
MOS 2181A Organizational Behaviour
Course Outline: Section – 650 / Fall 2014

1. Course Information

Class Location and Time: Online Weekly
Instructor: Victoria Digby, BA, MA
Office: SSC 4434
Skype Name: victoria-digby
Office Hours: By appointment
Main MOS Office Phone: 519-661-2051
Email: **Please communicate with professor using the OWL e-mail system; it is read daily and will be the only vehicle used to communicate with students in this class. You are urged to read your owl email often.**
Website Address: See course site on Owl portal <https://owl.uwo.ca/portal>

Dear OB Students:

*In terms of contacting me, I encourage you to Skype me during my virtual office hours on your phone or laptop on Tuesdays 6-8pm @ **victoria-digby** (there are many similar names . . . so be sure to use the exact search words) OR come to see me on campus if you would like to talk or need more information at any point in the course, (It is best to make an appointment by emailing me first since I am not on campus often.) Of course, there is email on OWL as well that I check often.*

Many students find it easier to talk/meet their Professor face-to-face when learning online so that they can establish a greater sense of connection with the course material and the learning environment. It can be particularly helpful to meet the Professor early in the course if you are engaging in your first online learning experience.

*Regards,
Victoria*

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 course hours/week for one semester; 0.5 (half-year) course

Antirequisite(s): MOS2180

Prerequisite(s): Enrolment in MOS 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 (9th ed.). Toronto: Pearson. ISBN 9780132161121

The publishers do not print a study guide but they include link to a website that corresponds to your textbook www.mymanagementlab.com - 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.

4. Course Objectives, Learning Outcomes 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 Learning 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 participate in 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
<p style="text-align: center;">EXAM 1</p> <ul style="list-style-type: none"> Covers all material from Part 1 of the course 2 hours in length Multiple choice questions Approx. 70 questions 	25%	<ul style="list-style-type: none"> Friday, Oct 10th Time & Location of the exam to be announced ASAP
<p style="text-align: center;">EXAM 2</p> <ul style="list-style-type: none"> Covers all material from Part 2 of the course 2 hours in length Multiple choice questions Approx. 70 questions 	25%	<ul style="list-style-type: none"> Thursday, Nov 6 Time & Location of the exam be announced ASAP
<p style="text-align: center;">EXAM 3</p> <ul style="list-style-type: none"> Covers all material from the entire course (i.e. Exam is cumulative) 3 hours in length Multiple choice questions and short answer questions Approx. 70 questions multiple-choice questions plus a variety of short answer questions 	30%	<ul style="list-style-type: none"> December Exam Period Date/time determined By Registrar's Office
<p style="text-align: center;">ASSIGNMENTS</p> <ul style="list-style-type: none"> A total of ten written online exercises/assignments: eight weekly (EBM) evidence-based assignments (8 @ 2%) plus two weekly (ICS) Integrated Case Study exercises (2 @ 2%) to be completed in the discussion board forum per the weekly instructions given. 	20%	Please see the reading schedule and weekly class participation and contribution sections of this syllabus; plus the discussion board forum for detailed instructions. Read these prior to attempting the discussion board assignments.
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 weekly discussion forums 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 participate in 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 an electronic scoring system 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 participate in the section for which you signed up.

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.

Weekly Class Participation and Contribution For Online Section:

Class participation online is compulsory. The participation mark acknowledges the importance of the weekly discussion boards in the learning and teaching process; it is worth **20%** of your overall grade. Participation in **all of the weekly discussion seminars is required (see course website on OWL for the specific weekly assignments)**. The nature of the contribution is left to the individual student. As a guide, the contribution could be based on:

- thoughts that arise after completing the week's readings from the textbook. The intention with this task is to generate discussion about topics in modules that are of interest to individual students.
- students who make comments, 'observations' or remarks about other students' contributions (in an appropriately supportive way) will further enhance their mark in this task. Students are strongly advised to make contributions from the very first week rather than leaving it to the last few weeks to make their minimum contribution.

Students must post their initial response to all forum questions posted each week in the discussion boards ***by Wednesday of each week, MIDNIGHT***. To be clear, some weeks may have only one set of questions posted while others may have two sets posted. Students are responsible for answering all questions as directed in the discussion board forum to be reviewed in each given week. Comments posted after the weekly deadline will not be assessed for participation marks. The Professor will view contributions on a weekly basis and provide selective feedback on these weekly contributions. ***All discussion boards for the following week will be opened by Thursday of the previous week @ 9am to allow students plenty of time to contribute.***

Posting comments in online discussion is the equivalent of attending class and making a contribution to discussion, and is therefore subject to the university policy regarding illness (and other personal difficulties that prevent participation) stated in this course syllabus and to the General Information guidelines for students in Social Science. A suggested length for a typical posting would be 200-300 words. For top marks per the evaluation guidelines below you should find articles or additional readings that must be referenced with an electronic link included in your answer. Please review the evaluation guidelines for weekly participation submissions that are next. Each week's submissions will be evaluated out of 10 marks. Students are asked to review the weekly discussion board forum instructions prior to submitting your responses.

Online discussions, exercises or assignments will provide opportunities to clarify issues and considerations surrounding effective organizational behaviour strategies, techniques and processes. Your participation online will contribute to your understanding of course theory and your ability to do well on all three exams.

