
MOS 2181A Section – 650

Organizational Behaviour

Summer 2019

Course Outline

1. Course Information:

1.1 Class Location and Time:

Distance Studies/Online Only (Except for Exams)

1.2 Contact Information:

Instructor: Victoria Digby, BA, MA

Office: SSC 4434

Office Hours: Because this is an internet-based course, the best way to contact me is by using the OWL message system (email). I will do my best to respond to your emails as quickly as possible. If you would like to meet in person, please email me to set up a meeting. Face-to-face office hours will be held on campus throughout the summer; they will be announced and posted on OWL in advance.

Phone: 519-661-2051 x82051

Email: <http://owl.uwo.ca/portal> (see this course OWL site – message system)

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>

2. Calendar Description

2.1 Course Description:

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

3 lecture hours, 0.5 course

Antirequisite(s): MOS2180

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

2.2 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 regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

3. Textbook

The following materials are required for this course and are available in the bookstore at Western:

Colquitt, J.A. Lepine., J.A. Wesson, M.J. * & Gellatly, I.R. (2016) *Organizational Behaviour: Improving performance and commitment in the workplace*. Toronto: McGraw-Hill. ISBN: 978125945448

NOTE: You may purchase the hard copy book or the stand-alone e-book version for this course. Be sure that you have access to the online LEARNSMART/CONNECT site (used books typically don't allow for this).

CONNECT – Publisher Website:

You will be expected to use LEARNSMART on the McGraw Hill publisher CONNECT site. This will be made available to you when you purchase your textbook at the bookstore . . . a password will be given to you. NOTE: If you are purchasing a used textbook, ensure that the CONNECT password was not activated by the previous student user; otherwise, you will not be able to get into the site, so be aware.

3.1 Additional Readings/Podcasts/Videos

In addition to the above text & LEARNSMART/CONNECT site, students will be required to read articles provided by the professor as well as watch videos online in the form of hyperlinks that will be provided to you on the OWL home page (they will be posted under the “announcements” tab). The purpose of these additional readings/podcasts/videos is to provide students with the opportunity to read, watch, understand, and appreciate evidence-based information for management decision-making purposes.

4. Course Objectives and Format

4.1 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.

4.2 Course format

Online using the OWL learning platform and LEARNSMART/CONNECT by McGraw Hill Ryerson. . . all exams will be administered and completed by students in person on campus on the dates provided on the weekly course schedule found within this syllabus.

5. 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 workplace.
- Evaluate and develop recommendations based on evidence for the type of assistance required from the HR Department to effectively recruit, select, and orient 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 leader’s vision/philosophy/values and how such become formalized via 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 toward more globalized organizations and the increased need for stronger people-oriented management.

6. Evaluation

Exam 1 (chpts 1-5) =	25%	(Sat. June 15, 2-4pm Room TBD)
Exam 2 (chpts 6-10) =	30%	(Sat., July 13, 2-4pm Room TBD)
Exam 3 (chpts 11-15) =	30%	(Week of July 29-Aug 1- date/time/location TBD)
<u>LEARNSMART/CONNECT =</u>	<u>15%</u>	
Total = 100%		

- Exams are multiple-choice **in format**. Each exam, in total, will be scheduled for 2 **hours, consist of approx. 70 questions**, and are **closed book examinations. Dictionaries are NOT allowed into the examinations.**
- Exams are not cumulative. Please see the Weekly Lessons, Assignments and Examination Schedule that is found within this syllabus; such information will also be posted on the OWL home page for material to be covered on each exam.
- Electronic devices of any kind (including pagers, cell phones, smart watches and calculators) are NOT permitted at exams.
- Students are responsible for material covered in the lectures 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.
- 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.
- 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.
- **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.**

6.1 Additional Information

LEARNSMART – Found on the CONNECT Site of McGraw Hill (password comes with textbook purchase)

