



**MANAGEMENT AND ORGANIZATIONAL STUDIES
ORGANIZATIONAL BEHAVIOUR
MOS 2181a 550
Fall 2019**

CONTACT INFORMATION

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Course Website: OWL
Office Hours: Wednesdays 5:30 p.m. to 6:30 p.m. or by appt.

CLASS INFORMATION

Day	Time	Location
Monday	2:30 p.m. –5:30 p.m.	HUC-V214

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. This course uses a variety of teaching methods. Lecture sessions are coupled with experiential learning techniques (e.g., cases, role plays, simulations and discussion groups) and audio-visual materials (films and videos) to facilitate understanding of the concepts of the course and to demonstrate their application to management situations typically encountered in organizations.

The course has four topic areas:

- 1) *Understanding Individuals in the Workplace.* To function in today's changing workplace, you need to understand individual differences, motivation and rewards, and working in groups. You will begin working in groups during this part of the term.
- 2) *Communicating Decisions.* One important aspect of working with others is knowing how to communicate effectively, how to give feedback, how to make decisions, and how to handle conflict. It is also useful to know how to negotiate effectively. You will learn how to deal with conflict and communicate feedback to others during this part of the term, and in the process of working on your group project you will no doubt experience many opportunities for negotiation.
- 3) *Designing and Changing Organizations.* Organizations are not fixed entities carved in stone. Rather, effective organizations adjust their design to

accommodate the goals of the organization. You will learn about organizational structure, job design, culture and change during this part of the term.

- 4) *Leading Others*. One important aspect of being a manager is understanding how to lead others. During this part of the term you will learn about leadership and power, and then reflect on how to lead effectively, whether or not you are the formal leader.

LEARNING OUTCOMES

1. Investigate theoretically, through research, and experientially conceptual frameworks, methodological approaches, and analytical skills which are useful in increasing our understanding of organizational behaviour;
2. Practice individually in groups working through workplace challenges;
3. Use analytical thinking and creativity to consider significant issues facing organizational stakeholders now and in the future.

CALENDAR DESCRIPTION

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

Antirequisite (s): The former MOS 2180

Prerequisite(s): Enrolment in BMOS Program.

COURSE METHODOLOGY

To understand the material covered in this course and do well in the examinations it is crucial that you read the material BEFORE class sessions so that you can contribute thoughtfully to the class discussions and exercises. While it is helpful to bring your texts to each class meeting, it is imperative to have access to your text through an electronic device or hardcopy for each Wednesday class because we will be working from activities in the text.

NOTE: Lectures will highlight certain aspects of the chapter and elaborate on others. I DO NOT TEACH TO THE TEXT. You are responsible for the material in the chapter and the supplementary material presented during class.

COURSE MATERIALS

MyLab Management with Pearson eText -- Standalone Access Card -- for Organizational Behaviour: Concepts, Controversies, Applications, Eighth Canadian Edition, 8/E

Stephen P. Robbins, *San Diego State University*
Timothy A. Judge, *University of Notre Dame*
ISBN-10: 0134882458 • ISBN-13: **9780134882451**

Note: **Purchase an access code at the bookstore or directly from Pearson.** Hardcopy text is also available for an additional charge.

STUDENT REGISTRATION INSTRUCTIONS & TEXT WEBSITE

1. Visit www.pearson.com/mylab
2. Select 'Register' as a 'Student'
3. Enter your professor's Course ID: **kotsopoulos03354**
4. You will need to create an account or sign in with an existing Pearson account.
5. This will give you access to a personalized study plan, OB simulations, video cases, dynamic study modules, practice tests, and more
6. Pearson Support is available
at: <https://support.pearson.com/getsupport/s/contactsupport>
<http://www.pearsoned.ca/johns>

OWL

The course website on OWL will be used extensively for course announcements, content delivery, and grade management. You are responsible for checking OWL and your UWO email regularly for course communications.

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:** Throughout the course you will be placed in groups to work together on in-class activities. The group is expected to manage all of its organizational and work assignment tasks with fairness and respect and all members are expected to contribute.

IMPORTANT DATE

Last date to a first-term half course or a first term full course (2019-2020 Fall/Winter Term) without academic penalty: November 12, 2019.

