

THE UNIVERSITY OF WESTERN ONTARIO
Faculty of Social Science
Management and Organizational Studies
Fall 2011 MOS 2181A Section 001
Organizational Behaviour

1.0 Course Information

Instructor: **Tony Francolini**
Email: afranco2@uwo.ca (Preferred method of communication)
Office: Social Science Centre Room # 2250
Office Phone: (519) 661-2111 x 82750
Office Hours: Monday 9 am – 11 am or by appointment

Course Time: Monday 11:30 am – 2:30 pm
Lecture Location: UCC – 56 (University Community Centre)
Course website: <http://vista.uwo.ca/webct>

MOS Office Phone: (519) 661-2051

2.0 Calendar Description

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

Antirequisite: The former MOS 380E; the former MOS2180
Prerequisite: Enrolment in MOS

Unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

3 lecture hours, 0.5 course

3.0 Course Objectives

This course introduces the student to multidisciplinary approaches to human behaviour in organizational settings. Attention will be paid to both public and private sector organizations. A variety of issues will be examined from the perspective of the manager as well as those of the worker, the client and the citizen.

Accordingly, the major objectives of Management and Organizational Studies 2181 are:

- To provide an overview of the influential theoretical perspectives and research findings in the field of organizational behaviour;

- To offer a set of conceptual frameworks, methodological approaches, and analytical skills which are useful in increasing our understanding of human behaviour in organizations;
- To provide opportunities to practice the use of these conceptual frameworks through their application to organizational problems;
- To challenge the student to think analytically and creatively about significant issues facing organizational stakeholders now and in the future

NOTE: There are several sections of the OB class running this semester. You must attend the section in which you are registered. **The various sections taught by various teachers using diverse methodology/delivery are NOT interchangeable.**

4.0 Course Materials

Textbook (required): Johns, G., & Saks, A. M. (2011). Organizational Behaviour: Understanding and Managing Life at Work (8th ed.). Toronto: Prentice Hall.

The publishers do not print a study guide but they do have a website that corresponds to your textbook www.pearsoned.ca/myoblab - each textbook comes with an access code from the publisher. The website provides several additional resources such as online quizzes. Please note that the multiple-choice questions provided on the website are often simpler than the ones used on your tests.

5.0 Methods of Evaluation

Item	% of Grade	Date
Module #1 Exam – MC only	25	October 10
Module #2 Exam – MC only	25	November 7
Module #3 Exam – MC & Short Answer	30	December Exam Period
Assignments & Contribution	20	
Total	100%	

Exams: Student evaluation will be based on three **exams** (two in-class exams, one exam scheduled during the December exam period). Please note that in order to comply with HRPAs guidelines for course equivalency, exam three will be comprehensive in format; covering all material from entire course .

The first two exams will be made up entirely of multiple-choice questions. The third exam will consist of both multiple-choice and short answer written responses.

You will have a maximum of 2 hours to complete the first two exams. The third exam will be 3 hours in length. All exams will test your knowledge of the textbook and course material. 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.**

Assignments: Students will be given an assignment that compliments each of their reading chapters – i.e., chapters 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, and 16. Students must submit 7 of these possible 14 assignments. The completed assignments are to be submitted prior to the completion of the class in which the reading is being reviewed.

Which 7 assignments a student chooses to submit is within the discretion of the student. However, students choosing to submit the last 7 assignments should note that the grading of the assignments may become progressively harder as the class advances in weeks – as the class become more proficient with the overall course and the requirements of the assignments.

Contribution: Contribution will encompass contribution made in class and on discussion boards. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new level, developing one side of an argument, clarifying difficult concepts, and asking questions pertinent to the topic.

Attending class is important. If you are unable to attend a class for any reason, you must advise your instructor in advance so that your absence will not negatively affect your contribution grade. Under University regulations, your instructor can determine at which point absenteeism has become excessive. At the discretion of your instructor, any student who misses more than 25% of scheduled classes will receive a class contribution grade of 0% for the course.

Grading: Students must complete all elements of evaluation in order to receive a passing grade in the course. There will be no re-weighting of components within the course. Please note that grades cannot be adjusted on the basis of need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra-credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination, she is committed to the mark earned.

Students are encouraged to speak to the instructor if they have concerns about their performance or if they would like to discuss strategies to support regular contribution.

In order to respect privacy laws, and the privacy of individual students, student grades will be communicated only via WebCT, direct contact with your professor, or on a completed test / assignment. Your lecturer will not email your grade to any email address.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades. Your choice to share your grades will not be taken into consideration in any grading decision made by your professor and in order to respect the privacy of each student.

