



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM260H1F

Organizational Behaviour

Summer 2015

Course meets Mondays and Wednesdays

Location: WO 20

Time: 1:00 pm-3:00 pm

Instructor: Dr. Kevin Leung (Room 3050, PhD House at the Rotman School)

E-Mail: kevinkw.leung@utoronto.ca

E-mail Policy: Please include "RSM 260" in the subject line of your messages. Every attempt will be made to reply your email **within 24 hours** of its receipt unless I am traveling or otherwise without email, in which case I will inform you of my absence in advance.

Course Website: <http://portal.utoronto.ca>

Phone: 416-978-0410 or 416-946-3575 (Not direct lines. Voicemail not available)

Office Hours: Mondays 11:00am – 1:00pm in Room 3050, PhD House, Rotman School

Teaching Assistant: Hadiya Roderique

TA's Email: hadiya.roderique12@rotman.utoronto.ca

Text: The text contains useful information that complements lecture materials. In particular, the text includes definitions of key concepts and practice essay/application questions for each chapter.

- Please note that "My OB Lab" is a supplemental study that comes with the new text. Previous students have not found it particularly helpful and it is not required for the course.

Course Scope and Mission

This course is designed to provide you with an in-depth introduction to the broad range of theory, research, and practice in organizational behaviour. Organizational behaviour is the study of how individuals and groups impact the behaviour within an organization. As managers or as employees, you will encounter issues ranging from the individual level to the group level and the organizational level, and you will need to be aware of how these areas fit into your working life. Topics in this course include understanding individual differences, motivating and leading employees, working effectively in groups, conflict management and negotiations, among others.

The goal of this course is for you to become familiar with organizational behaviour research and theory, and to be able to apply it to organizations to facilitate success. You are encouraged to think of yourself not as a student in a course but as a "manager in training" to get the most out of this course. Since your organizational experience may be somewhat limited at this stage, you will engage in activities that help you apply your learning to the real world. The goal is that you will learn as much as possible about organizational behaviour that you can actually use.

Course Prerequisites:

RSM100Y1

Course Exclusions:

IRE260H1, PSY332H1, WDW260H1

Required Readings

G. Johns & A. M. Saks. (2014). Organizational Behaviour (9th Edition). Toronto: Pearson Canada Inc.

This is one of the best textbooks for an introductory organizational behaviour course. Designed for two courses rather than one, you will be reading selected chapters from this text.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials. Last day to drop this course from academic record is June 8, 2015.

Evaluation	Value	Due dates (Subject to change)
Individual Assignment	15%	June 17
Midterm Exam	25%	June 1
Group Project	17%	Project Outline: May 27 Oral Presentation: June 10
Research Participation	3%	June 12
Final Exam	40%	TBD (during exam period of June 22-26)

COURSE FORMAT AND EXPECTATIONS**Exams (25%+40% = 65% of final grade)**

- **Midterm Exam (25%):** It will be a two-hour exam administered in class, covering material from assigned textbook readings and lectures for class sessions 1 to 5. There will be no makeup exam. If you cannot complete the midterm because of illness with appropriate documentation, the value of the midterm (25% of your final grade) will be transferred to the final exam which will then account for 65% of your final grade.
- **Final Exam (40%):** The final exam will be up to three hours covering material from assigned textbook readings and lectures for the entire semester. The final exam will take place during the examination period.

Individual Assignment (15% of final grade)

The topics and theories covered in class pertain to real organizational issues that are widely discussed in the popular press. This assignment is intended for you to apply a critical lens to an article from the popular press based on what you learned about OB theories and research.

Instruction: You will locate and analyze an article from a popular business press based in North America (e.g., Forbes, Harvard Business Review, LinkedIn Pulse, Globe and Mail Business, etc.) that relates to an OB theory or topic we cover in class.

Format: The written analysis should be approximately 3 pages long (max. 4 pages), double spaced, and Times New Roman size 12 font. It should read like an essay with formal essay/paragraph structure, and contain the following content areas (ideally with clear headers):

1. Summary of the article in your own words. For example:
 - a. What is the key issue being covered?
 - b. Why did this issue come about? How does it affect employees or the organization?
2. The key OB theories/concepts/topics that relate to the article's issue or recommendations and their applications. For example:
 - a. Define, explain, and provide examples for the one to two theories or concepts that are applicable to the issue or recommendations being made. While there may be many related theories, it is best to limit yourself to the most relevant ones to be able to clearly explain and provide enough detail.
 - b. Clearly explain how the theories/concepts apply to the issue or recommendations made. Use any examples from the article to make it clear that you understand how the theory/concepts apply to this situation.
3. Critique and/or further recommendations
 - a. Based on what you know about OB, what criticisms about the article's contents and/or further recommendations would you provide?

Include a copy of the article in an appendix and appropriately cite and quote any content from the article, textbook, or other sources. You are not required to use other sources for this assignment.

Additional information on this assignment will be provided in class and posted on Blackboard.

Please note that clear, concise, and correct writing will be considered in the evaluation of the individual assignment. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes, and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

Group Project (17% of final grade)

You will be assigned to groups of 3-5 members to work on this project. Your team will analyze either a case, a recent news item/current event, or the practices of a real organization and present your analysis to the class along with the relevant OB theories/concepts and its application.