Evaluation Guidelines for Weekly Course Participation & Forum/Discussion Board Contributions :

- 9-10 points = Student contributes at all times: valuable observations, demonstrates a thorough understanding of the readings by including 2-3 key evidence-based findings, discovers at least 2-3 additional readings, and addresses related topics using rigorous OB terminology when appropriate.
- 7-8 points = Student contributes most of the time: regular contributions and reasonable observations, demonstrates a reasonable understanding of the readings by including at least one key evidence-based finding, discovers at least 1 additional reading, and addresses most of the time related topics using OB terminology when appropriate.
- 5-6 points = Student shows an attempt at contributing: some observations yet only demonstrates limited understanding of the readings, does not include any evidence-based findings, does not include any additional readings and rarely uses OB language in the response.
- 3-4 points = Student lacks consistency of effort when responding: his/her questions and answers reflect inadequate and/or superficial preparation.
- 0-2 points = Student rarely to never contributes: when called upon to demonstrate understanding, little to no comprehension of topic or reading is reflected.

6. Reading and Examination Schedule

Exams 1 and 2 will be administered as per the syllabus reading schedule and Exam 3 will take place during the December exam period and will be scheduled by the Registrar's Office.

UWO, Distance Studies should be informed if there are conflicts or concerns – 519-2111, ext. 84879. For example, if you are a student taking a distance studies course and you wish to change your exam centre for the December exam period, you will need to talk to Distance Studies located in WSSB Room 2140. If you have exam conflicts or need to reschedule any exam due to medical or religious reasons, then 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/requests for reschedules confirmed by a Social Science counsellor (Social Science Academic Counselling Office, Room 3207, 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.

A schedule for this course appears on the next few pages. There may be departures from this list as some topics take up more (or less) time than is scheduled, but your Professor will keep you informed at all times. Posting of notes may vary by section; it is up to each student to note such details. Readings may be expanded upon by way of online discussions, videos and/or discussions. Following this schedule is the responsibility of each student. All the assigned material should be expected on all assessments and evaluations. There will be evidence-based written assignments given at various points throughout the semester and students can find specific instructions for these in the discussion board forums in the course OWL website.

MOS2181A-650 – FALL 2014 ONLINE COURSE SCHEDULE

Date/Week	Chapter Topic(s)	Textbook Readings and Assignments To Be Completed
PART #1- Introduction & Individual Behaviour:		
Week #1 Sept 8-12	<i>Introduction to Course:</i> Organizational Behaviour and Management Social Science Research Methods	Chapter 1 Appendix <ul style="list-style-type: none"> • To help establish a learning community, please post an introductory message in the week #1 discussion board forum to say hello to your fellow classmates. • Complete the EBM exercise given in the discussion board forum following the instructions given. (2%)
Week #2 Sept 15-19	Personality & Learning Perception, Attribution, & Judgment of Others	Chapter 2 Chapter 3 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #2 discussion board forum for <u>both chapters</u> following the instructions given. (2%)
Week #3 Sept 22-26	Values, Attitudes, & Work Behaviour (Diversity in The Workplace)	Chapter 4 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #3 discussion board forum following the instructions given. (2%)
Week #4 Sept 29-Oct 3	Theories of Work Motivation Motivation In The Workplace	Chapter 5 Chapter 6 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #4 discussion board forum for <u>both chapters</u> following the instructions given. (2%)
Week #5 Oct 6-10	Exam #1 will cover all the material in Part #1.	Friday, Oct 10 – Time & Location will be announced ASAP
PART #2 - Social Behaviour & Organizational Processes:		
Week #6 Oct 13-17	Groups and Teamwork Social Influence, Socialization and Culture	Chapter 7 Chapter 8 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #6 discussion board forum for <u>both chapters</u> following the instructions given. (2%)
Week #7 Oct 20-24	Leadership	Chapter 9 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #7 discussion board forum following the instructions given. (2%)
Week #8 Oct 27-31	Communication	Chapter 10 <ul style="list-style-type: none"> • Complete the EBM exercise given in the week #8 discussion board forum following the instructions given. (2%)

Week #9 Nov 3-7	Exam #2 will cover all the material in Part #2.	Thursday, Nov 6 Time & Location will be announced ASAP
Part #3 - Processes Continued & The Total Organization:		
Week #10 Nov 10-14	Decision Making	Chapter 11 <ul style="list-style-type: none"> Complete the EBM exercise given in the week #10 discussion board forum following the instructions given. (2%)
Week #11 Nov 17-21	Power, Politics and Ethics Conflict & Stress	Chapter 12 Chapter 13 <ul style="list-style-type: none"> Complete the ICS exercise #1 given in the week #11 discussion board forum following the instructions given. (2%)
Week #12 Nov 24-28	Organizational Structure Organizational Change, Development and Innovation	Chapter 14 Chapter 16 <ul style="list-style-type: none"> Complete the ICS exercise #2 given in the week #12 discussion board forum following the instructions given. (2%)
December Exam Period	Exam #3 will cover all material from Parts 1, 2 & 3.	Time/Date/Location will be announced ASAP - This is determined by the Registrar's Office and isn't available until mid-semester.

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

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

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 Counselling office).

Attendance

It is expected that students will participate in all classes. The professor does not provide access to 'lecture' notes because there are no weekly lectures. Students are encouraged to obtain missed weekly class materials 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 WSS 3135, Western Student Services Building, (519) 661-3573 x83573.

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 weekly discussions will not always be the same as material covered in a typical classroom lecture, or even in the textbook. These sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to participate on a regular basis.

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/ 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.

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 the individual's 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