

**THE UNIVERSITY OF WESTERN ONTARIO**  
**Faculty of Social Science**  
**Management and Organizational Studies**  
**2009-2010**  
**MOS 2180 Section 002**  
**Organizational Behaviour**

### **1.0 Course Information**

Professor: MICHAEL DOVE, BA (Hons.), MA, Ph.D  
Office: Social Science Centre Room #2235  
Office Phone: 519-661-2111 x86720 (During office hours only)  
Office hours: Mondays and Fridays, 10:30 to 11:30 a.m., or by appointment  
MOS Office Phone: 519-661-2051 (receptionist takes calls during day)  
Email: [mdove2@uwo.ca](mailto:mdove2@uwo.ca) (Please include "MOS2180" in subject headings)  
Course Time: Tuesdays, 1:30-3:30 p.m.  
Lecture Location: Talbot College 141  
Course website: <http://vista.uwo.ca/webct>

### **2.0 Calendar Description**

A multidisciplinary approach to the study of human behaviour in organizations from the individual, group and organizational levels of explanation.

Antirequisite: The former MOS 380E  
Prerequisite: Enrolment in MOS

Unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

2 lecture hours, 1.0 course

**(Please note that the last day to drop a full course without academic penalty is November 30, 2009.)**

### **3.0 Course Objectives**

This course introduces the student to multidisciplinary approaches to human behaviour in organizational settings. Attention will be paid to both public and private sector organizations. A variety of issues will be examined from the perspective of the manager as well as those of the worker, the client and the citizen.

Accordingly, the major objectives of Management and Organizational Studies 2180 are:

- To provide an overview of the influential theoretical perspectives and research findings in the field of organizational behaviour;
- To offer a set of conceptual frameworks, methodological approaches, and analytical skills which are useful in increasing our understanding of human behaviour in organizations;
- To provide opportunities to practice the use of these conceptual frameworks through their application to organizational problems;
- To challenge the student to think analytically and creatively about significant issues facing organizational stakeholders now and in the future

NOTE: There are three sections of the OB lecture. You must attend the section in which you are registered. **The three sections are NOT interchangeable.**

#### 4.0 Textbook and Course Materials

Textbook (required):

Johns, G., and A.M. Saks (2008). *Organizational Behaviour: Understanding and Managing Life at Work* (7<sup>th</sup> ed.). Toronto: Prentice Hall.

Mintzberg, Henry (1981). "Organizational Design: Fashion or Fit?" *Harvard Business Review*, vol. 59, pages 103-116.

The publishers do not print a study guide but they do have a website that corresponds to your textbook (<http://www.pearsoned.ca/johns/>). The website provides several additional resources such as online quizzes. Please note that the multiple-choice questions provided on the website are often simpler than the ones used on your tests.

#### 5.0 Evaluation

Exam	% of final grade	Date
Exam 1	25	November 3
Exam 2	25	December Exam Period
Exam 3	25	February 9
Exam 4	25	April Exam Period
	<b>100</b>	

Student evaluation will be based on **four exams** (two in-class exams, one exam scheduled during the December exam period and one during the April exam period). Each exam is worth 25% of your final grade in the course. All exams will be closed book – no books, notes, calculators, electronic dictionaries, or aids of any type will be allowed. **Please bring your UWO student card to the exams.**

The structure of the four exams will vary. The first and third exams will consist entirely of multiple-choice questions. The second and fourth exams, scheduled during the exam period, will consist of a combination of multiple choice and short answer questions.

You will have a maximum of 120 minutes to complete all exams. All exams will test your knowledge of the textbook and lecture material. Please note that lecture material includes films, demonstrations, and anything else presented during class time.

## 6.0 Test and Examination Schedule

Exams 1 and 3 will be held on November 3 and February 9 respectively. Exams 2 and 4 will take place during the December and April exam periods and will be scheduled by the Registrar's Office. You are encouraged to check for any conflicts that may occur during scheduled exam times and report such conflicts to your instructor first; then have the conflicts confirmed by a Social Science counsellor (Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384). The counsellor will send an email of such to your professor allowing for a make-up exam to take place in the future. Without counsellor approval, no make-ups are allowed.

Make-up exams: Please note that students are responsible for contacting me ***IN ADVANCE*** if they are unable to write an exam for any reason. Exams must be written on the scheduled dates unless you have a legitimate excuse recognized by university admission. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a *UWO Student Medical Certificate/SMC*). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion.