- Once you have purchased your textbook – either a hard copy or the e-book, go to the following web address and click 'register now' button for 'Western University OB – MOS2181 Summer 2019 section'. You will need the password to gain access to the site . . . passwords are supplied by the publisher when you purchase your textbook from the bookstore. For hard copy books, the password came attached to your book. For e-books, the password was probably provided on your bookstore receipt – double check with the UWO bookstore that you purchased an e-book that needs a password. Your section web address is: <https://connect.mheducation.com/class/v-digby-spring-2019-ob-digby-online-section>
- Once in LEARNSMART/CONNECT, register for our section and proceed to review LEARNSMART/CONNECT. The LEARNSMART/CONNECT site is rather intuitive, so you may find success by opening the Library menu and then going through the various items listed.
- Understanding the opening page of LEARNSMART/CONNECT:
 - You'll first see the front cover of the OB textbook (Colquitt, 3rd Cdn edition) - you may click on it to go directly to the e-book pages.
 - Also, notice that on this opening page, there are 15 chapter assignments listed – the first opens May 6th @ 8am and closes May 12 @ 11:59 pm. You'll be expected to complete this assignment online during the week it opens – mark it on your calendar and note all future assignments open on May 6th but each have their own due date as they vary weekly.
 - In the toolbox header, you'll see the Library tab – click it to go to the list of resources available for your learning, including the link to LEARNSMART/CONNECT. If you ever want to go back to the opening/home page, just click the home icon in the upper left side of the toolbox header.
 - Also in the toolbox header is the Performance tab – click it to keep track of your ongoing performance within the adaptive learning assignments.
 - In the lower corner of the opening page, there is a link-out to recorded videos, note that there are no recorded lectures posted for this course – so you may disregard that part of the opening page.

There are a total of 15 LEARNSMART/CONNECT chapter modules that will have to be completed in the time given. All the modules are worth 1% weight factor; they open May 6th @ 8am but vary in terms of closing time/dates. If you miss the deadline for that module, a grade of zero will be earned and placed within your gradebook. Here are the important dates for you to follow on LEARNSMART/CONNECT:

- Week 1 chpt 1 – Module closes May 12 @ 11:59pm (weight factor 1%)
- Week 2 chpt 2 – Module closes May 19 @ 11:59pm (1%)
- Week 3 chpt 3 – Module closes May 26 @ 11:59pm (1%)
- Week 4 chpts 4 & 5 – Module closes June 2 @ 11:59pm (1%)
- Week 5 chpt 6 – Module closes June 9 @ 11:59pm (1%)
- Week 6 chpt 7 – Module closes June 16 @ 11:59pm (1%)
- Week 7 chpt 8 – Module closes June 23 @ 11:59pm (1%)
- Week 8 chpts 9 & 10 – Module closes June 30 @ 11:59pm (1%)
- Week 9 chpt 11 – Module closes July 7 @ 11:59pm (1%)
- Week 10 chpt 12 – Module closes July 14 @ 11:59pm (1%)
- Week 11 chpt 13 – Module closes July 21 @ 11:59pm (1%)
- Week 12 chpts 14 & 15 – Module closes July 28 @ 11:59pm (1%)