6.0 Test and Examination Schedule

Exam 1 will be held on October 12th

Exam 2 will be held on November 9th

Exam 3 will be held during the December exam period as scheduled by the Registrar

Students are encouraged to check for any conflicts that may occur during scheduled exam times and report such conflicts to your instructor first; then have the conflicts confirmed by a Social Science counsellor (Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384). The counsellor will send an email of such to your professor allowing for a make-up exam to take place in the future. Without counsellor approval, no make-ups are allowed.

Make-up exams: Please note that students are responsible for contacting their professor ***IN ADVANCE*** if they are unable to write an exam for any reason. Exams must be written on the scheduled dates unless you have a legitimate excuse recognized by university admission. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a medical certificate). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion.

7.0 Schedule

MODULE #1- Introduction & Individual Behaviour		
Wk #1 Sept. 12	Organizational Behaviour and Management Social Science Research Methods	Chapter 1 Appendix (pages 566-576)
Wk #2 Sept. 19	Personality & Learning Perception, Attribution, & Judgment of Others	Chapter 2 Chapter 3
Wk #3 Sept. 26	Perception, Attribution, & Judgment of Others Values, Attitudes, & Work Behaviour	Chapter 3 continued Chapter 4
Wk #4 Oct. 3	Theories of Work Motivation Motivation In The Workplace	Chapter 5 Chapter 6 (pages 180-198)
Wk #5 Oct. 10	Exam 1	Module I material
MODULE #2 - Social Behaviour & Organizational Processes		
Wk #6 Oct. 17	Groups and Teamwork Social Influence, Socialization and Culture	Chapter 7 Chapter 8
Wk #7 Oct. 24	Social Influence, Socialization and Culture Leadership	Chapter 8 continued Chapter 9
Wk #8 Oct 31	Communication	Chapter 10
Wk #9 Nov. 7	Exam 2	Module 2 material
MODULE #3 - Processes & The Total Organization		
Wk #10 Nov. 14	Decision Making	Chapter 11
Wk #11 Nov. 21	Power, Politics and Ethics	Chapter 12
Wk #12 Nov. 28	Conflict & Stress Organizational Structure	Chapter 13 Chapter 14
Wk #13 Dec. 5	Organizational Change, Development and Innovation	Chapter 16
Dec. Exam Period	Exam 3	Module I-3 material

Schedule & WebCT: The above following schedule is a tentative schedule for this course. There may be departures from this list as some topics take up more (or less) time than is scheduled. The definitive schedule will be posted on WebCT in the calendar. Following the WebCT schedule is the responsibility of each student.

Readings may be expanded upon by way of online discussions, videos and/or class discussions (in those sections where applicable). Students are expected to read all assigned material before class.

Lecture Notes: Abridged version of PowerPoint presentations will be available 5 days before each class. Students should preview these before class. Please note that the lectures adds valuable clarification to these slides. Students skipping the lectures will not find the slides complete. If a student misses any classes, it is the student's responsibility to cover any materials missed.

Assignments: There will be evidence-based written assignments given at various points throughout the semester. These assignments will be listed in the WebCT calendar at 5 days before each class.

Time Commitment: Students are expected to have all required readings completed prior to class. Students can expected these readings and assignments to take 3-5 hours weekly.

Exam Content: All the assigned readings, assigned assignments, presentation material, moderated discussions (whether online or in class) should be expected on all assessments and evaluations

Communications with Lecturer: Questions related to the course material should be posted on the WebCT Discussion boards. Questions of a private nature or requests for office visits should be sent to the instructor via email on WebCT. If you wish to meet, please make an appointment. Appointments can be arranged by approaching your instructor after class or by sending an email to set up a mutually convenient time. Make sure to be on time, have an objective for the discussion and bring a copy of your paper or exam if you wish to discuss it.

Student Use of Technology in Class: Talking privately with classmates or using your computer during class for personal activities such as reading/writing e-mail, surfing the Web, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag (not on desk or in your pocket).

A Note Regarding Email: Email is a useful communication tool, especially if used for sharing information; however, it is not a good tool for discussion. Therefore, please follow these guidelines regarding the use of email in this course:

- Email is fine for sharing info (e.g., you will be absent or late for class or about what assignments are planned for class that week).
- Email is fine for setting up meetings and appointments.

- It is useful for simple questions of clarification regarding assignments, but do not use it for anything that requires more than a one or two sentence response. Instead, make an appointment with your instructor to discuss questions that are more complex.
- Email is not an appropriate way to discuss grades or an issue with group dynamics, please make an appointment to discuss in person.
- Email, although informal, still requires a tone of respect and proper language. Rudeness and disrespect will not be tolerated.
- I will check email on a daily basis Monday through Friday during the term. I will try to respond to your emails as promptly as possible, usually within 24 hours. Instantaneous responses will not be provided.