CLASS SCHEDULE

Class	Topic	Chapter
Sept. 9	What is Organizational Behaviour?	Chapter 1
Sept. 16	Perception, personality, and emotion	Chapter 2
Sept. 23	Values, Attitudes, and Diversity in the Workplace	Chapter 3
Sep. 30	Theories of motivation, Motivation in Action	Chapter 4 & 5
Oct. 7	Groups and Teamwork (Flipped Class)	Chapter 6
Oct. 14	Communications	Chapter 7
Oct. 21	MID TERM (Note – Mini-sims available from this week for Chapters 8 & 9)	
Oct. 28	Power and Politics, Conflict and Negotiation	Chapter 8 & 9
Nov. 4	Fall Reading Week (Note – Mini-sims available from this week for Chapters 10 & 11)	
Nov. 11	Organizational Culture & Leadership	Chapter 10 & 11
Nov. 18	Decision Making, Creativity, and Ethics (Flipped Class)	Chapter 12
Nov. 25	Organizational Structure	Chapter 13
Dec. 2	Organizational Change	Chapter 14
	FINAL EXAM DATE TO BE DETERMINED	

EVALUATION

All assignments are submitted via OWL or MyLab Management. Paper copies are not accepted.

Evaluation	Percentage	Date/Time/Location	Chapters
Mini-simulations	14 %	Due weekly for chapters assigned – by Sunday night of the next class	All

		Note: Some weeks there are two required mini simulations	
Mid-term exam – IN CLASS	38%	October 21	Chapters 1, 2, 3, 4, 5, 6, 7
Final exam	38%	To occur during regular exam schedule.	Chapters 8, 9, 10, 11, 12, 13, 14
Contributions	10%	Ongoing	
Total	100%		

ASSIGNMENTS

MIDTERM (38% of course mark)

The midterm exam will be **2 hours** long. The midterm exam will be 100 multiple choice questions and will be **worth 43 percent of the course mark**. If you would like to test your understanding of the material and practice multiple choice questions, please visit the website for the textbook at www.pearsoned.ca/langton. The midterm will cover chapters 1, 2, 3, 4, 5, 6, and 7. The midterm will be written in class. 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.**

FINAL EXAM (38% of course mark)

There will be a final examination during the regular examination period at the end of the term. The final exam will be 100 multiple choice questions and will be **worth 43 percent of the course mark**. The final exam will be a maximum length of **2 hours**. If you would like to test your understanding of the material and practice multiple choice questions, please visit the website for the textbook at www.pearsoned.ca/langton. The final exam will ONLY cover chapters 8, 9, 10, 11, 12, 13, and 14. 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. **You must pass the final examination in order to pass the course.**

MINI-SIMULATIONS (14%)

In order to be able to participate effectively on a team, it is important to develop your own skills in applying concepts and theories in organizational change. These simulations walk you through key business decision-making scenarios to help you understand how management decisions are made. You are asked to make important decisions related to core business concepts. The simulations are done through www.pearson.com/mylab and are completed online. There are 14 simulations in total, one for each chapter. **In weeks were there are two chapters assigned, you must complete two simulations.**

CONTRIBUTIONS/PARTICIPATION (10%)

Contribution by each and every student is a cornerstone of any active learning experience. Class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contributions to this course are initiated through thorough class preparation. Course readings should complete prior to class.

Contribution is expected to be relevant to the current discussion and includes answering questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Students should be prepared to start the class, lead the discussion, develop agendas and suggest topics of importance. For example, at least two of the classes will be "flipped classes" where exclusively the focus will be on leading the discussions based on the readings. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Technology use in class is only permitted for classroom learning.

If more than 25% of classes are missed, then this a grade is automatically 0%.



Appendix to Course Outlines

Prerequisite and Antirequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enrol in it without them, you may be removed from this course and it will be deleted from your record. If you enrol in this course despite having already taken an antirequisite you may be removed from this course and it will be deleted from your record. Removals for these reasons 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 or for having already taken the antirequisites.

Conduct of Students in Classes, Lectures, and Seminars

Membership in the community of Huron University College and Western University 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 Conduct at:

www.huronuc.on.ca/sites/default/files/pdfs/Code%20of%20Student%20Conduct.pdf.

Technology

It is not appropriate to use technology (such as, but not limited to, laptops, 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.

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.

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline 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. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

Please see the policy on Attendance Regulations for Examinations here:
https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf.

Class Cancellations

In the event of a cancellation of class, every effort will be made to post that information on the OWL class site, is <https://owl.uwo.ca/portal> and on the Huron website at www.huronuc.on.ca/about/accessibility.