## 7.0 Lecture and Reading Schedule

Below is a tentative list of the lectures for this course. There may be departures from this list as some topics take up more (or less) time than is scheduled; as well, the availability of guest speakers can vary. The readings corresponding to the lectures are listed below. I do not post all my notes online. However, when I do, such notes are not intended to be a substitute for attending class. This material will be expanded upon in class and other material may be discussed. There may also be overheads, videos, guest speakers or other slides presented.

Following this schedule is the responsibility of each student. I may not "go over" all of the text material in class. Nevertheless, all the assigned material and lectures are fair game for the tests and exams.

Fall 2009

<b>MOS 2180-002 TOPIC TIMETABLE</b>		
<b>Date of Class</b>	<b>TOPIC(S)</b>	<b>Textbook Readings</b>
<b>PART I</b>		
<b>September 15</b>	INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR	
<b>22</b>	THE MANAGER & MANAGEMENT: CONTEMPORARY APPROACHES AND ISSUES	Chapter 1
<b>29</b>	HISTORICAL PERSPECTIVES	Chapter 1 continued
<b>October 6</b>	RESEARCH METHODS	Appendix (pages 589-602)
<b>13</b>	PERSONALITY & LEARNING	Chapter 2
<b>20</b>	PERCEPTION, ATTRIBUTION & JUDGMENT OF OTHERS	Chapter 3 (pages 72-86; pages 98-105)
<b>27</b>	DIVERSITY IN THE WORKPLACE	Chapter 3 (pages 86-98)
<b>November 3</b>	<b>EXAM 1 – COVERS ALL MATERIAL IN PART I</b>	<b>In-Class Exam</b>
<b>PART II</b>		
<b>November 10</b>	VALUES, ATTITUDES & WORK BEHAVIOUR	Chapter 4
<b>17</b>	JOB SATISFACTION: EMPOWERMENT CONNECTION	Chapter 4 continued
<b>24</b>	THEORIES OF WORK MOTIVATION	Chapter 5
<b>December 1</b>	THEORIES OF WORK MOTIVATION and MOTIVATION IN PRACTICE	Chapter 5 continued; Chapter 6
<b>8</b>	MOTIVATION IN PRACTICE	Chapter 6 continued
<b>Exam Period: Dec. 11 - 22</b>	<b>EXAM 2 – COVERS ALL MATERIAL IN PART II</b>	<b>Exact Date, Time, &amp; Location TBA</b>

**WINTER 2010**

**MOS 2180-002 TOPIC TIMETABLE**

<b>Date of Class</b>	<b>TOPIC(S)</b>	<b>Textbook Readings</b>
<b>PART III</b>		
<b>January 5</b>	GROUPS & TEAMWORK	Chapter 7
<b>12</b>	SOCIAL INFLUENCE & SOCIALIZATION	Chapter 8 (pages 260-279)
<b>19</b>	CULTURE	Chapter 8 (pages 279-290)
<b>26</b>	LEADERSHIP	Chapter 9
<b>February 2</b>	COMMUNICATION	Chapter 10
<b>9</b>	<b>EXAM 3 – COVERS ALL MATERIAL IN PART III</b>	<b>In-Class Exam</b>
<b>Feb. 15 - 19</b>	<b>READING WEEK</b>	No Classes
<b>PART IV</b>		
<b>February 23</b>	DECISION MAKING	Chapter 11
<b>March 2</b>	POWER & POLITICS	Chapter 12
<b>9</b>	ETHICS IN THE WORKPLACE	Chapter 12 continued
<b>16</b>	CONFLICT & STRESS	Chapter 13
<b>23</b>	ORGANIZATIONAL STRUCTURE “Organizational Design: Fashion or Fit?” by Henry Mintzberg, <i>Harvard Business Review</i> (1981).	Chapter 14; Mintzberg Article
<b>30</b>	ENVIRONMENT, STRATEGY & TECHNOLOGY	Chapter 15
<b>April 6</b>	ORGANIZATIONAL CHANGE, DEVELOPMENT & INNOVATION	Chapter 16
<b>Final Exam Period: April 12 – 30</b>	<b>EXAM 4 – COVERS ALL MATERIAL IN PART IV</b>	<b>Exact Date, Time, &amp; Location TBA</b>

