

**MOS 2181A - SECTION 530
ORGANIZATIONAL BEHAVIOUR FOR MOS**

Professor: **Dr. Tony Francolini**
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Zoom Office Hours: Monday & Wednesday 9 am – 11:00 am

Class Monday 11:30 am – 2:30 pm; Room BR-18

Course Description

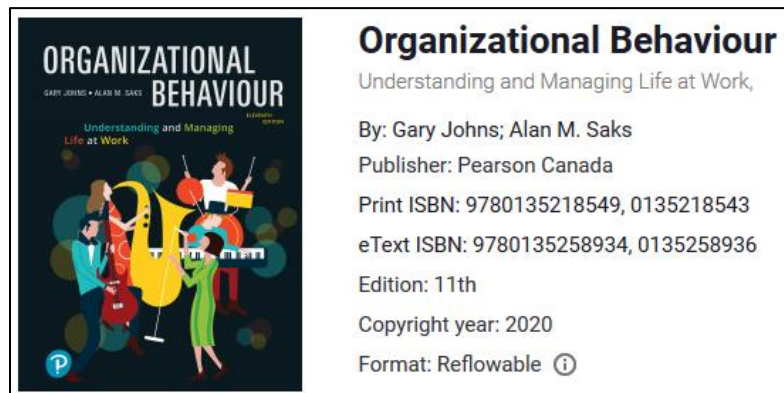
A multidisciplinary approach to the study of human behavior in organizations from the individual, group and organizational levels of explanation

In simpler terms ... No matter your chosen profession, most of your working days will be spent interacting with people. This course will provide skills that will make these interactions more effective.

This course introduces you to the study of organizational behaviour. Students will examine such topics as personality, learning, perception, attribution, judgment, values, motivation, socialization, teamwork, communication, leadership, decision-making, conflict, stress, and change management. You will learn how to manage (motivate / manipulate) individual and group behaviours in an organizational setting.

E-book Purchase: <https://www.pearson.com/store/p/organizational-behaviour-understanding-and-managing-life-at-work/P100002580571/9780134838083>

E-book Rental: <https://www.vitalsource.com/en-ca/products/organizational-behaviour-gary-johns-alan-m-saks-v9780135258934>



Prerequisites:
in BMOS or MAS; or with permission

Enrolment



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Course Learning Outcomes

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. This course goal is to assist students in their progress through four levels of competency that govern how successfully we interact with others in an organizational setting.
 - **Awareness:** Aware managers understand that every individual, group, or organization is a unique actor (e.g., values, beliefs, attitudes, and behaviours) formed from a different combination of conditioning (e.g., experiences, socialization, contexts).
 - **Acceptance:** Accepting managers do not judge others as being deficient based on these differences. Rather, accepting managers understand that an actor's uniqueness may provide potential value that can be utilized by placing the actor in a context which best evokes their strengths while not evoking their weaknesses.
 - **Appetite:** Inquisitive managers seek out and learn OB/HR research which will help them develop conceptual frameworks, analytical skills, and forms of management that may be useful in managing an actor's behaviour in organizations.
 - **Flexibility:** Flexible managers will be able to assess the characteristics of the actors and context with whom they are engaging. These flexible managers will be adept at practicing the different conceptual frameworks, skills, forms of management that may provide a competitive advantage.

Primary competencies developed in the course include

- Problem Solving (2)
- Self-Awareness & Development (3)
- Social Awareness & Development (3)
- Valuing (2)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.



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WEEKLY SCHEDULE:

Each week students will read the material assigned, attend in-class lectures, the complete the assigned quiz, and review the assigned case.

MODULE #1: Behaviours		Week Beg
Wk 1	Overview of Organizational Behaviour Stress	13-Sep
Wk 2	Personality Learning	20-Sep
Wk 3	Perception, Attribution, & Judgment of Others	27-Sep
Wk 4	Values, Attitudes, & Work Behaviour	04-Oct
Wk 5	<i>Thanksgiving Holiday – No Class</i>	11-Oct
Wk 6	Motivation & Motivations at Work	18-Oct
Wk 7	<i>Exam 1 Covering Weeks 2 - 6</i>	25-Oct

MODULE #2 – Processes & Techniques		Week Beg
Wk 8	<i>Reading Week – No Class</i>	01-Nov
Wk 8	Groups & Teamwork	08-Nov
Wk 9	Social Influence, Socialization, and Culture	15-Nov
Wk 10	Leadership, Power, Politics	22-Nov
Wk 11	Communication & Conflict	29-Nov
Wk 12	Change, Development & Innovation	6-Dec
Wk 13	<i>Exam 2 Covering Weeks 9 - 13</i>	TBA

Assignment Dates	Sec 530
Quizzes	Weekly; Weeks 2-6 & 8-12
Case #1	21-Oct
Past Exam Question #1	Prior to 18-Oct
Exam 1 Covering Weeks 1 - 6	25-Oct
Case 2	25-Nov
Past Exam Question #2	Prior to 29-Nov
Exam 2 Covering Weeks 8 - 12	TBA by Registrar's Office



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ASSESSMENTS

**Weekly
Quizzes**
(7 x 2%)

To determine a student's comprehension of the textbook material, students will complete 7 of the 10 weekly online multiple-choice quizzes.

