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**MOS 2181A Organizational Behaviour**  
**Course Outline: Section – 001 /Fall 2014**

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**1. Course Information**

***Class Location and Time***

**Room:** Health Sciences Building Room 236 (HSB-236)  
**Day/time:** Mondays 11:30am-2:30pm

**Instructor:** Sarah Ross, PhD  
**Office:** SSC 4424

**Office Hours:** Mondays 9:30am-10:30am  
Wednesdays 4:15pm-5:15pm  
Thursdays 2:00pm-5:00pm  
Or by appointment

**Office Phone:** 519-661-2111 x. 89218

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

**Website Address:** See course site on Owl portal <https://owl.uwo.ca/portal>

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 also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**2. Calendar Description**

The purpose of this course is to study human behaviour in organizations from the individual, group and organizational levels of explanation.

**3 lecture hours, 0.5 course**

**Antirequisite(s):** MOS 2180

**Prerequisite(s):** Enrolment in BMOS or Music Administrative Studies (MAS)

**Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will 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. Textbook

Johns, G., & Saks, A. M. (2014). Organizational Behaviour: Understanding and Managing Life at Work (9<sup>th</sup> ed.). Toronto: Pearson. ISBN 9780132161121

The publishers do not print a study guide but they include a link to a website that corresponds to your textbook: [www.mymanagementlab.com](http://www.mymanagementlab.com). Each new textbook comes with an access code from the publisher. The website provides several 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.

To access the online practice quizzes and other resources, you first need to set up an account through [www.mymanagementlab.com](http://www.mymanagementlab.com). You will need your access code that you received with your textbook, as well as our course id (ross18468). The quizzes can be found under the tab called Study Plans & Assessments.

### 4. Course Objectives and Format

#### ***Course Objectives***

This course introduces multidisciplinary approaches to human behaviour in organizational settings. Attention will be paid to public and private sector organizations as well as those that operate within a profit and not-for-profit environment. A variety of contemporary 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

#### ***Course Outcomes***

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

- Identify, explain and predict individual behaviour within various workplace situations; recognize and correct workplace situations that are experiencing inadequate levels of employee performance, (i.e those behaviours that can prevent the achievement of organizational goals).
- Recall and apply appropriate evidence-based OB principles that accurately explain and assist in correcting dysfunctional workplace behaviour.
- Memorize and restate, with a high degree of accuracy, specific OB research findings as they apply to the contemporary workplace.
- Compare and contrast between North American cultural values, principles, and theories from those that exist in global markets.
- Describe legal, ethical and socially responsible management practices as they relate to the Canadian workplace.
- Evaluate and develop recommendations based on evidence for the type of assistance required from the HR Department to effectively recruit, select and orientate new employees so as to have a 'better fit'; thus contributing to a more productive workforce.
- Investigate and prescribe which of the motivational theories would be most effective in enhancing employee productivity given certain workplace situations.

- Differentiate between the various leadership models; explain the correlation between a leaders' vision/philosophy/values and how such become formalized vis-à-vis organizational design, structure and culture.
- Describe the possible distortions of individual behaviour that can occur as a result of working in a strong group environment; especially as it relates to the socialization process.
- Understand the internal and external pressures forcing change within organizations; articulate the metamorphosis towards more globalized organizations and the increased need for stronger people-oriented management.

**Course Format**

There are several sections of MOS2181 being taught this semester; although all follow a common curriculum, each operates under a unique format. You must attend the section in which you are registered.

**The various sections taught by various teachers use diverse methodology/delivery techniques and are NOT interchangeable.**

**5. Evaluation**

Course component	% of final grade	Date(s)
<p style="text-align: center;"><u>Exam 1</u></p> <ul style="list-style-type: none"> <li>• Covers all material from Part 1 of the course</li> <li>• 2 hours in length</li> <li>• Multiple choice questions</li> <li>• Approximately 70 questions</li> </ul>	25%	<ul style="list-style-type: none"> <li>• Monday October 6, 2014</li> <li>• 11:30am-1:30pm</li> <li>• In class</li> </ul>
<p style="text-align: center;"><u>Exam 2</u></p> <ul style="list-style-type: none"> <li>• Covers all material from Part 2 of the course</li> <li>• 2 hours in length</li> <li>• Multiple choice questions</li> <li>• Approximately 70 questions</li> </ul>	25%	<ul style="list-style-type: none"> <li>• Monday November 10, 2014</li> <li>• 11:30am-1:30pm</li> <li>• In class</li> </ul>
<p style="text-align: center;"><u>Exam 3</u></p> <ul style="list-style-type: none"> <li>• Covers all material from the entire course (i.e., Exam 3 is <b>cumulative</b>)</li> <li>• 3 hours in length</li> <li>• Multiple choice <b>and</b> short answer questions</li> <li>• Approximately 70 multiple-choice questions plus a variety of short answer questions</li> </ul>	30%	<ul style="list-style-type: none"> <li>• December exam period</li> <li>• Date/time determined by the Registrar's Office</li> </ul>
<p style="text-align: center;"><u>In-Class Assignments</u></p> <ul style="list-style-type: none"> <li>• 4 assignments, worth 5% each</li> </ul>	20%	<ul style="list-style-type: none"> <li>• September 22</li> <li>• September 29</li> <li>• October 27</li> <li>• November 24</li> </ul>
TOTAL	100%	