Academic Student Support Services

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at huronsss@uwo.ca. An outline of the range of services offered is found on the Huron website at: www.huronuc.ca/student-life-campus/student-services/academic-advising.

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: www.huronuc.ca/student-life-campus/art-social-science and at www.huronuc.ca/student-life-campus/management-and-organizational-studies.

Adding / Dropping Courses

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Huron website, huronuc.ca/student-life-campus/student-services/academic-advising or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. Note that dropping a course may affect OSAP and/or Scholarship/Bursary eligibility.

Mental Health & Wellness Support at Huron and at Western

Students who are stressed, emotionally distressed or in mental health crisis please refer to: huronuc.ca/student-life-campus/student-services/health-wellness for a complete list of options about how to obtain help, or email Huronwellness@huron.uwo.ca to access your wellness staff directly.

Additional supports for Health and Wellness may be found and accessed at Western through www.uwo.ca/uwocom/mentalhealth/.

Huron is committed to providing a safe, welcoming campus for students, staff and faculty by providing confidential assistance to those who have personal safety concerns. Providing a safe and welcoming campus for students, staff and faculty is one of Huron's top priorities.

The Student Emergency Response Team (SERT) provides medical response to 9-1-1 calls on Main, Brescia and Huron campuses which operates 24 hours a day, 7 days a week during the academic year. SERT is dispatched through the campus community Police Service (CCPS) to any medical emergency on campus at (519) 661-3300. For more information about SERT please visit: sert.uwo.ca/about-sert/about-sert/.

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.

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, as per the Academic Calendar:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#SubHeading_189 .

Turnitin.com

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for a 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 Western University and Turnitin.com.

Computer-Marked Tests/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.

Clickers

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” Accommodation

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/index.html> .

Policy on “Academic” Accommodation - Medical / Non-Medical Grounds

Students who require academic 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/index.html>.

- (a) **Medical Grounds for assignments worth 10% or more of final grade: Go directly to Huron Support Services/ Academic Advising, or email huronsss@uwo.ca .**

University Senate policy, which can be found at, https://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: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.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 notified 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 consult with the Dean. The instructor's decision is appealable to the Dean.

(b) 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 notified 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 consult with the Dean. The instructor's decision is appealable to the Dean.

(c) Non-Medical Grounds: Consult your Instructor directly.

Where the grounds for seeking accommodation are not medical, the student should contact the instructor directly. Late penalties may apply at the discretion of the instructor. 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 notified 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 consult with the Dean. The instructor's decision is appealable to the Dean.

Requests for Academic Consideration Using the Self-Reported Absence Form

The full Policy on Academic Consideration for student Absences – Undergraduate Students in First Entry Programs is available at:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf .

Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing and submitting assignments, participating in presentations) should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours or less.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

- a. students will be allowed **a maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
- b. any absences in excess of the number designated in clause a above, regardless of duration, will require students to present a **Student Medical Certificate (SMC)**, signed by a licensed medical or mental health practitioner, detailing the duration and severity of illness, or appropriate documentation supporting extenuating circumstances to the Academic Counselling unit in their Faculty of registration no later than two business days after the date specified for resuming responsibilities. Please see section 4 below for more details.
- c. The duration of the excused absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
- d. The duration of the excused absence will terminate prior to the end of the 48 hour period should the student undertake significant academic responsibilities (write a test, submit a paper) during that time;
- e. The duration of an excused absence will terminate at 8:30 am on the day following the last day of classes each semester regardless of how many days of absence have elapsed;
- f. Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
- g. Self-reporting **may not be used** for assessments (e.g. midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course.
- h. students must be in touch with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form**, to clarify how they will be expected to fulfil the academic expectations they may have missed during the absence.

Important Dates and Directory at Huron and Western

For a current and up-to-date list of important dates and campus directories, please visit:

- **Huron – Important Dates:** <https://huronuc.ca/important-dates-and-deadlines>
- **Western – Academic Calendar & Sessional Dates:**
<http://www.westerncalendar.uwo.ca/SessionalDates.cfm>
- **Huron Directory – Faculty, Staff and Administration:**
<https://huronuc.ca/index.php/contact/contact-directory>
- **Western Directory – Faculty, Staff and Administration:**
<https://www.uwo.ca/directory.html>