



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Winter 2026 Course Syllabus

MOS 2181B -- Sections 001, 002, 003 Organizational Behaviour

In-Person

Instructor: Sarah Ross

Office: SSC 4090

Office Hours: Tuesdays 9am-12pm, via Zoom, by appointment (please e-mail to set up a time)

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1. Course Information

1.1 *Class Location and Time*

Section 001: Wednesdays, 5:30pm-8:30pm, SSC 2032

Section 002: Wednesdays, 9:30am-12:30pm, BGSB 0153

Section 003: Wednesdays, 1:30pm-4:30pm, UCC 56

1.2 *Course Description*

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

Antirequisite(s): MOS 2180

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

3 lecture hours; 0.50 course

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."

1.3 *Accessibility*

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

1.4 ***Land Acknowledgement***

We acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay-wuk) and Chonnonton (Chun-ongk-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

2. **Course Materials**

Required textbook: Colquitt, J.A., LePine, J.A., Wesson, M.J., Gellatly, I., & Kabat-Farr, D. (2025). *Organizational behaviour: Improving performance and commitment in the workplace*. McGraw-Hill.

Be sure to purchase the 6th Canadian edition. Students need to purchase this edition. Second-hand or older editions will not be sufficient.

Students need to purchase a copy of the textbook that comes with a McGraw-Hill Connect access code.

The textbook costs \$89 for the e-text + Connect OR \$173.35 for the print text + Connect. Details about these textbook options can be found here:

https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2025A&courses%5B0%5D=001_UW/MOS2181A

For part of your course grade, you will complete chapter assignments on the textbook publisher's website (McGraw-Hill Connect). To make use of McGraw-Hill Connect for our course, you will need:

- **An access code:** Your access code will come with your textbook. **Be sure to purchase a copy of the textbook that comes with a Connect access code.**
- **Our Connect course URL:** The Connect course URL can be found on our OWL course site.

You must create your McGraw-Hill Connect account using your UWO e-mail address (not a Gmail account, etc.)

Students are responsible for checking the course OWL site

<https://westernu.brightspace.com/d2l/login> regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

Technical Requirements: office hours and question/answer sessions may take place via Zoom. To access those sessions, students will require a stable internet connection and a computer with working microphone and/or webcam.

3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

3.1 *Course objectives*

This course introduces multidisciplinary approaches to human behaviour in organizational settings. A variety of contemporary issues will be examined from the perspective of the manager and the employee. 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.

3.2 *Course format*

This course is **in-person**, which means that we will meet as a group all at a particular time for weekly lectures. In addition, you will work on your own to complete a set of questions for each chapter in the text. Please be aware of important exam dates and assignment deadlines.

Key Dates

- Classes begin: January 5, 2026
- Spring Reading Week: February 14-22, 2026
- Classes end: April 9, 2026
- Exam period: April 12-30, 2026

4. Learning Outcomes

The learning outcomes for MOS 2181A/B are:

- Describe the major theories and principles of organizational behaviour focusing on the underlying attitudes and behaviours of people in the workplace.
- Evaluate and recommend solutions for written and video workplace scenarios by applying appropriate organizational behaviour theories and principles.
- Memorize and restate, with a high degree of accuracy, specific OB research findings and concepts as they apply to the contemporary workplace.
- Discuss and debate how organizational behaviour concepts, theories, and principles can be applied in organizational settings.

5. Evaluation

Chapter Assignments (one assignment for each of the 15 chapters) = 7%

Exam #1 (during class time, 2 hours in length) = 31%

Section 001: Wed Feb 4, 6pm-8pm, Elborn College (rooms to be announced)

Section 002: Wed Feb 4, 10am-12pm, Elborn College (rooms to be announced)

Section 003: Wed Feb 4, 2pm-4pm, Elborn College (rooms to be announced)

Exam #2 (during class time, 2 hours in length) = 31%

Section 001: Wed Mar 11, 6pm-8pm, Elborn College (rooms to be announced)

Section 002: Wed Mar 11, 10am-12pm, Elborn College (rooms to be announced)

Section 003: Wed Mar 11, 2pm-4pm, Elborn College (rooms to be announced)

Exam #3 (April exam period, 2 hours in length) = 31%

All sections will write together at the same time

Date, time, location to be scheduled by the Registrar's Office

Total = 100%

Chapter Assignments

- We will be covering 15 chapters of course material this semester. For each of the 15 chapters of course material, students will complete an assignment.
- Each assignment consists of a series of questions of various formats (e.g., multiple choice, true/false, and fill-in-the-blank) that will test students' understanding of the course material.
- The assignments will be completed on the textbook publisher's website and will require students to have a McGraw-Hill Connect access code. See Course Materials (Section 2 above) for more information.
- Students can use their textbook and notes to complete the assignments and can take as long as they would like (as long as completed by the below deadlines).
- A student will receive 100% for a chapter assignment if they have completed all questions provided to them for that assignment by the due date. The assignments are marked for completion, rather than accuracy. As such, students can answer questions incorrectly and still receive 100% for a chapter assignment.

