
COMMGT 9180B Organizational Behaviour Course Outline: Section – 001 Winter 2018

1. Course Information:

1.1 Class Location and Time:

Location: 1GAB-1N05; Time: Mondays, 1:30 – 4:30 p.m.

1.2 Contact Information:

Instructor: Linda Eligh

Office: SSC 4418

Office Hours: Wednesdays, 11:00 a.m. – 1:00 p.m. (by appointment) and

Thursdays 11:00 a.m. – 1:00 p.m. (by appointment).

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DAN Management and 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:

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.

Extra Information: 3 lecture hours, 0.5 course.

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

Colquitt, Jason A., Jeffrey A. LePine, Michael J. Wesson, and Ian R. Gellatly, *Organizational Behaviour: Improving Performance and Commitment in the Workplace*, 3rd Canadian Edition; McGraw Hill Ryerson Limited, 2016. ISBN: 13: 978-1-25-909427-9

Additional readings may include required readings purchased through the UWO bookstore or accessed through the Western Library online catalogue (Electronic Resources), or placed on reserve, or articles and books associated with individual research for assignments.

4. Course Objectives and Format

4.1 Course Objectives

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.

This course provides an overview of the current key theories and research of Organizational Behaviour (OB) and its linkage to job performance and organizational commitment in different organizational settings, taking an evidence based management approach.

Weekly lecture topics include diverse and multidisciplinary topics that comprise OB, such as: personality, values and ability, job satisfaction, motivation, learning and decision making, communication, team characteristics and processes, leadership, power and influence, organizational structure, culture and change, and more.

Each topic is considered for its ability to inform *individuals* on achieving greater personal effectiveness and job satisfaction, or for achieving higher level and more satisfying group outcomes within organizations.

Topics are also linked to the challenges *managers* face when striving to increase sustainability of organizations in a constantly changing and highly competitive environment. Emphasis is placed on the need to successfully deal with these challenges by ensuring a motivated, well-trained and committed workforce. The dynamic nature of OB in Canada is considered within the context of current theory, research, international influences, current events, and human resource practice (both new developments and established approaches to HRM systems).

4.2 Course Format

In each weekly lecture, numerous examples and case exercises and class discussion will be introduced to illustrate theoretical concepts of OB and how their application to the workplace can improve the performance and commitment of employees within organizations. Students are expected to read all assigned chapters in the course textbook, and any assigned additional reading. They are expected to apply that knowledge to class exercises and discussions, and to add value by contributing to the learning of others. Students are also expected to demonstrate engagement through active participation in each class and submission of value added commentaries on OB topics linked to the overall content of the course. Students will also apply course theory to their own

experience by writing a term assignment that compares their own experience to OB theory covered in the course combined with additional recent OB research found independently.

5. Learning Outcomes

Upon successful completion of this course, students will be able to:

- Define the field that organizational behaviour (OB) represents, explain key terms that comprise the language of OB, and recognize organizational concepts in the workplace.
- Describe an integrative model of organizational behaviour in which various relational and organizational factors combine to influence individual and group characteristics and mechanisms that result in two primary individual outcomes important to researchers, employees and managers.
- To evaluate the correlation between various integrative factors in OB with key individual outcomes important to stakeholders as strong, moderate or weak.
- Apply theoretical OB concepts to student life and a wide variety of workplace situations, and describe how such concepts operate differently in different cultures and nations.
- Describe how theoretical concepts of OB can be integrated with management theory to improve the management of people in organizations of all kinds, despite economic, technical and global challenges that threaten sustainability.
- Enhance presentation skills through analysis and communication of research findings to the classroom learning community.

6. Evaluation

Exam #	Percentage of Course Grade
1 Mid Term	20%
2 Class engagement	10%
3 Value added contributions	10%
4 Term Assignment	30%
5 Final Exam	30%

A total of 100% is allocated to the following graded components of the course:

- a. **Class engagement (10%).** Students are expected to read the assigned readings before each class and be ready to discuss the relevance of the topics covered in class to current issues. They are also expected to exhibit engagement. This will include participating as requested in all class activities such as small and large group discussions based on case studies or case incidents, films or podcasts related to the lecture and helping others learn in whatever way possible.

