



## Winter 2022 Course Syllabus

### **MOS 2181B (Sections 001, 002, 003, 004)** **Organizational Behaviour** (In-Person)

Instructor: Sarah Ross

Office: SSC 4090

Office Hours: Wednesdays 9am-12pm online via Zoom, or by appointment

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*Although the intent is for this course to be delivered in-person, the changing COVID-19 landscape may necessitate some or all of the course to be delivered online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). The grading scheme will not change. Any assessments affected will be conducted online as determined by the course instructor.*

*When deemed necessary, tests and examinations in this course will be conducted using a remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at: <https://remoteproctoring.uwo.ca>.*

## **Course Information**

### **1.1 Class Location and Time**

*Note: This course will begin with online synchronous Zoom lectures at the below indicated times. Zoom links can be found on our OWL course site. Once announced by Western University that in-person classes are resuming, in-person lectures will occur at the following times and locations.*

Section 001  
Social Science Centre (SSC) room 2028  
Tuesdays, 9:30am-12:30pm

Section 002  
Social Science Centre (SSC) room 3022  
Mondays, 9:30am-12:30pm

Section 003  
Social Science Centre (SSC) room 2032  
Mondays, 1:30pm-4:30pm

Section 004  
Social Science Centre (SSC) room 2024  
Tuesdays, 1:30pm-4:30pm

### **1.2 Course Description**

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

Antirequisite(s): MOS 2180

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

### **1.3 Accessibility**

DAN Department of Management & 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 519-661-2147 for any specific question regarding an accommodation.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

#### 1.4 **Land Acknowledgement**

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

#### 1.5 **Senate Regulations**

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.”

This regulation is in regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable.

## 2. **Course Materials**

**Required textbook:** Colquitt, J.A., Lepine, J.A., Wesson, M.J., & Gellatly, I.R. (2018). *Organizational behaviour: Improving performance and commitment in the workplace*. Toronto: McGraw-Hill.

Be sure to purchase the 4th Canadian Edition.

You can purchase an electronic version of the text (ISBN: 9781260305357) or a print version of the text (ISBN: 9781260305845), both of which come with an access code and are available at the bookstore at Western.

For part of your course grade, you will complete SmartBook Assignments on the textbook publisher’s website (McGraw-Hill Connect). To make use of McGraw-Hill Connect you will need: (1) an access code, which is included with the purchase of a new copy of our textbook (with either of the above ISBNs) and (2) our course URL, which is available on the Getting Started page of our OWL site. Detailed instructions on how to register for Connect can be found on the “Getting Started” page of our OWL site.

### **3. Course Objectives and Format**

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

#### ***Course objectives***

This course introduces multidisciplinary approaches to human behaviour in organizational settings. A variety of contemporary issues will be examined from the perspective of the manager and the employee. 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 format***

Lectures will begin as online, synchronous lectures (via Zoom), with plans to return to in-person learning when announced by Western University. We will meet as a group all at a particular time for (online or in-person) weekly lectures. In addition, you will work on your own to complete a set of questions for each chapter in the text. Please be aware of important exam dates and assignment deadlines.

### **4. Learning Outcomes**

- Describe the major theories and principles of organizational behaviour, focusing on the underlying attitudes and behaviours of people in the workplace.
- Evaluate and recommend solutions for written and video workplace scenarios by applying appropriate organizational behaviour theories and principles.
- Memorize and restate, with a high degree of accuracy, specific OB research findings and concepts as they apply to the contemporary workplace.
- Discuss and debate how organizational behaviour concepts, theories, and principles can be applied in organizational settings.

## 5. Evaluation

SmartBook Assignments (one assignment for each of the 15 chapters)	7%
Exam #1 (Sunday February 6, 11am to 1pm, locations to be announced):	31%
Exam #2 (Sunday March 13, 11am to 1pm, locations to be announced):	31%
Exam #3 (2 hours, April exam period, date determined by Registrar):	31%

### ***SmartBook Assignments***

- For each chapter of course material, students will complete a SmartBook Assignment.
- Each assignment consists of a series of questions of various formats (such as multiple choice, true/false, and fill-in-the-blank) that will test students' understanding of the course material.
- The assignments will be completed on the textbook publisher's website (McGraw-Hill Connect) and will require students to have a McGraw-Hill Connect access code. A Connect access code is included with the purchase of a new copy of the textbook (see Course Materials for details and ISBNs).
- Assignments can be found on our McGraw-Hill Connect course website (see the "Getting Started" page on our OWL site for the link to our McGraw-Hill Connect course site)
- Students can use their textbook and notes to complete the assignments and can take as long as they would like (as long as completed by the below deadlines).
- Students will receive 100% on an assignment/chapter if they have completed all questions provided to them for that assignment/chapter by the due date. Students will continue to receive questions until they have mastered the concepts in a chapter. As such, please do not leave your assignments until the last minute. A mark of less than 100% would be attained if a student completed/mastered none or only some of the concepts being tested by the due date.
- Although students should strive to complete their assignments prior to the week that a topic is covered in class, the due dates for these assignments are as follows:
  - Part #1 Assignments are due **Tuesday February 1st at 6pm**. The Part #1 Assignments are the assignments on our McGraw-Hill Connect website for Chapters 1 to 5.
  - Part #2 Assignments are available starting February 6 and are due **Tuesday March 8th at 6pm**. The Part #2 Assignments are the assignments on our McGraw-Hill Connect website for Chapters 6 to 10.
  - Part #3 Assignments are available starting February 6 and are due **Tuesday April 5th at 6pm**. The Part #3 Assignments are the assignments on our McGraw-Hill Connect website for Chapters 11 to 15.
- Marks for the SmartBook assignments will be transferred from Connect to OWL at the end of the semester.
- Students who use a self-reported absence or have approved documentation for a missed SmartBook assignment must contact the instructor as soon as possible about the missed assignment(s) so that an extension can be provided. The extensions (for approved students) are listed on the Getting Started page on our OWL site.

