

**MANAGEMENT AND ORGANIZATIONAL STUDIES**  
**ORGANIZATIONAL BEHAVIOUR**  
**(MOS 2181A 550)**  
**Fall 2015 Course Outline**

**CONTACT INFORMATION**

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Office Hours: Tuesdays 11:00 am to 1:00 pm or by appt.

**CLASS INFORMATION**

<b>Day</b>	<b>Time</b>	<b>Location</b>
Mondays	11:30 am – 12:30 pm	W12, HUC
Wednesdays	11:30 am - 1:30 pm	W12, HUC

**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. The major objectives of this course include:

1. to provide an overview of the influential theoretical perspectives and research findings in the field of organizational behaviour;
2. to offer a set of conceptual frameworks, methodological approaches, and analytical skills which are useful in increasing our understanding of human behaviour in organizations;
3. to provide opportunities to practice the use of these conceptual frameworks through their application to organizational problems;
4. to challenge the student to think analytically and creatively about significant issues facing organizational stakeholders now and in the future.

**Antirequisite(s):** The former MOS 2180

**Prerequisite(s):** Enrolment in BMOS Program.

**COURSE MATERIALS**

Colquitt, Lepine, Wesson & Gellatly (2015). *Organizational behaviour: Improving performance and commitment in the workplace (3<sup>rd</sup> ed.)* McGraw-Hill Ryerson: Toronto

## COURSE EXPECTATIONS

1. **Attendance:** Students are expected to attend all classes
2. **Preparation:** Assigned materials (text, readings and cases) should be prepared prior to class.
3. **Contribution:** Individual contributions may consist of: responding to questions; summarizing key concepts; analyzing case details; presenting relevant outside references; posing questions; or otherwise enriching the learning experience in the class.
4. **Group work:** Groups will be formed during the first week of classes. These groups will work together on the group presentation and on some in-class activities. The group is expected to manage all of its organizational and work assignment tasks with fairness and respect. The instructor will be happy to mediate issues as long as assistance is requested in a timely manner.

## EVALUATION

Evaluation	Percentage	Date/Time/Location	Chapters
Midterm	30%	OCT. 21, 9:30am-11:30am, W12	1, 2, 3, 4,5, 6,
Assignment	20%	Dec. 7, 9:30 am, W12	9, 10, 11, 13
Final Exam	35%	FINAL EXAM PERIOD, TBA	7,8,9,10,11,12,13,15
In-Class Activities	15%	All classes	All chapters
<b>Total</b>	<b>100%</b>		

## MIDTERM

There is one midterm in this course, worth 30% held on Oct. 21<sup>st</sup>. As above, the midterm will cover chapters 1, 2, 3, 4, 5, & 6. The midterm may consist of various types of questions such as multiple choice, fill-in-the-blanks and short answer or essay questions. The midterm will be written in class and will be 1 hour and 50 minutes in length. Students are only allowed to bring writing instruments to the exam; no books, calculators, dictionaries, etc. are allowed. Students are responsible for all material covered in class as well as the assigned chapters in the text. **All students are required to complete the midterm in this course as a mandatory course requirement.**

## ASSIGNMENT

The assignment will cover Chapters 9, 10, 11 and 13 and is due on Dec. 7<sup>th</sup>. This assignment is worth 20% of your final mark. Late submissions will not be accepted. **A draft of the assignment must be submitted in writing on Nov. 25<sup>th</sup> at 9:30am. The draft is worth 10% of the assignment mark. All group members must be present to earn the 10%.**

This is an applied assignment for chapters 9, 10, 11 & 13 where you will conduct research on an organization with your group (4-5 students). Each group will choose a company from a list on OWL so that there are no groups studying the same company which avoids duplication. You will need to answer ALL OF THE FOLLOWING QUESTIONS in your assignment, but it is most important to first gather as much company information as possible from company websites, the media, company publications, books, journals, interviews with company representatives, etc.