- b. **Value Added Contributions with Commentaries on current issues (5 x 2% each =10%).**
Students work individually and pick 5 weeks during the term to submit a short written commentary (half page) about a current article related to an OB lecture topic under discussion in that week's lecture, together with a copy of the article that is the basis of the commentary. Such articles and commentary will be submitted at the beginning of class in hardcopy and digitally on the course OWL website. There are no makeups for this component of the course.
- c. **Term Assignment (30%)** – Students will write an 7 page report (300 words per page) in which a personal experience in an organization is analyzed and compared to OB theory learned in the course, as well as two additional research articles selected by the student. (See Term Assignment Guidelines for more details.) A Statement of Intent regarding the assignment is due on March, 5, 2018 and the assignment itself is due in hardcopy and submitted to T.com on April 2, 2018. Term assignments will be submitted to the course OWL website and will then automatically be submitted to Turnitin.com, the plagiarism checking software utilized by Western.
- d. **Midterm Exam (20%)** The midterm test will be a two hour, mixed format, closed book exam, held during class time. (see Topic Reading Schedule)
- e. **Final exam (30%).** The final exam will be a two-hour, mixed format, closed book exam. Time and venue to be arranged by the Registrar.

Exams are mixed format. This may include multiple choice, true false, short answer and longer answer questions, and/or questions based on a case incident. Each exam, in total, will be scheduled for **2 hours**, and both exams are **closed book examinations. Dictionaries are NOT allowed into the examinations.** Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text, assigned readings and any other content specified by the instructor.

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. Students who wish to review their exam results should make an appointment with the instructor.

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.

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.

7. Lecture and Examination Schedule

COMMGT 9180B – 001/002 TOPIC TIMETABLE – WINTER 2018 Schedule for coverage of textbook and other content is approximate; class lecture topics will include textbook content, content linked to the course such as assigned journal articles, and any other additional course content as provided (or assigned) by the instructor. Note: Additional readings may be assigned.		
Part 1	Introduction to Organizational Behaviour	
Jan. 8 th	Course Orientation, Introductions and <i>What is organizational Behaviour?</i>	Course Orientation & Chapter One
Jan. 15 th	<i>Job Performance and Organizational Commitment</i>	Chapters Two and Three
Jan. 22 nd	<i>Organizational Commitment and Personality, Cultural Values and Ability</i>	Chapters Three and Four
Part 2	Individual Characteristics and Mechanisms	
Jan. 29 th	<i>Job Satisfaction</i>	Chapter Five
Feb. 5 th	<i>Stress</i>	Chapter Six
Feb. 12 th	MID TERM – Covers Chapters 2 – 6, plus other content as indicated by instructor.	Mid Term Examination
Feb. 19 th	No Class. Reading Week Feb. 19 – 23 rd , 2018 Rest, read and catch up.	
Feb. 26 th	<i>Motivation</i>	Chapter Seven
Mar. 5 th	<i>Trust, Justice and Ethics</i> Statement of Intent for term assignment due at beginning of class.	Chapter Eight
Mar. 12 th	<i>Learning and Decision Making</i>	Chapter Nine
Mar. 19 th	<i>Communication and Team Characteristics and Processes</i>	Chapter Ten and Eleven
Mar. 26 th	<i>Team Characteristics and Processes</i>	Chapter Eleven
Part 3	Relational Mechanisms	
April 2 nd	<i>Organizational Structure</i> Term assignment due in hardcopy at beginning of class and submitted to T.com on class OWL website by midnight same day.	Chapter Fourteen
April 9 th	<i>Organizational Culture and Change</i>	Chapter Fifteen
Final Exam	FINAL EXAM – Covers Chapters 7 – 11, and 14 & 15 of the textbook, plus additional course content as indicated since the midterm. Exam period extends from April 14 – 30 th , 2018. Exact date of exam to be determined.	

INSTRUCTOR'S STANDARDS FOR CLASS ENGAGEMENT

Students are expected to attend all classes and to engage actively in their own learning. *Active learning means paying attention in class and taking responsibility for your own learning, as well as helping others to learn more about course material.* Active learning in this course can include, but is not limited to, contributing to class discussion, presentations or debates, application exercises, posing interesting questions, and/or bringing relevant media articles or other exhibits to the attention of your instructor. **Note: Playing games, texting, processing e-mail or surfing the internet on a laptop or other electronic device during class, or drifting in and out of class while class is convened is considered to be a distraction to other students and to the instructor. Such activity will be interpreted as a lack of engagement on your part, and may reduce your participation mark.** Your instructor will assess both the quantity and quality of student engagement in each class, based on attendance and the following criteria for evaluation.