- The due dates for the 15 chapter assignments are as follows:
 - Chapter 1, Chapter 2, Chapter 3 assignments: due Jan 16 @ 11:59pm
 - Chapter 4, Chapter 5 assignments: due Jan 23 @ 11:59pm
 - Chapter 6, Chapter 7 assignments: due Feb 13 @ 11:59pm
 - Chapter 8, Chapter 9 assignments: due Feb 27 @ 11:59pm
 - Chapter 10 assignment: due Mar 6 @ 11:59pm
 - Chapter 11 assignment: due Mar 20 @ 11:59pm
 - Chapter 12, Chapter 13 assignments: due Mar 27 @ 11:59pm
 - Chapter 14, Chapter 15 assignments: due Apr 8 @ 11:59pm
- Marks for the assignments will be transferred from Connect to OWL at the end of the semester. **You must use your UWO e-mail address when setting up your McGraw-Hill Connect account so that your assignment grade can be accurately transferred to OWL.**
- The instructor will **not** provide extensions, reweights, or make-ups for the assignments. However, **assignment grades will be calculated using only the student's best 11 of the 15 assignments.**
- Students who get too far behind in the course material and miss too many of the assignments may wish to speak with academic counselling about whether they should drop the course.

Exams

- **This course will have in-person examinations.**
- Exams are not cumulative. Exam #1 will cover Chapters 1-5 + associated lecture material. Exam #2 will cover Chapters 6-10 + associated lecture material. Exam #3 will cover Chapters 11-15 + associated lecture material.
- **Exams are multiple choice in format.** The multiple-choice format allows for assessment of students' detailed knowledge of a broad range of concepts, theories, principles, and research that other formats may not permit. There are different types of multiple-choice questions used in this course, including application-based multiple-choice questions. Although application-based questions can be challenging for students, they are necessary to meet the learning outcomes of this course and to allow students to develop an appreciation for and understanding of the course material as it relates to organizational settings.
- Each exam will be scheduled for 2 hours and consist of 60 questions.
- All exams are closed-book, proctored examinations.
- Dictionaries are not allowed into the examinations.
- Electronic devices of any kind (including 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 by contacting your instructor.
- Computer-marked multiple-choice tests and exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5.1 **General information about missed coursework**

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. **However, the following assessments are excluded from this, and therefore always require formal supporting documentation:**

- **Exam #2** (designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration)
- **Exam #3** (defined by policy—examination scheduled during official examination period)

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

5.2 **Evaluation Scheme for Missed Assessments**

When a student misses Exam #1 and their Academic Consideration has been granted, they will be allowed to write a make-up exam. The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student. If a student is unable to meet the scheduled make-up for Exam #1, then the student is responsible for obtaining new accommodations from Academic Counselling and will write in May 2026.

When a student misses Exam #2 and their Academic Consideration has been granted, they will be allowed to write a make-up exam. The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student. If a student is unable to meet the scheduled make-up for Exam #2, then the student is responsible for obtaining new accommodations from Academic Counselling and will write in May 2026.

When a student misses Exam #3 (i.e., the Final Exam) and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a make-up Final Exam). See the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period.

The date and time of the make-up examination will be determined by the department and the University Special Examination dates as outlined in the Academic Handbook:
https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf.

The make-up exam for the missed final exam will be held **on or after the 5th business day in May following the April exam period.**

Coursework with Assessment Flexibility

By policy, instructors may deny Academic Consideration requests for the following assessments with built-in flexibility:

- **Chapter Assignments.** This course has 15 assignments, and the 11 assignments with the highest marks are counted towards your final grade. Should extenuating circumstances arise, students do not need to request academic consideration for up to 4 missed assignments. If students miss more than 4 assignments, academic consideration requests will be denied, as sufficient flexibility is already provided.

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.

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.

6. Lecture & Examination Schedule

See the lecture schedule on our OWL Brightspace course site.

7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

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.

7.1 **Respect**

Please act respectfully towards the classroom, the instructor and your fellow students.

Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the instructor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see your instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

7.2 **No Recording of Classes**

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the instructor.

7.3 **Copyright Notice**

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without the written consent of your instructor.

8. 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 or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams
- To ensure fairness for all students, questions will not be answered during the exams

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor 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 their instructor. The instructor 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 instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 *Acceptable Emails*

- 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 outline
- questions about the course content or materials (please ask such questions before/during/after class, during office hours, or via the Brightspace course site)
- 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 attend all classes. The instructor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

10.1 *Short Absences*

If you miss a class due to minor illness or other problems, check your course outline 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.

10.2 *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.

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.

You, the student, are responsible for the grades earned.

12. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 *Illness*

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:
https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Students can download the Student Medical Certificate (SMC) here:
https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medical_certificate.pdf

13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

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:

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

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 use of AI and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. Any work submitted must be the work of the student in its entirety unless otherwise disclosed. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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.

Computer-marked multiple-choice tests and/or exams may be Course Outlines subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

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.

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.

The penalties for a student guilty of a scholastic offense may include a zero grade on the assessment, 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 of the Department of Management and Organizational Studies via the DAN Help Portal.
<https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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 Office of the Ombudsperson.

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/get-help.html To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/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.