## 8.0 Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following web site: <http://www.westerncalendar.uwo.ca/2009/pg113.html>

### A note on plagiarism and scholastic offences:

From Academic Rights and Responsibilities, The University of Western Ontario Academic Calendar 2009 (<http://www.westerncalendar.uwo.ca/2009/pg111.html>)

#### Preamble

Members of the University Community accept a commitment to maintain and uphold the purposes of the University and, in particular, its standards of scholarship. It follows, therefore, that acts of a nature which prejudice the academic standards of the University are offences subject to discipline. Any form of academic dishonesty that undermines the evaluation process, also undermines the integrity of the University's degrees. The University will take all appropriate measures to promote academic integrity and deal appropriately with scholastic offences.

### SCHOLASTIC OFFENCES

Scholastic Offences include, but are not limited to, the following:

1. Plagiarism, which may be defined as "The act or an instance of copying or stealing another's words or ideas and attributing them as one's own." Excerpted from Black's Law Dictionary, West Group, 1999, 7<sup>th</sup> ed., p. 1170.

This concept applies with equal force to all assignments, including laboratory reports, diagrams, and computer projects.

Students wishing more detailed information should consult their instructor, Department Chair, or Dean's Office. In addition, they may seek guidance from a variety of current style manuals available in the University's libraries. Information about these resources can be found at [www.lib.uwo.ca/weldon/services/styleguidesindex.shtml](http://www.lib.uwo.ca/weldon/services/styleguidesindex.shtml)

2. Cheating on an examination or falsifying material subject to academic evaluation.
3. Submitting false or fraudulent assignments or credentials; or falsifying records, transcripts or other academic documents.
4. Submitting a false medical or other such certificate under false pretences.

5.
  - a. Improperly obtaining, through theft, bribery, collusion or otherwise, an examination paper prior to the date and time for writing such an examination.
  - b. Unauthorized possession of an examination paper, however obtained, prior to the date and time for writing such an examination, unless the student reports the matter to the instructor, the relevant Department, or the Registrar as soon as possible after receiving the paper in question.
6. Impersonating a candidate at an examination or availing oneself of the results of such an impersonation.
7. Intentionally interfering in any way with any person's scholastic work.
8. Submitting for credit in any course or program of study, without the knowledge and written approval of the instructor to whom it is submitted, any academic work for which credit has been obtained previously or is being sought in another course or program of study in the University or elsewhere.
9. Aiding or abetting any such offence.

In addition to any proceedings within the University, evidence of wrongdoing may result in criminal prosecution.

No books, crib notes, calculators, computers, or other paraphernalia that can be considered suspicious should be brought into exams.

**No electronic devices, including cell phones, will be allowed during exams.**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. The penalties for a student guilty of cheating on an exam range from failure on the exam to failure in the course, or even suspension or expulsion from the University.

Finally, all grades on tests and the final grade in the course will be assigned solely on merit. We cannot make grade adjustments on the basis of need (e.g., to meet program requirements or gain admission into a program).

## **9.0 Other Information**

### **GENERAL INFORMATION**

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

### **TERM TESTS and MID-TERM EXAMS**

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

### **FINAL EXAMINATIONS**

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

### **SHORT ABSENCES**

- If you miss a class due to a minor illness or other problems, make sure you are not missing a test. Cover any readings and arrange to borrow notes from a classmate.

### **EXTENDED ABSENCES**

- If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

## DOCUMENTATION

- Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Release of Information Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, you must complete an *SMC (UWO Student Medical Certificate)* at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- In Case of Serious Illness of a Family Member, obtain a medical certificate from the family member's physician.
- In Case of a Death, obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- For Other Extenuating Circumstances, ask an Academic Counsellor.

**Note:** Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offence and you will be subject to academic sanctions.

Please see Academic Information section of the online 2009 Academic Calendar (<http://www.westerncalendar.uwo.ca/2009/pg37.html>) for information on the following:

### Academic Rights and Responsibilities

- Student academic appeals
- Scholastic discipline for undergraduate students
- Penalties
- Academic sanctions
- Code of student conduct
- Absences due to illness
- Academic accommodation for students with disabilities
- Religious holidays
- Political candidacy of students

### Academic Policies/Regulations

- Course structure
- Scheduling of assignments, tests, final examinations
- Special/supplemental examinations
- Incomplete standing

### Registration

- Adding/dropping courses