Students will access an online quiz located in OWL, which will consist of 10 multiple choice questions. The quizzes open Tuesday (following class) and close Fridays at noon. Once students enter the quiz portal, they have 20 minutes to complete the quiz.

Students will be required to complete 7 of the 9 available quizzes

**Case
Assignments**
(2 x 5%)

To determine that student's comprehension of the broader conceptual lessons being communicated in the professor's lectures, students will prepare two 500-word cases.

**Past Exam
Questions**
(2 x 5%)

To better prepare students for essay exams, students will complete two of the ten "past-exam example questions" that are posted weekly. One of the two assignments must be completed prior to the mid-term; the other must be completed after the mid-term.

Mid-Term
(1 x 30%)

Students will write a 3-hour exam covering the contents covered in Module 1.

Final-Exam
(1 x 30%)

Students will write a 3-hour exam covering the contents covered in Module 2.

Participation
(6%)

Participation by students is a cornerstone of an effective learning experience. Active involvement increases assimilation of material and stimulates the level of class discussion. Students are expected to contribute to the topic-at-hand by asking questions, volunteering answers, developing an argument, critiquing ideas constructively, and/or advancing the discussion to a new level.



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COURSE POLICIES

Teaching Methodology and Expectations of Students

Students are expected to complete the preparatory work *before* they attend class where it will be discussed. Each class session may include a combination of mini-lectures, team discussions, active learning activities (individual and team), and guest speakers. The preparatory work, including relevant links, PPT slides and other materials will be posted on OWL by session.

Preferred Method of Contact

If you have questions about the course content or an activity or assignment, please check the course outline.

If you would like to discuss something personal, please contact me through email. You can also visit me during my office hours. If those times do not work for you, we can set up another meeting at a mutually convenient time. I check email and OWL daily Monday through Friday between the hours of 8:00 am and 4:30 pm. **I generally do not check OWL or email in the evenings or during the weekend, so plan accordingly.**

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason, students will be excused from one class without penalty. This absence will not negatively affect your Participation grade. In the situation of an extended absence (see the final two pages of this outline), please discuss with your Academic Advisor.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Academic Dean who may stop your final paper from being marked, thus preventing you from passing the course. **At the discretion of the instructor, any student who misses more than 25% of scheduled classes will receive a Participation grade of 0 for the course.**

Student Use of Technology in Class

The nature of the classroom requires that electronic devices (laptops, tablets, and/or smart phones) be used to participate in some class activities. There will be times where students will be asked to close or put devices away. Students are asked to fully cooperate with in-class



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instructions. Recording devices of any kind (camera, recorders, phones, etc.) may not be operated without my consent.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

Academic Accommodation

If, on medical or compassionate grounds, a student is unable to complete a course component **worth greater than 10 per cent of the final course grade**, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the "POLICY REGARDING ACADEMIC ACCOMMODATION" on the final pages of this outline.

For academic accommodation to be considered for any course component **worth less than 10 per cent of the final course grade**, it is the responsibility of the student to approach me in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with me. If documentation is not required, I will make the final decision.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following date:

Fall Term Half Credit Course

November 12, 2021

For further details, check Western's online Academic Calenda. To book an appointment with one of Brescia's Academic Advisors, visit

https://www.brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php.

If you are registered at another affiliate or main campus, please make an appointment to see your academic advisor at your home campus.



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2021-22 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](#) can be found at

https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12 .

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services

(https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements 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. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

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

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;



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2. The duration of the 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;
3. The excused absence will terminate prior to the end of the 48-hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate 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 fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;



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4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be viewed at:
http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor 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. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

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 (https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

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 eligibility and/or Entrance Scholarship eligibility.*



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3. ABSENCES

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.

Please note that for asynchronous online courses, attendance or participation requirements may be different than for synchronous or in-person courses.

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 (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC 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: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences 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. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) 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.

Plagiarism:



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Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

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 (<http://www.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. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the Dean to enroll in it, you will be removed from the 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 prerequisite(s).



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7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Health & Wellness at Brescia** ([https://brescia.uwo.ca/student life/health and wellness/index.php](https://brescia.uwo.ca/student%20life/health%20and%20wellness/index.php)) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at https://brescia.uwo.ca/safe_campus/sexual_violence/index.php .

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy, and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