The topics of analysis are typically extensions of those that were broadly covered in class and may include (but are not limited to) the following:

- Cross-cultural differences and their implications for organizational behaviour
 - e.g., cross-cultural negotiations, managing multi-cultural teams, international differences in work-related values, etc.
- Gender and organizational behaviour
 - e.g., women in leadership
- Diversity in organizations
 - e.g., discrimination in the workplace
- Ethical behaviour in organizations
 - e.g., causes and prevention of unethical behaviour such as fraud

Teams that wish to cover a topic that is not listed may seek permission to do so from the instructor. This project is worth 17% of your final grade. Grading consists of two parts:

- Group Project Proposal Outline: 2%
- 10-minute oral presentation with visual aids (e.g., PowerPoint, videos, etc.): 15%

Additional information on this assignment, including the specific requirements and grading rubric, will be provided in class and posted on Blackboard.

Notes about Teamwork:

This project requires students to work in teams of typically 4 students (range of 3 to 5 students, depending on class size and other circumstances that arise). Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

1. Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students" which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together effectively and when handled well can generate creativity and bring multiple perspectives to the solution.

Student teams are collectively expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to arrive at a solution that works for all members, the team must meet with the Instructor as soon as possible.

Other Important Information:

- This is a dynamic setting and changes to the course may occur during the semester. I welcome your feedback about how to enrich the course.
- Students with disabilities or special needs are asked to inform the instructor as early as possible in the term in order to facilitate appropriate accommodation.
- Please be prompt for class and expect to stay for the entire period. I will try to be flexible when many students have another exam to get to, so please keep me informed.
- Lecture outlines will be posted on Blackboard but please note that these are only guidelines that are meant to be supplemented with your own note-taking.

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

If a student misses the midterm exam for an approved absence, the final exam will be reweighted and will count for 65% of the total grade. Any other issues that arise will be addressed on an individual basis at the discretion of the instructor.

Late Assignments

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Assignment grades will be reduced by 10 percentage points (e.g., from 80% to 70%) if the assignment is not received by the specified time, and by an additional 10% points for each additional day that it is late. However, late submission by itself will not result in a grade being reduced below 50%. The instructor reserves the right to refuse to grade any assignment that is more than 5 days late, in which case a grade of 0% will be assigned for that part of the course grade. If the delay is the result of illness or domestic affliction, the individual involved must contact the instructor BEFORE the due date of the assignment and explain the position. A medical certificate or other supporting evidence will be required, although if necessary, such documentation may be submitted after the assignment's due date.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: disability.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at www.portalinfo.utoronto.ca/students and review the Frequently Asked Questions.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Some Tips for Success in this Course

1. **Attend class sessions regularly.** You will get the greatest benefit from this course when you commit to attend every lecture. I aim to design lectures that are engaging and interesting. Lectures are designed to complement and extend the textbook materials. Class activities may include practical exercises, discussions, case studies, and videos that demonstrate the "real life" importance of the concepts discussed in the textbook.
2. **Participate actively in class.** An important part of class sessions will be the dialogue between you, your classmates, and your instructor. Class discussions and exercises are designed to help you discover new ways of thinking about the material you have studied, rather than as tests of whether you can recite set of facts. You are encouraged to actively participate in class exercises in order to facilitate your learning.
3. **Complete assigned readings.** Read the assigned chapters (noting any sections that are excluded) and make notes of the key concepts and any questions you may have.
4. **Keep the instructor informed.** Students are encouraged to visit me for feedback and answering questions about projects and exams. Please do not hesitate to come to my office hours to discuss any aspect of the course. Also, you are responsible for notifying me immediately about any problems or issues that may impede your completion of course evaluations (e.g., illnesses during an exam period).
5. **Writing and Language Aids.** This website (<http://www.writing.utoronto.ca/home>) includes many specific files of advice on academic writing which may be of great value to students. Also, writing workshops are frequently available at your college. If English is your second language, the following link may be of interest to you: <http://www.writing.utoronto.ca/advice/further-resources/online-esl-resources>

Weekly Schedule

(Tentative – topics/readings are subject to change depending on class progress)

Session	Date	Topic	Readings	Assignments Due
1	Monday May 11	Introduction to OB	Chapter 1	
2	Wednesday May 13	Personality and Perception	Chapters 2 & 3	
3	Monday May 18	<i>Victoria Day (no class)</i>		
4	Wednesday May 20	Motivation	Chapter 4	
5	Monday May 25	Job Satisfaction and Performance	Chapters 5 & 6	
6	Wednesday May 27	Leadership Midterm Review	Chapter 9	Group Project Outline
7	Monday June 1	<i>Midterm Exam (in class)</i>		
8	Wednesday June 3	Groups and Decision-Making	Chapters 7 & 11	
9	Monday June 8	Conflict Management and Negotiations	Chapter 13	
10	Wednesday June 10	<i>Group Presentations</i>		Group Presentations
11	Monday June 15	Power, Politics, and Ethics	Chapter 12	
12	Wednesday June 17	Review		Individual Assignment
-	TBD	<i>Final Exam (Period: June 22-26)</i>		