## **Exams**

- Exams are multiple choice in format.
- Each exam will be scheduled for 2 hours and consist of approximately 60 questions.
- All exams are **closed-book, proctored** examinations.
- Exams are not cumulative. Please see the Lecture and Examination Schedule (below) for material to be covered on each exam.
- Dictionaries are not allowed into the examinations.
- Electronic devices of any kind (including cell phones, smart watches, and calculators) are not permitted at exams.
- Students are responsible for material covered in the lectures and assigned chapters in the text.
- Exams will not be returned to students but may be reviewed in the instructor's office.
- 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.
  
- *Note: All exams are scheduled to be in-person. If it becomes necessary to conduct online exams because of COVID-19 restrictions, then exams will be completed through OWL Tests & Quizzes and with the use of remote proctoring. More information will be provided on our OWL course site.*
  
- 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.

The DAN Department has a grade policy which states that for courses in the 2000-2999 range, the class average must fall between 65% and 72% 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 Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## 6. Lecture and Examination Schedule

### PART #1

- **Week of Jan 10: Introduction to Organizational Behaviour**
  - Textbook reading: Chapter 1
- **Week of Jan 17: Job Performance and Organizational Commitment**
  - Textbook reading: Chapter 2, Chapter 3
- **Week of Jan 24: Personality, Cultural Values, Ability, and Job Satisfaction**
  - Textbook reading: Chapter 4, Chapter 5
- **Week of Jan 31: Review**
  - No required readings this week
- **Sunday February 6: Exam #1, 11:00am-1:00pm, locations to be announced**
  - Exam #1 covers all textbook readings + lecture material in Part #1

### PART #2

- **Week of Feb 7: Stress and Motivation**
  - Textbook reading: Chapter 6, Chapter 7
- **Week of Feb 14: Trust, Justice, Ethics, Learning and Decision-Making**
  - Textbook reading: Chapter 8, Chapter 9
- **Week of Feb 21: READING WEEK**
  - No required readings this week
- **Week of Feb 28: Communication**
  - Textbook reading: Chapter 10
- **Week of March 7: Review**
  - No required readings this week
- **Sunday March 13: Exam #2, 11:00am-1:00pm, locations to be announced**
  - Exam #2 covers all textbook readings + lecture material in Part #2

### PART #3

- **Week of March 14: Team Characteristics and Processes**
  - Textbook reading: Chapter 11
- **Week of March 21: Power, Influence, Negotiation and Leadership**
  - Textbook reading: Chapter 12, Chapter 13
- **Week of March 28: Organizational Structure, Culture and Change**
  - Textbook reading: Chapter 14, Chapter 15
- **Week of April 4: Review**
  - No required readings this week
- **April Exam Period: Exam #3, 2 hours, date/time/location to be announced**
  - Exam #3 covers all textbook readings + lecture material in Part #3

## 7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

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.

### 7.1 **Respect**

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor. Late arrivals are also distracting. Please try to arrive on time for classes.

### 7.2 **No Recording of Classes**

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### 7.3 **Copyright Notice**

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## 8. Exam Policies

- 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
- No aids are allowed (examples of prohibited aids are textbooks, notes, phones, dictionaries, translation dictionaries, other individuals, websites other than the exam page of our OWL course site, etc.)
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams
- To ensure fairness to all students, questions will not be answered during exams



## 9. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### 9.1 ***UWO.CA Email Addresses Only***

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### 9.2 ***Subject Line Must Include Course and Section Number***

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if she does not know which course or section you are enrolled in.

### 9.3 ***Acceptable Emails***

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### 9.4 ***Unacceptable Emails***

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 10. 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.

### 10.1 ***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.

### 10.2 ***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.

## **11. Grade Fairness**

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

## **12. Posting of Grades**

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

## **13. University Policy Regarding Illness**

### **13.1 *Illness***

For details on the Academic Consideration for Student Absences (including accommodation, illness and self-reported absences (SRAs)), go to:  
[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_illness.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf)  
The current Illness Policy is available here (subject to change):  
[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

### **13.2 *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).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student. If an in-person make-up exam is warranted, that make-up exam will consist of multiple choice questions. If an online make-up exam is warranted, that make-up exam will consist of an oral exam via Zoom (i.e., the instructor will ask a set of questions that the student will respond to orally).

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

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

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.

A copy of guidelines about how to avoid cheating can be obtained from the Office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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.

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.

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

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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 Office of the Ombudsperson.

## **16. Support Services**

### **16.1 Support Services**

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/your-services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### **16.2 Academic Concerns**

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