7. Weekly Lessons, Assignments & Examination Schedule

1. May 6-10: Introduction to Organizational Behaviour
 - Textbook reading: Chapter 1
 - Complete LEARNSMART/CONNECT: chpt 1
 - Additional podcast: CBC podcast: Precarious Work: David Weil “*The Disappearing Company Job. . . The Fissured Workplace.*”
<https://www.cbc.ca/radio/ideas/the-disappearing-company-job-1.4433392>
2. May 13-17: Job Performance
 - Textbook reading: Chapter 2
 - Complete LEARNSMART/CONNECT: chpt 2
3. May 20 - 24: Organizational Commitment
 - Textbook reading: Chapter 3
 - Complete LEARNSMART/CONNECT: chpt 3
 - Additional reading: *Why Are Young People Pretending To Love Work?* - The New York Times Jan 26, 2019 <https://www.nytimes.com/2019/01/26/business/against-hustle-culture-rise-and-grind-tgim.html>
4. May 27 - 31: Personality, Cultural Values, Ability, and Job Satisfaction
 - Textbook reading: Chapter 4, Chapter 5
 - LEARNSMART/CONNECT: chpt 4 & 5
5. June 3 - 7: Stress
 - Textbook reading: Chapter 6
 - Complete LEARNSMART/CONNECT: chpt 6
6. **June 10 -14: Exam #1, Sat., June 15th 2-4pm Room (chpt 1-5 + additional reading & podcast)**
 - Motivation
 - Textbook reading: Chapter 7
 - Complete LEARNSMART/CONNECT: chpt 7
7. June 17 - 21: Trust, Justice, Ethics
 - Textbook reading: Chapter 8
 - Complete LEARNSMART/CONNECT: chpt 8
 - Additional readings: *Swedes Unfazed By March of Robots*, New York Times Jan 13, 2018 <https://www.nytimes.com/2017/12/27/business/the-robots-are-coming-and-sweden-is-fine.html> & *Factory Owners Try To Adapt To A New China*, New York Times Feb 2, 2019 <https://www.nytimes.com/2019/01/21/technology/china-economy-manufacturing-labor-costs.html>
8. June 24 - 28: Learning & Decision Making, Communication
 - Textbook reading: Chapter 9, Chapter 10
 - LEARNSMART/CONNECT: chpt 9 & 10
9. July 1 - 5: Team Characteristics & Processes
 - Textbook reading: Chapter 11
 - LEARNSMART/CONNECT: chpt 11
 - Additional reading: “*The Effectiveness of Teamwork Training on Teamwork Behaviours and Team Performance: A Systematic Review and Meta-Analysis of Controlled Interventions*” Ruissen, G. R., et al (2017)
<https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0169604>
10. **July 8-12: Exam #2, Sat., July 13th 2-4pm Room (chpt 6-10 + additional readings)**
 - Power, Influence & Negotiation
 - Textbook reading: Chapter 12
 - LEARNSMART/CONNECT: chpt 12

11. July 15 – 19: Leadership Styles & Behaviour
- Textbook reading: Chapter 13
 - LEARNSMART/CONNECT: chpt 13
 - Additional video: Mirror Neurons - "Take Control of Your . . ." How Leaders Can Influence Employees - Harvard Business Review
<https://www.youtube.com/watch?v=nzuo7FplsgM&feature=youtu.be>
12. July 22 – 26: Organizational Structure, Culture and Change
- Textbook reading: Chapter 14, Chapter 15
 - LEARNSMART/CONNECT: chpt 14 & 15
 - Additional reading: "Organizational Design: Fashion or Fit?" Mintzberg, H. (1981)
<https://hbr.org/1981/01/organization-design-fashion-or-fit>

EXAM WEEK: July 29 – Aug 1 Exam #3, Time/Date/Location TBD (chpt 11-15 + additional reading & video)

8. Student Responsibilities

This is an online course, therefore, please note that the instructor will not be providing copies of lectures notes or overheads because there aren't any. Therefore, in order to achieve the highest mark, it is imperative that students organize themselves and self manage to the highest degree in order to complete all required work.

8.1 Respect

During exam time, please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully provides a better examination experience for everyone.

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
- 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 he 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 syllabus
- 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 engage with the course material on an ongoing basis throughout the weeks the course is running. There are no lecture notes. Students are invited to engage in ongoing OWL forums with professor and other students should they wish to share their thoughts with others and/or exchange ideas regarding the material they are reading.

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

Exam and LEARNSMART/CONNECT grades will be posted on OWL once the grades are available. Final course grades are not posted on OWL and are only 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

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.

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).

14. University Policy on Cheating and Academic Misconduct

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. 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.

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.

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 [Ombudsperson's Office](#).

16. Support Services

16.1 Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>
Student Support Services 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.

16.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).

17. Other Issues

17.1 Grade Policy

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.

17.2 Senate Policy

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