

**THE UNIVERSITY OF WESTERN ONTARIO**  
**Faculty of Social Science**  
**Aubrey Dan Program in Management and Organizational Studies**  
**2009-2010**

**MOS 2280G**  
**Organizational Behaviour: Theoretical Foundations**

### **1.0 Calendar Description**

An overview and evaluation of the most influential theoretical frameworks in the field of organizational behaviour from its beginnings to the present. Applications to the workplace are examined.

Prerequisite: Enrolment in BMOS.

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 lecture hours, 0.5 course

### **2.0 Course Information**

Instructor: Leah Hamilton  
Office: Social Science Centre 8424C  
Office Hour: Monday, 2:00 – 3:00 pm (or by appointment)  
Email: [lhamil2@uwo.ca](mailto:lhamil2@uwo.ca) (please include “MOS 2280” as part of the subject heading of your emails)

Course Time: Monday 12:30 – 1:30pm  
Wednesday 12:30 – 2:30pm  
Lecture Location: Thames Hall Room 3101  
Course Website: <http://webct.uwo.ca/>

### **3.0 Textbooks**

Required Text: Pearce, Jone L. (2009). *Organizational Behavior: Real Research for Real Managers*. Irvine, CA: Melvin & Leigh.

Useful Text: A recent introductory Organizational Behaviour textbook, such as: Johns, G., & Saks, A.M. (2008). *Organizational Behaviour: Understanding and Managing Life at Work* (7<sup>th</sup> ed.). Toronto: Prentice Hall.

### **4.0 Course Objectives**

In your previous organizational behaviour courses (e.g., MOS 2180) you learned about human behaviour in organizations from the individual, group, and organizational levels of analysis. In Organizational Behaviour: Theoretical Foundations we will build on this knowledge base, focusing on how key theories and research findings can inform management practice. Through an evidence-based management framework, you will learn a) how to apply key theoretical frameworks to

organizational problems, b) how to evaluate evidence that can inform management practice, and c) how to develop informed positions on a range of issues in the field of organizational behaviour.

Classes will include lectures, team presentations, and exercises. Throughout the course, there will be a large focus on class discussions. As such, students should come to class fully prepared to discuss the weekly readings and to make meaningful contributions to class discussions. This is a demanding course that requires preparation, critical thinking, and active engagement with the learning process.

## 5.0 Evaluation

\*Note: Each of these course requirements will be described in greater detail in handouts and/or in class.

In-class Quizzes (20%; 2 x 10% each): There will be two in-class quizzes (one on February 3<sup>rd</sup> and one on March 31<sup>st</sup>) based on content from the assigned readings, class presentations, class discussions, and class activities. You will have a maximum of one hour to complete each quiz.

Report Outline (10%): The report outline will consist of a one-page summary including the following: problem identification, outline of analysis and recommendations, and at least two research-based sources that will inform your analysis and recommendations. The report outline provides an opportunity for you to receive valuable feedback on your approach to the report scenario. The outline is due in class on February 10<sup>th</sup>.

Report (30%): Managerial work requires careful responses to issues and problems that arise in organizations. To practice these skills, you will write a report based on an organizational scenario provided to you. The report will include an identification of the problem, an evidence-based analysis of the problem, and specific, actionable recommendations.

The report will be 8 to 10 pages in length (double-spaced, 12 point font, 1 inch margins) and conform to APA or MLA conventions of scholarly attribution. The report is due in class on March 24<sup>th</sup>.

Team Presentation (20%): The use of teams is very prominent in organizations today. As such, the ability to work effectively in a team situation is invaluable. For the team presentation, students will form groups of 4 to 5 and present a content session from the course outline (see Class Schedule). Presentations will involve summarizing and integrating content from a chapter of the Pearce text (or an alternate, pre-approved source) and at least one additional source. Presentations should include some class involvement and will last no longer than 45 minutes. Each member of the team will receive the same grade.