8.0 Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes plagiarism and a Scholastic Offence, at the following web site:

The University Secretariat presents a handbook of Academic Scholarship & Policy:
http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf

For more information on Academic Rights and Responsibilities, refer to The University of Western Ontario Academic Calendar 2011 <http://www.westerncalendar.uwo.ca/2011/pg113.html#>

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

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Preamble

Members of the University Community accept a commitment to maintain and uphold the purposes of the University and, in particular, its standards of scholarship. It follows, therefore, that acts of a nature which prejudice the academic standards of the University are offences subject to discipline. Any form of academic dishonesty that undermines the evaluation process, also undermines the integrity of the University's degrees. The University will take all appropriate measures to promote academic integrity and deal appropriately with scholastic offences.

SCHOLASTIC OFFENCES

Scholastic Offences include, but are not limited to, the following:

1. Plagiarism, which may be defined as "The act or an instance of copying or stealing another's words or ideas and attributing them as one's own." Excerpted from Black's Law Dictionary, West Group, 1999, 7th ed., p. 1170.

This concept applies with equal force to all assignments, including laboratory reports, diagrams, and computer projects.

Students wishing more detailed information should consult their instructor, Department Chair, or Dean's Office. In addition, they may seek guidance from a variety of current style manuals available in the University's libraries. Information about these resources can be found at <http://www.lib.uwo.ca/services/styleguides.html>

2. Cheating on an examination or falsifying material subject to academic evaluation.
3. Submitting false or fraudulent assignments or credentials; or falsifying records, transcripts or other academic documents.
4. Submitting a false medical or other such certificate under false pretences.
5.
 - a. Improperly obtaining, through theft, bribery, collusion or otherwise, an examination paper prior to the date and time for writing such an examination.
 - b. Unauthorized possession of an examination paper, however obtained, prior to the date and time for writing such an examination, unless the student reports the matter to the instructor, the relevant Department, or the Registrar as soon as possible after receiving the paper in question.
6. Impersonating a candidate at an examination or availing oneself of the results of such an impersonation.
7. Intentionally interfering in any way with any person's scholastic work.
8. Submitting for credit in any course or program of study, without the knowledge and written approval of the instructor to whom it is submitted, any academic work for which credit has been obtained previously or is being sought in another course or program of study in the University or elsewhere.
9. Aiding or abetting any such offence.

In addition to any proceedings within the University, evidence of wrongdoing may result in criminal prosecution.

No books, crib notes, calculators, computers, or other paraphernalia that can be considered suspicious should be brought into exams.

No electronic devices, including cell phones, will be allowed during exams.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. The penalties for a student guilty of cheating on an exam range from failure on the exam to failure in the course, or even suspension or expulsion from the University.

Finally, all grades on tests and the final grade in the course will be assigned solely on merit. We cannot make grade adjustments on the basis of need (e.g., to meet program requirements or gain admission into a program).

9.0 Other Information

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. For a copy of the student medical certificate as well as to review the UWO Policy on Accommodation for Medical Illness, students should read <https://studentservices.uwo.ca/secure/index.cfm> Below are a list of instructions; students may want to read carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
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.

IN CLASS ASSIGNMENTS & CONTRIBUTION

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

medical reasons, then proper documentation must be submitted by the student directly to the appropriate Faculty Dean's office and not to the instructor. It will be the Dean's office that will determine if accommodation is warranted.

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

FINAL EXAMINATIONS

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

SHORT ABSENCES

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

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

- Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.
- In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offence and you will be subject to academic sanctions.

Please see Academic Information section of the online 2011 Academic Calendar <http://www.westerncalendar.uwo.ca/2011/pg111.html#> for information on the following:

Academic Rights and Responsibilities

- Student academic appeals
- Scholastic discipline for undergraduate students
- Penalties
- Academic sanctions
- Code of student conduct
- Absences due to illness
- Academic accommodation for students with disabilities
- Religious holidays
- Political candidacy of students

Academic Policies/Regulations

- Course structure
- Scheduling of assignments, tests, final examinations
- Special/supplemental examinations
- Incomplete standing

Registration

- Adding/dropping courses

FAILED YEAR

Procedures for completing a [Waiver of the Progression Requirements](#) (DEADLINE IS JUNE 30). [Click here for BMOS Waiver of Progression Requirements](#).

In your petition letter, you must address all of the following questions:

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

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