

THE UNIVERSITY OF WESTERN ONTARIO

LONDON

CANADA

Management and Organizational Studies

MOS 9180A

2014

Organizational Behaviour

1.0 CALENDAR DESCRIPTION

The objectives of this course are (1) to provide an understanding of the roles and responsibilities of management to ensure organizational effectiveness and success, and (2) to prepare students to begin to assume these roles and responsibilities. Topics include how and why organizations are structured to be effective, what determines individual behavior in an organization, understanding motivation in the workplace, effective teamwork, understanding power and politics in organizations, managing people effectively.

Half course.

2.0 COURSE INFORMATION

Instructor: Julie Aitken Schermer, Ph.D.

Office: 4429 Social Science Centre

E mail: jharris@uwo.ca

Office Hours: Mondays 1pm-2pm

Wednesdays 10am-12noon

Telephone: 519-661-2111 ext 84699

Class: Mondays 9:30am to 12:30

3.0 REQUIRED TEXTBOOK

Greenberg, J. (2013). *Managing behavior in organizations (6th edition)*. Upper Saddle River, NJ: Pearson. [ISBN 978-0-13-272983-3]

4.0 COURSE OBJECTIVES

On successful completion of this course, students shall be able to:

- Understand the differences between the various management models/theories
- Explain the differences between managers and leaders
- Appreciate the individual differences which exist in people
- Know when to apply which motivational model
- Describe the similarities and differences between power and politics
- Work effectively in an organizational context

5.0 EVALUATION

Grades will be derived from three sources, the weights of which are outlined below:

5.1 IN-CLASS EXAM = 40% (Monday December 1, 2014, 9:30am)

The exam will cover all course materials (textbook chapters and lecture notes). Exams are closed book examinations. In addition, no calculators or dictionaries are allowed into the examinations.

The exam will be scheduled for three hours and consist of 140 multiple choice questions [10 questions for each of the 14 chapters (14 chapters x 10 questions = 140 questions)].

Cheating will not be tolerated; students are referred to the university policy on scholastic offenses (see section 8.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

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.

5.2 MANAGEMENT SELF-HELP BOOK CRITIQUE (35%, due Mon. Dec. 1, 2014)

Students will be required to locate a self-help book for managers (the Western library system has over 30 books to choose from. For example, “The five dysfunctions of a team : a leadership fable” by Patrick Lencioni, call number: HD66.L456 2002. Another alternative could be the London Public Library.). In five double-spaced pages, you will be asked to summarize the text and provide a critique including answering the following questions:

- what are the author’s (or authors’) credentials? Are the credentials relevant to the book?
- is/are the author(s) an objective observer if they report case studies or provide examples?
- did the author(s) explain why they wrote the book? If so, what was the reason(s) and/or goal(s)?
- what kind of information is being presented? (Opinions? Values? Facts? Research findings?)
- is the information presented part of a developed theory of management? If so, what theory is being utilized?
- can you take the information presented and apply it to another situation or is it limited to the situation described in the book?

In your written submission, you will need to include a title page (is not part of the five page count) with your name and you will need to back up claims made in the report with references in either APA or MLA format.

NOTE that you will need to have your book title approved by Monday October 20th, 2014.

5.3 CLASS PRESENTATION (25%)

Each student will present their review (see 5.2 above) to the class individually. Each presentation will address the questions listed above and should be between 15 and 20 minutes in duration. Presentations will take place in class time. Students will sign up for their presentation date on Monday October 20, 2014.

5.4 COURSE GRADE NOTES:

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** in the course. There are no exceptions to this. “Extra assignments” to improve grades will **NOT** be allowed.

Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.

6.0 STUDY SCHEDULE

September 8, 2014	Introduction to the course
September 15, 2014	Chapter 1 – The Field of Organizational Behavior Chapter 2 – Organizational Justice, Ethics, and Corporate Social Responsibility
September 22, 2014	Chapter 3 – Individual Processes Chapter 4 – Coping with Organizational Life
September 29, 2014	Chapter 5 – Work-related attitudes Chapter 6 – Motivating People to Work
October 6, 2014	Chapter 7 – Interpersonal Behavior in the Workplace Chapter 8 – Organizational Communication
October 13, 2014	Thanksgiving [the university is closed]
October 20, 2014	<i>Book information for student presentation due and presentation sign-up will take place</i> Chapter 9 – Group Processes and Work Teams Chapter 10 – Decision Making by Individuals and Groups
October 27, 2014	Chapter 11 – The Quest for Leadership Chapter 12 – Organizational Culture, Creativity, and Innovation
November 3, 2014	Chapter 13 – Designing Effective Organizations Chapter 14 – Managing Organizational Change
November 10, 2014	Class Presentations
November 17, 2014	Class Presentations
November 24, 2014	Class Presentations
December 1, 2014	In class exam on textbook material

7.0 UNIVERSITY POLICY REGARDING 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

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.")

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.

8.0 STUDENT RESPONSIBILITIES

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

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

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

9.0 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.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

10.0 OTHER ISSUES

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.

11.0 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 cassette/CD players, cell phones, beepers, etc. to exam