**Questions:**

1. READ CHAPTER 11 (Team Characteristics and Processes) FIRST AND GROUND YOURSELF IN THE CONCEPTS. Why is socialization necessary? If you were a new employee to this company, how would you be socialized to the unique ways of the organization? Who is responsible for this orientation? What are the ways in which an organization communicates its culture to you? (Note: you will have to do some work in defining culture, socialization and as well determine what the company's mission and vision statements might be).

2. READ CHAPTER 13 (Leadership Styles & Behaviours) FIRST AND GROUND YOURSELF IN THE CONCEPTS. In your own words, what is leadership? What is the difference between leadership and management? What types of leadership are evident within the organization you are studying? Give examples to demonstrate your response. Is there a link between leadership and the performance of the organization?

3. READ CHAPTER 10 (Communication) FIRST AND GROUND YOURSELF IN THE CONCEPTS. Define communication in your own words. What types of communications does the organization use (written, oral, visual, electronic, technological etc.)? Determine whether the organization has a social media strategy or if it does not, determine how a social media strategy might be beneficial.

4. READ CHAPTER 9 (Leadership & Decision-Making) FIRST AND GROUND YOURSELF IN THE CONCEPTS. In your own words, define decision making. How does the organization you are studying approach decision making? Is decision-making done in teams? By individuals? By committees? By some other approach? Give examples to support your response. Are all the employees empowered to make decisions? Is there a correlation between effective decision-making and organizational performance?

**Assignment Format:**

1. Page Limit: 5 typed, double spaced pages
2. Font: Times Roman or Arial 12-point font
3. Margins: one-inch margins
4. Bibliography: must be included with references properly cited
5. Draft Due Date: Nov. 25
6. Due Date: Dec. 7

## FINAL EXAM

The final exam, worth 35% is held during the December exam period. As above, the final exam will cover chapters 7, 8, 9, 10, 11, 12, 13, and 15. The final exam may consist of various types of questions such as multiple choice, fill-in-the-blanks and short answer or essay questions. The final exam will be 3 hours in length. Students are only allowed to bring writing instruments to the exam; no books, calculators, dictionaries, etc. are allowed. Students are responsible for all material covered in class as well as the assigned chapters in the text. **All students are required to complete the final exam in this course as a mandatory course requirement.**

## IN-CLASS ACTIVITIES

In-class activities will be administered throughout the course as a practical way of applying OB theory. Students will work in groups of 2-3 members and submit one solution to the activity. In-class activities are worth 15% of your final mark. **There are no make-up activities and they can only be done once.**

## CLASS SCHEDULE

Class	Topic	Chapter
Sept. 14	Introduction to Organizational Behaviour	Chapter 1
Sept. 16	Job Performance	Chapter 2
Sept. 21/23	Organizational Commitment	Chapter 3
Sept. 28/30	Personality, Culture, Values & Ability	Chapter 4
Oct. 5/7	Job Satisfaction	Chapter 5
<b>Oct. 12</b>	<b>Thanksgiving</b>	
Oct. 14	Stress	Chapter 6
Oct 19	<b>REVIEW &amp;</b>	<b>Ch 1, 2, 3, 4, 5, 6</b>
Oct. 21	<b>MIDTERM (30%)</b>	
Oct. 26/28	Motivation	Chapter 7
<b>Oct 30/31</b>	<b>Fall Study Break</b>	
Nov. 2/4	Trust, Justice & Ethics Power Influences & Negotiations	Chapter 8 Chapter 12
Nov. 9/11	Learning & Decision-Making	Chapter 9
Nov. 16/18	Communication	Chapter 10
Nov. 23/25	Team Characteristics & Processes	Chapter 11
Nov. 30 – Dec. 2	Leadership Styles & Behaviours	Chapter 13
<b>Dec. 7</b>	<b>Group Project Due (10%)</b>	<b>Ch 9, 10, 11, 13</b>
Dec. 7/9	Organizational Culture & Change	Chapter 15
<b>TBA</b>	<b>FINAL EXAM (35%)</b>	<b>Ch 7, 8, 9, 10, 11, 12, 13, 15</b>

## **Appendix to Course Outlines**

### **Prerequisite Information**

Students are responsible for ensuring that they have successfully completed all course prerequisites. 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.

