

**THE UNIVERSITY OF WESTERN ONTARIO**  
**Faculty of Social Science**  
**Management and Organizational Studies**  
**MOS 2181B Section 002 (Organizational Behaviour)**  
**Winter 2012 Course Outline**

## **1.0 COURSE INFORMATION**

**Professor:** Dr. Jody Merritt, DBA, CHRP

**Phone:** 519-259-2884

**Office:** SSC Room 2233

**Email:** [jmerrit9@uwo.ca](mailto:jmerrit9@uwo.ca)

**Classroom:** SCC 2050

**Office Hours:** By appointment

**Dept. Phone:** 519-661-2051

**Course Website:** <http://owl.uwo.ca>

**Class Time:** Wednesdays, 7 pm -10 pm

*\*\*\*The best way to reach me is by **email** since I am not on campus some days\*\*\**

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## **2.0 CALENDAR DESCRIPTION**

A multi-disciplinary approach used in the study of human behaviour within organizations at the individual, group and organizational levels of explanation.

Anti-requisite: Former MOS 380E; Former MOS2180

Pre-requisite: 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.

## **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 2181 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 several sections of the OB lecture. You must attend the section in which you are registered. **These sections are NOT interchangeable.**

## 4.0 COURSE MATERIALS

Johns, G., and Saks, A. M. (2011). Organizational Behaviour: Understanding and Managing Life at Work (8<sup>th</sup> Edition). Toronto: Prentice Hall, ISBN: #0-13-505914-2. (Required Textbook)

The publishers do not print a study guide but they do have a website that corresponds to your textbook [www.pearsoned.ca/myoblab](http://www.pearsoned.ca/myoblab) - each textbook comes with an access code from the publisher. 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 METHODS OF EVALUATION

Exam	Weight	Date
Module #1 Exam – MC only	25	Saturday, Feb 11, 2012, 1-3 pm, TBA
Module #2 Exam – MC only	25	Saturday, Mar 17, 2012, 1-3 pm, TBA
Module #3 Exam – MC & Short Answer	30	April Exam Period
In class assignments and Class Contribution – 10 chapter evidence-based written exercises (2 marks each)	20	Assigned throughout semester at discretion of professor
TOTAL	100%	

Student evaluation will be based on three **exams** (two in-class exams, one exam scheduled during the April exam period) and ongoing assessment via evidence based written assignments – will vary between sections. Please note that in order to comply with HRP guidelines for course equivalency, exam three will be **comprehensive in format; covering all material from entire 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 first two exams will consistently be made up entirely of multiple-choice questions. The third exam will consist of both multiple-choice and short answer written responses. The structure of the ongoing assessment activity will vary by sections but can include (but not limited to) spot quizzes, online discussions, case studies and/or short answer written response questions. You will have a maximum of 2 hours to complete the first two exams. The third exam will be 3 hours in length. All exams will test your knowledge of the textbook and course material.

### **Assignments/Class Contribution:**

The participation mark acknowledges the importance of the chapter evidence based written exercises in the learning and teaching process and is worth **20%** of your overall grade. The intention with this task is to generate discussion about topics in modules to make material in the text come alive. Assignments will be assigned throughout the semester. **Students will work in groups of five to analyze a chapter case and produce a 1 page written summary of their analysis (which is due prior to the end of class).**

Discussions, exercises or assignments will provide opportunities to clarify issues and considerations surrounding effective organizational behaviour strategies, techniques and processes. Your participation in class will contribute greatly to understanding of course theory and your ability to do well on the midterms and final. Look to the Policy Regarding Illness (described later in this course outline), and to the General Information guidelines which apply to students in the Social Science program (at the end of the outline) for direction on how to handle a variety of problems that may interfere with your participation and performance in this course.