A – EXCELLENT contribution

- Attends all classes and places full attention on the lecture
- Contributes consistently to class discussions and supports contribution of colleagues
- Contributions indicate preparation and critical thinking
- Frequently shares insights and/or facilitates understanding of difficult concepts
- Occasionally builds arguments for a position
- Provides leadership in creating positive environment

B – GOOD Contribution

- Attends class regularly, places attention on the lecture, and contributes consistently to class discussions
- Contributions indicate preparation and careful thought
- Often willing to explain difficult points or concepts
- Occasionally builds arguments for a position
- Supports positive classroom environment

C – FAIR Contribution

- Attends class occasionally or often and/or contributes to class discussion occasionally
- Provides minimal evidence of preparation and thought
- Rarely builds arguments for a position

D - POOR Contribution

- Attends class infrequently and/or rarely if ever contributes to class discussion or attends class and may place little attention on the lecture and/or class activities
- Provides little or no evidence of preparation or thought
- Distracts other students from class activity

Engagement is recorded following the conclusion of each class. If you have a medical or other condition that prevents you from attending class regularly (or engaging actively as described above), advise the instructor early in the semester. You will be required to provide confirmation of your situation from the Academic Counselor. See the University Policy Regarding Illness and personal situations described in the General Information section (regarding term tests, final examinations, late assignments, short absences, extended absences, documentation of various personal situations and academic concerns) which forms part of this Course Outline.

8. University Policy Regarding Illness

8.1 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.

8.2 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).

8.3 Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

9. 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.

10. Procedures for Appealing Academic Evaluations

10.1 Academic Appeals for Graduate Students

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. Students may appeal an academic decision or ruling in accordance with the appeal procedures set out below. Students have a right to appeal to their graduate programs and, if unsuccessful, to the Vice-Provost (Graduate and Postdoctoral Studies). Some decisions may be appealed further to the Senate Review Board Academic. The Vice-Provost's rulings in academic matters are final unless overturned or modified on appeal to the Senate Review Board Academic (SRBA).

For the complete policy and regulations see:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/appealsgrad.pdf

11. 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 and remain in the room until a break is called. "Drifting" in and out is considered to be a distraction to the instructor and other students.

12. Support Services

12.1 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.health.uwo.ca/mental_health/ for a complete list of options about how to obtain help.

13. Other Issues

13.1 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.

13.2 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.

13.3 Academic Concerns.

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

13.4 Important Dates:

January 8: Classes resume

January 16: Last day to add a second term half course (B or G)

February 19: Family Day. All offices closed

February 19 – 23: Reading Week (No classes; All offices open Feb 20 – 23)

March 7: Last day to drop a second term half course without penalty

March 30: Good Friday (No classes; All offices closed)

April 11: Classes end

April 12 and 13: Study days

April 14 – 30: Examination Period

April 30: Second term ends. Last day to apply for Spring Graduation.

14. 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 or large shawls to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams. Possession or use of electronic communication or transmission devices or a smart phone during an exam is an **academic offense**.

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

15. 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". Also be aware that overuse of the same subject line in multiple rounds of correspondence can sometimes cause emails to go to "junk mail".

15.1 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.).

15.2 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.

15.3 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

15.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- 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

16. FREQUENTLY ASKED QUESTIONS

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, focus on understanding the principles in a way that lets you apply them to new fact situations.
I missed an exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for conflicts are not available unless you meet the Exam Conflict or Multiple Exam Situation scenarios defined by Western. See Academic Counselling to determine eligibility.
When will the exam, participation, assignment grades or participation be posted?	Mid-term grades are posted on OWL when they become available. Usually within a week of the exam. Participation <i>estimates</i> are posted after the mid-term when the marks are available. Final exam grades and all other final course grades are not posted on OWL until after they are released by the Registrar.
Can I come and see my exam?	You can review your exam during office hours or at any other mutually convenient time. Make an appointment with your instructor.
Can I use a different textbook?	It is not recommended. You can use a different textbook, but it is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks may be organized differently and may cover different material.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the book. You need to understand the fundamental principles and how to apply them. Use the study guides provided on OWL to understand how to approach exams.
This mark is going to prevent me from getting accepted at Med/Law School, NASA.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	