### **Conduct of Students in Classes, Lectures, and Seminars**

Membership in the community of Huron University College and the University of Western Ontario implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

In the classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time to be seated and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late, or knows that he/she will have to leave class early, be courteous: sit in an aisle seat and enter and leave quietly.

Please see the *Code of Student Rights and Responsibilities* at:

<http://www.huronuc.ca/CurrentStudents/StudentLifeandSupportServices/StudentDiscipline>

### **Technology**

It is not appropriate to use technology (such as, but not limited to, laptops, PDAs, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and is distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

### **Academic Accommodation for Medical/Non-Medical Grounds**

#### **Requests for Accommodation on Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising**

University Senate policy, which can be found at

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf),

requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform\\_15JUN.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform_15JUN.pdf).

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been informed of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will normally consult with the Assistant Dean, Student Success. The instructor's decision is appealable to the dean.

**Requests for Accommodation on Medical Grounds for assignments worth less than 10% of final grade: Consult Instructor Directly**

When seeking accommodation on medical grounds for assignments worth less than 10% of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. The instructor may not collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been informed of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will normally consult with the Assistant Dean, Student Success. The instructor's decision is appealable to the dean.

**Requests for Accommodation on Non-medical Grounds: Consult Instructor Directly**

Where the grounds for seeking accommodation are not medical, the student should contact the instructor directly. Apart from the exception noted below, academic advisors will not be involved in the process of accommodation for non-medical reasons.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the student should approach an academic advisor with any documentation available. The advisors will contact the instructor after the student's request is received, and will outline the severity and duration of the challenge without breaching confidence. The student will be informed that the instructor has been informed that significant circumstances are affecting or have affected the student's ability to complete work, and the student will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. Before denying a request for accommodation where documentation has been submitted to an academic advisor, the instructor will normally consult with the Assistant Dean, Student Success. The instructor's decision is appealable to the dean.

### **Statement on Academic Offences**

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

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf)

### **Statement on Academic Integrity**

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
- Helping someone else cheat;
- Unauthorized collaboration;
- Fabrication of results or sources;
- Purchasing work and representing it as one's own.

### **Academic Integrity: Importance and Impact**

Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive. University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another's work or ideas is not only an offence against the community of scholars and an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one's potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual's university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university's work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual's, and the public's, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university's reputation and ensuring public confidence in higher education.

**Students found guilty of plagiarism will suffer consequences ranging from a grade reduction to failure in the course to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Dean's Office, and this record of the offence will be retained in the Dean's Office for the duration of the student's academic career at Huron University College.**

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.

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.

Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

### **Policy on Special Needs**

Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at:

[http://www.sdc.uwo.ca/ssd/?requesting\\_acc](http://www.sdc.uwo.ca/ssd/?requesting_acc)

### **Attendance Regulations for Examinations**

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the

Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

**Class Cancellations**

In the event of a cancellation of class, every effort will be made to post that information on the Huron website, <http://www.huronuc.ca/AccessibilityInfo> (“Class Cancellations”).

**Mental Health @ Western**

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.

**Academic Advising**

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation [see above], students should contact an Academic Advisor in Huron’s Student Support Services ([huronsss@uwo.ca](mailto:huronsss@uwo.ca)). An outline of the range of services offered is found on the Huron website at:

<http://www.huronuc.ca/CurrentStudents/AcademicAdvisorsandServices>

Department Chairs and Program Directors and Coordinators are also able to answer questions about their individual programs. Their contact information can be found on the Huron website at:

<http://www.huronuc.ca/Academics/FacultyofArtsandSocialScience>