal(s):** Learners will develop clear change objectives and define achievable outcomes, work through a change process towards desired outcomes, and consider the impacts and implications of change on the organization and individuals in the organization.

**Learning Outcomes:**

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

- Describe and apply systems theory to change management processes
- Describe the process of change and assess the anticipated impacts of change
- Create a vision and strategy for successful change; align and link change objectives with organizational goals and priorities
- Assess constraints and enablers for change; develop and implement practical strategies for dealing with resistance to change
- Plan and implement a change, and develop criteria for evaluating the success of an initiative
- Develop and implement a communications strategy for a change initiative
- Coach and support others through a change initiative

**Course Topics/Content:**

- Theories and Frameworks for Change

- Changing Organizational Culture
- Strategies for Dealing with Resistance to Change
- Preparing, Planning, Implementing and Maintaining Change
- The Human Side of Change Management
- Effective Transition Strategies
- Change Communications
- Evaluating Change Processes and Outcomes

**Text and Resource Materials:**
**Required:**

- Judge, T. A., Langton, N., Robbins, S.. (2014). *Fundamentals of organizational behaviour* (5<sup>th</sup> ed.). Pearson Education Canada.
- White, T. (2005). *Make it Happen*.

**Recommended:**
**Course Level:**

	First Year	X	Second Year		Third Year		Fourth Year
	Graduate		Other (describe):				

**Equivalent Course(s) within the JIBC:**
**Class Delivery Methods:**

Delivery Methods	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
Classroom/Lecture/Discussion				
Simulation/Lab				
Practicum/Fieldwork				
Online	42			
Correspondence				
<b>Total Class Hours</b>	42			

**Comments on Delivery Methods:**
**Course Grading System:**

	Letter Grades	X	Percentage		Pass/Fail
	Complete/Incomplete		Attendance Only		

<b>Passing Grade:</b>	50%
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**Evaluation Activities and Weighting:**

Final Exam	%	Assignments	50%	Project	40%	Capstone Project	%
Midterm Exam	%	Portfolio	%	Participation	10%	Other	%
Quizzes/Test	%	Simulations	%	Practicum	%	TOTAL	100%

**Comments on Evaluation Activities and Weighting:**

**Other Course Guidelines, Procedures and Comments:**

View official versions of related JIBC academic regulations and student policies in the *JIBC Calendar* on the following pages of the JIBC website:

**Academic Regulations:**

<http://www.jibc.ca/programs-courses/jibc-calendar/academic-regulations>

Student Academic Integrity Policy  
 Academic Progression Policy  
 Admissions Policy  
 Academic Appeals Policy  
 Evaluation Policy  
 Grading Policy

**Student Policies:**

<http://www.jibc.ca/programs-courses/jibc-calendar/student-policies>

Access Policy  
 Harassment Policy – Students  
 Student Records Policy  
 Student Code of Conduct Policy

**JIBC Core Competencies**

The JIBC promotes the development of core and specialized competencies in its programs. Graduates of our programs will demonstrate high levels of competence in the following areas:

**Critical thinking**

Identify and examine issues and ideas; analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

**Problem solving**

State problems clearly; effectively and efficiently evaluate alternative solutions; choose solutions that maximize positive and minimize negative outcomes.

**Communication, oral and written**

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

**Interpersonal relations**

Know and manage oneself; recognize and acknowledge the needs and emotions of others including those with diverse backgrounds and capabilities.

**Leadership**

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

**Independent learning**

Show initiative by acting independently in choosing effective, efficient and appropriate applied learning, research and problem solving strategies.

**Inter-professional teamwork**

Understand and work productively within and between groups, respect others' perspectives and provide constructive feedback with special attention to inter-professional relationships.

**Information literacy**

Recognize and analyze the extent and nature of an information need; efficiently locate and retrieve information; evaluate it and its sources critically, and use information effectively and ethically.