## **6.0 TEST AND EXAMINATION SCHEDULE**

Exam 1 will be held on **February 11, 2012**, Exam 2 will take place **March 17, 2012** and Exam 3 will take place during the April exam period and will be scheduled by the Registrar's Office. Students 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 their professor ***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 medical certificate). 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 READING SCHEDULE**

Following on the next page is a tentative schedule for this course. There may be departures from this list as some topics take up more (or less) time than is scheduled. Posting of notes may vary by section and it is up to each student to note such details. Readings may be expanded upon by way of online discussions, videos and/or class discussions (in those sections where applicable). Following this schedule is the responsibility of each student. All the assigned material (whether online or in class lectures) should be expected on all assessments and evaluations. There will be evidence-based written assignments given at various points throughout the semester; although they do not appear on the schedule below, students should expect to receive such assignments throughout the semester.

<b>Date of Class</b>	<b>Topic(s)</b>	<b>Textbook Readings</b>
<b>Module # 1- Introduction and Individual Behaviour</b>		
<b>Week #1</b> <b>January 11, 2012</b>	Organizational Behaviour and Management	Chapter 1
<b>Week #2</b> <b>January 18, 2012</b>	Appendix Personality & Learning	Appendix (Pages 566-577) Chapter 2
<b>Week #3</b> <b>January 25, 2012</b>	Perception, Attribution, & Diversity Values, Attitudes, & Work Behaviour	Chapter 3 Chapter 4
<b>Week #4</b> <b>February 1, 2012</b>	Theories of Work Motivation	Chapter 5
<b>Module # 2 - Social Behaviour and Organizational Processes</b>		
<b>Week #5</b> <b>February 8, 2012</b>	Motivation	Chapter 6 (Pages 180-198) Midterm Exam Review
<b>February 11, 2012</b>	<b>Exam 1</b>	<b>Will cover all the material in Chapters 1-6 plus Appendix</b>

<b>Week #6</b> <b>February 15, 2012</b>	Groups and Teamwork	Chapter 7
<b>February 20-24, 2012</b>	<b>READING WEEK</b>	<b>NO CLASSES</b>
<b>Week #7</b> <b>February 29, 2012</b>	Social Influence, Socialization and Culture	Chapter 8
<b>Week #8</b> <b>March 7, 2012</b>	Leadership	Chapter 9
<b>Module # 3 - Processes Continued and The Total Organization</b>		
<b>Week #9</b> <b>March 14, 2012</b>	Communication	Chapter 10 Midterm Exam Review
<b>March 17, 2012</b>	<b>Exam 2</b>	<b>Will cover all the material in Chapters 7-10</b>
<b>Week #10</b> <b>March 21, 2012</b>	Decision Making	Chapter 11
<b>Week #11</b> <b>March 28, 2012</b>	Power, Politics and Ethics	Chapter 12
<b>Week #12</b> <b>April 4, 2012</b>	Conflict & Stress Organizational Structure	Chapter 13 Chapter 14
<b>Week #13</b> <b>April 11, 2012</b> <b>April 12-13 - study days</b>	Organizational Change, Development and Innovation	Chapter 16
<b>April Exam Period</b> <b>April 14-30</b>	<b>Exam 3</b>	<b>Will cover all material from Chapters 1-6, 7-11, 12-14, 16 plus Appendix.</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.uwo.ca/universec/handbook/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/universec/handbook/appeals/scholastic_discipline_undergrad.pdf).

### **A note on plagiarism and scholastic offences:**

From the Academic Rights and Responsibilities section of The University of Western Ontario Academic Calendar 2011 <http://www.westerncalendar.uwo.ca/2011/html>; all required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>). 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.