Class Contribution (20%): This is not a traditional, lecture-based course. Students are expected to attend class, and to be prepared to discuss weekly readings by playing an active role in class discussions. This course seeks to foster a collaborative learning environment in which students learn from one another in addition to the instructor and course materials. Because students' contributions are considered critical to the success of the course, they comprise a sizeable portion of final grades. Students are expected to observe a standard of conduct that will support a classroom environment conducive to the intellectual and personal growth of their peers (see University of Western Ontario Code of Student Conduct at <http://www.uwo.ca/univsec/board/code.pdf>).

**Academic Conduct: Students are expected to abide by the University of Western Ontario Code of Student Conduct and to act ethically and in a manner consistent with professional norms of Canadian management practice.**

## Summary of Course Evaluation

Course Requirement	% of Final Grade	Date
Quiz #1	10	Wednesday February 3 (in class)
Report Outline	10	Wednesday February 10 (due in class, hardcopy)
Report	30	Wednesday March 24 (due in class, hardcopy)
Quiz #2	10	Wednesday March 31 (in class)
Team Presentation	20	
Class Contribution	20	

## 6.0 Class Schedule

Week	Date	Topic	Reading
Week 1	Monday January 4	Introduction	
	Wednesday January 6	Why Organizational Behavior	Pearce, Ch 1
Week 2	Monday January 11	Why Managers?	Pearce, Ch 2
	Wednesday January 13	Why Managers? Cont'd	
Week 3	Monday January 18*	Hiring	Pearce, Ch 3
	Wednesday January 20	Hiring Cont'd; Kim McPhee (Research & Instructional Services Librarian)	
Week 4	Monday January 25*	Emotions	Pearce, Ch 4
	Wednesday January 27	Emotions Cont'd	
Week 5	Monday February 1*	Performance	Pearce, Ch 5
	Wednesday February 3	<b>Quiz #1; Performance Cont'd</b>	
Week 6	Monday February 8*	Incentives	Pearce, Ch 6
	Wednesday February 10	<b>Report outline due, hardcopy, in class; Incentives Cont'd</b>	

**February 15 – 19 READING WEEK**

Week 7	Monday February 22*	Social Context	Pearce, Ch 7
	Wednesday February 24	Organizational Culture	Pearce, Ch 8
Week 8	Monday March 1*	Power	Pearce, Ch 9
	Wednesday March 3	Power Cont'd	
Week 9	Monday March 8*	Firing and Retention	Pearce, Ch 10
	Wednesday March 10	Firing and Retention Cont'd	
Week 10	Monday March 15*	Managing Contemporary Issues	TBA
	Wednesday March 17	Managing Contemporary Issues Cont'd	
Week 11	Monday March 22*	Work-life Balance	TBA
	Wednesday March 24	<b>Report due, hardcopy, in class;</b> Work-life Balance Cont'd	
Week 12	Monday March 29*	What do we do when there is no Evidence?	TBA
	Wednesday March 31	<b>Quiz #2;</b> What do we do when there is no Evidence? Cont'd	
Week 13	Monday April 5*	Integration	
	Wednesday April 7	Integration Cont'd	

\* denotes group presentation

All due dates are hard deadlines. Subject to the procedures described below, late assignments will not be accepted.

## 7.0 GENERAL INFORMATION

Please see University of Western Ontario's Policy on Accommodation for Medical Illness:  
[https://studentservices.uwo.ca/secure/medical\\_accommodations\\_link\\_for\\_OOR.pdf](https://studentservices.uwo.ca/secure/medical_accommodations_link_for_OOR.pdf)

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

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

## TERM TESTS and MID-TERM EXAMS

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

## FINAL EXAMINATIONS

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

## **LATE ASSIGNMENTS**

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. 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 ABSENCES**

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

## **EXTENDED ABSENCES**

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

## **DOCUMENTATION**

1. 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.
2. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
3. In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.
4. In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
5. 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 offense and you will be subject to academic sanctions.

## **ACADEMIC CONCERNS**

1. 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.
2. 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.
3. If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
4. 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.

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Note: Portions of this outline were taken from the following sources: UWO Academic Calendar (2009), MOS 2280 course outline by Dr. James O'Brien