### ***Exams***

- Exam 1 and Exam 2 are multiple choice in format, 2 hours in length, and will consist of approximately 70 questions.
- Exam 3 is multiple choice and short answer in format, 3 hours in length, and will consist of approximately 70 multiple choice + a variety of short answer questions.
- Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text.
- Exams will not be returned to students but may be reviewed in the instructor's office.
- Some of the exam questions will be specific to the section and instructor. As such, it is important to attend the section for which you have signed up.
- 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.
- Dictionaries are NOT allowed into the examinations. Calculators are not allowed (and are not necessary).
- Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

### ***In-Class Assignments***

- The structure of the assignments will vary by section but may include spot quizzes, online discussions, case studies and/or short answer written response questions.
- **Because the assignments vary based on section and instructor, it is important that you attend the section for which you signed up.**
- The assignments for this section will be given in class, completed in class, and submitted in class. As such, it is important that you are present in class on the days of the assignments.
- The relevant assignment dates for this section are **September 22, September 29, October 27, November 24.**
- Assignments will be about topics relevant to that day's lecture and/or any content covered prior to the assignment date.

### ***Additional Information***

- Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this.
- Extra assignments to improve grades will **NOT** be allowed.
- Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

## 6. Lecture and Examination Schedule

### MOS2181A-001 – FALL 2014 CLASS SCHEDULE

Date of Class	Topic(s)	Textbook Readings
<b>PART #1</b>		
<b>September 8</b>	<ul style="list-style-type: none"> <li>• Introduction to Organizational Behaviour and Management</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 1</li> </ul>
<b>September 15</b>	<ul style="list-style-type: none"> <li>• Research in Organizational Behaviour</li> <li>• Personality and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Appendix (pp. 603-618)</li> <li>• Chapter 2</li> </ul>
<b>September 22**</b>	<ul style="list-style-type: none"> <li>• Perception, Attribution, and Diversity</li> <li>• Values, Attitudes, and Work Behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 3</li> <li>• Chapter 4</li> </ul>
<b>September 29**</b>	<ul style="list-style-type: none"> <li>• Theories of Work Motivation</li> <li>• Motivation in Practice</li> <li>• Review for Exam 1</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 5</li> <li>• Chapter 6</li> </ul>
<b>EXAM 1: Monday October 6, 2014, 11:30am-1:30pm, in class</b> Covers all lecture material and textbook readings from Sept 8 to Sept 29 (Part #1)		
<b>PART #2</b>		
<b>Due to Thanksgiving, there are no classes on Monday October 13, 2014</b>		
<b>October 20</b>	<ul style="list-style-type: none"> <li>• Groups and Teamwork</li> <li>• Social Influence, Socialization, and Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 7</li> <li>• Chapter 8</li> </ul>
<b>October 27**</b>	<ul style="list-style-type: none"> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 9</li> </ul>
<b>November 3</b>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Review for Exam 2</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 10</li> </ul>
<b>EXAM 2: Monday November 10, 2014, 11:30am-1:30pm, in class</b> Covers all lecture material and textbook readings from Oct 20 to Nov 3 (Part #2)		
<b>PART #3</b>		
<b>November 17</b>	<ul style="list-style-type: none"> <li>• Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 11</li> </ul>
<b>November 24**</b>	<ul style="list-style-type: none"> <li>• Power, Politics, and Ethics</li> <li>• Conflict and Stress</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 12</li> <li>• Chapter 13</li> </ul>
<b>December 1</b>	<ul style="list-style-type: none"> <li>• Organizational Structure</li> <li>• Organizational Change, Development, and Innovation</li> <li>• Review for Exam 3</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 14</li> <li>• Chapter 16</li> </ul>
<b>EXAM 3: December exam period (date, time, and location to be announced)</b> Covers all lecture material and textbook readings in the course (Part #1, Part #2, and Part #3)		

\*\* Indicates an in-class assignment

## 7. University Policy Regarding Illness

### *Illness*

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

**Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested.** These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [http://www.uwo.ca/univsec/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf).

**Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s).** Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

**Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)**

**A form to be completed by off-campus physicians is available at:**

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor 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.

### ***Make Up Examinations***

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

### ***Attendance***

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

## **8. University Policy on Cheating and Academic Misconduct**

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## **9. Procedures For Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## **10. Student Responsibilities**

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

As stated in the 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/medicalform.pdf>. If you are not able to participate and contribute to an in-class assignment for medical or non-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. If the Dean's 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.

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 an 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.

## **11. Support Services**

### ***Support Services***

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca> Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>.

Students who are in emotional/mental distress should refer to Mental Health@Western

[http://www.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## **12. Other Issues**

### ***Grade Policy***

The DAN Program has a grade policy which states that for courses in the 1000-2999 range, the class average must fall between 65% and 70% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

### ***Short Absences***

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures 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. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

### ***Academic Concerns***

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.



### ***Classroom Polling***

For this course, students can provide their personal responses to a variety of polls during lectures using their laptop or mobile phone. The use of classroom polling in this course is for obtaining students' opinions about various course-related topics and is completely voluntary. That is, the polls will not be marked or scored and will not contribute toward the course grade. Information obtained through the polling will not be used for research purposes and will be maintained according to the same privacy and confidentiality guidelines associated with students' grades.

### ***Important Dates***

September 4, 2014	Classes begin
September 12, 2014	Last day to add a full course or first-term half course
October 30-31, 2014	Fall Study Break
November 5, 2014	Last day to drop a first term half course
December 3, 2014	Fall Session classes end
December 4-5, 2014	Study Days
December 6-17, 2014	December examination period

## **13. Other Information**

- Bring student identification to exams
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html)**