### **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 <http://www.lib.uwo.ca/services/styleguides.html>
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. Improperly obtaining, through theft, bribery, collusion or otherwise, an examination paper prior to the date and time for writing such an examination.
6. 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.
7. Impersonating a candidate at an examination or availing oneself of the results of such an impersonation.
8. Intentionally interfering in any way with any person's scholastic work.
9. 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.
10. 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 POLICY REGARDING ILLNESS AND COMPASSIONATE ISSUES**

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is your responsibility to inform me, your Professor, **PRIOR** to the midterm, exam or due date, to arrange a timely makeup, and to provide acceptable documentation which supports a medical or compassionate claim. In the case of a final examination or assignment in the course, you must arrange for a Special Examination or Incomplete through the Dean's office, for which you will be

required to provide acceptable documentation. Formal policy is contained on these and other issues in the document "General Information" attached to this course outline, and provided by the Department of Social Science.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact the Professor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

## **10.0 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. For a copy of the student medical certificate as well as to review the UWO Policy on Accommodation for Medical Illness, students should read <https://studentservices.uwo.ca/secure/index.cfm> Below are a list of instructions; students may want to read 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.). **(see related sections: format of midterms/final, late assignments)**
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 Midterm Tests**

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.

### **In Class Assignments and Contributions**

1. As stated in UWO Policy on Accommodation for Medical Illness, for any class work worth less than 10% of the total course grade, it is up to the instructor to determine if a makeup will be allowed contingent on medical documentation supplied by the student to the university. You are encouraged to review: [http://www.uwo.ca/univsec/handbook/appeals/accommodation\\_medical.pdf](http://www.uwo.ca/univsec/handbook/appeals/accommodation_medical.pdf)), if you are not

able to participate and contribute to an in-class assignment for medical or not medical reasons, then proper documentation must be submitted by the student directly to the appropriate Faculty Dean's office and not to the instructor. It will be the Dean's office that will determine if accommodation is warranted.

2. If the Deans' office agrees to allow accommodation, then the instructor will make arrangements with the student directly to complete the work within a specified period of time.
3. Contribution to class discussion and group effort between other members of the class may place a significant role in some assignments; if this is the case, then it may not be possible to reissue or allow an individual makeup of said assignment. This speaks to the normative expectation in management education that class members will prepare for class, attend class, and contribute to class discussion and exercises. This is based on linkages between attendance and academic performance as well as your obligation to your peers to be well-informed and positively engaged.
4. Time spent together within a learning community (either in class or online) represents a valuable, scarce resource, and the quality of the collective experience depends to a very great extent on the value of our individual contributions to the rest of the class. At a minimum, we ought to attend class, be prepared and engage in courteous, respectful dialogue with each other. We may also promote discussion in line with the principles discussed in Bonnycastle (1996), create opportunities for others to contribute, clarify abstract or difficult points, or be helpful to the group in any number of ways.

## 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.

**Note:** Make sure you know the date, time and location of the special examination. For more information see [Examinations - Common Situations](#).

## Late Assignments

Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment). **Late assignments ARE NOT accepted unless PRIOR communication has been made with the professor and the following process is followed.** Submit documentation to the Social Science Academic Counselling Office. If you are granted an extension, establish a due date. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

## Short/Extended Absences

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

- 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 Records Release 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, obtain a certificate from his/her office at the time of your visit. The off-campus medical certificate form must be used. <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. 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:** If you are not sure what documentation to provide, 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 2011 Academic Calendar (<http://www.westerncalendar.uwo.ca/2011.html>) for information on the following:

## Academic Concerns

You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor. **(See section on late assignments, methods of evaluation).** You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory. If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor. If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

### 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



## Failed Year

Procedures for completing a [Waiver of the Progression Requirements](#) (the deadline is June 30th). [Click here for BMOS Waiver of Progression Requirements](#). In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance). When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
  1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
  2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
  3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
  4. Approximately what percentage of classes did you attend in each course?
  5. What assignments/tests/labs/quizzes/exams did you complete in each course?
  6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
  7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
- What are your academic goals?
  - What is your long-term degree/program objective?
  - In what specific program do you wish to register during the coming year?
  - What specific courses do you wish to take during the coming year?

**Note:** In (b) and (c), do not list courses or programs for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.

## Accessibility at Western

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>.