



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

**RSM 260 H1F**  
Organizational Behaviour  
Summer 2017

Mondays & Wednesdays **L0101** 9:00am - 11:00am, WO30

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Instructor: Afif George Nassif

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Webpage: <http://portal.utoronto.ca>

Office Hours: by appointment

### Course Scope and Mission

This course aims to expose you to a diverse range of theory, research, and practice in the field of organizational behaviour. Organizational behaviour is concerned with examining, explaining, and predicting behaviour in organizations at the individual and group levels. Developing an understanding of how organizational phenomena emerge and interact across the individual, group, and organizational levels is critical to making sense of daily organizational life. The first part of the course is concerned with topics that pertain to the individual employee, such as personality, motivation, and values. The second part is concerned with more macro-level topics that pertain to groups, such as conflict, power, and politics.

My goal is for you to become well-versed in organizational behaviour theory and research, and most importantly to equip you with the tools necessary to mobilize and apply this knowledge in practice. In an effort to promote evidence-based management, I encourage you to adopt a mindset whereby you always seek to find the best evidence in an effort to deliver solutions and initiatives that generate organizational effectiveness and efficiency. I seek to make the course very interactive so that you are able to learn through experiential exercises and discussions with your peers. As such, significant student initiative is encouraged and expected.

### Course Prerequisites:

RSM100Y1 / RSM100H1 / MGT 100H1

### Course Exclusions:

IRE260H1, PSY332H1, WDW260H1

## Required Readings

G. Johns & A. M. Saks. (2016). *Organizational Behaviour* (10th edition). Toronto: Pearson Prentice Hall.

NOTE: In the past, some students have asked whether they could use older versions of this textbook. We recommend the current version (10th edition) because it is the most up-to-date, but the material in older versions of this textbook is fairly similar to that in the current version. Please note that content does not change much year to year, but it will be your responsibility to figure out what page numbers and chapters the readings cover in these old versions.

## 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.

Work	Value	Due Date
Participation	10%	Ongoing
Group Project	20%	June 21 <sup>st</sup>
Midterm	25%	June 5 <sup>th</sup>
Final Exam	45%	During Faculty of Arts & Science Exam Period

## COURSE FORMAT AND EXPECTATIONS

First and foremost it is important that all course work submitted and reviewed for your grade be your work, and only your work. You alone are responsible for ensuring that your work for the course is completed and submitted. Plagiarism, or self-plagiarism will not be tolerated will be addressed according to university policies stated below.

### *Participation*

Attending class for a participation-based course is pivotal; as such this will be worth 10% of your mark. To earn this 10% in full you will have to do the following:

- Attend class & stay alert during classes
- Engage in discussion, ask informed/intellectual questions, and share your perspective, thoughts, and comments
- Take yourself and others seriously
- Complete the readings
- Class interruptions/disruptions and use of media not associated with class will result in grade deductions
- **Only filling the participation card at the end of every class will not be sufficient to secure the full 10%**

### *Design Your Own Organization Project*

As part of a group, you will be tasked with designing an organization in accordance with key areas/topics/concepts covered throughout the semester. The goal of the project is to offer you a medium to apply the theoretical concepts and materials discussed in class. The design of your organization will be broken down into and consist of numerous components, each corresponding to one of the topics. To aid you in this process, I will offer guiding remarks/questions organized in line with the different elements that will make up your organization. Your final deliverable will consist of a written report. The report should be no longer than 10 pages (excluding references, figures/charts, & cover page) using a 12-point Times New Roman font and 1.5 spacing. Please follow APA guidelines. On the cover page please make sure to list all group members (first, last,

& preferred names), email addresses, and student IDs. You will be randomly assigned into groups. If any group member is found not to be contributing, other members of the group may collectively decide to exclude their name on the final deliverables. This is to be a self-managed team where I don't interfere with the processes and internal decisions of your teams.

### **Midterm & Final Exam**

A midterm and a final exam will be administered. No aids are allowed in either exam. The format of each exam will be announced in class.

### **For Written Assignments:**

Please note that clear, concise, and correct writing will be considered in the evaluation of Individual and Group Assignments. 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](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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.

### **For Group Work:**

The group project requires students to work in teams of 5-6.

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; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

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. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

## **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 (48 hours), 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.

*A missed midterm with accepted justifications by the Rotman Commerce Program office will result in the weight of the midterm being shifted to the final exam.*

### **Late Assignments**

All assignments are due at the **BEGINNING** of class on the date specified in the course outline. Late submissions will normally be penalized by 5% if the assignment is not received at the start of class on the specified date (A 75% will be decreased to a 70% grade). A further penalty of 5% deduction will be applied to each subsequent day to a maximum of SEVEN days, after which point the assignment will no longer be accepted and a grade of 0 will be given.

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.

### **Regrading:**

If there is a problem with the grading of any of the course assignments, submit the assignment in question to the teaching assistant that graded it first. You must provide a **full, written explanation for why you believe the mark to be in error. The remarking request must be submitted within FIVE working days of receiving the marked assignment.** No exceptions will be made for late submissions. Once the Teaching assistant has reviewed the assignment, if further concerns exist, you may consult with the Professor. During this regrading process it is important to note that your grade may increase or decrease. Once regraded, the final value you will be your mark, regardless of if it is less, greater, or equal to the original mark.

### **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:

[accessibility.services@utoronto.ca](mailto:accessibility.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 <http://www.portalinfo.utoronto.ca/content/information-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.

**Your Objectives: How Can You Succeed in this Course?**

We will do everything possible to create conditions that will allow you to succeed. Ultimately, though, your success depends on your personal effort. To help you succeed, we recommend the following guidelines:

1. **Complete assigned readings AFTER class.** You will be most comfortable when you have completed readings/exercises after the day's lecture; that way, you will have familiarity with the main concepts.
2. **Check on and read EMAILS or WEB ANNOUNCEMENTS.** Vigilantly check for email and postings on the course web site as additional information will be sent to you regarding the class throughout the term.
3. **Write thoughtfully.** You will be happiest with the evaluation of your performance on your writing assignments when your work is grammatically correct, free of spelling errors, logically organized, concise, clear, and creative. Thoughtfully written work is the most persuasive and defensible.
4. **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 make your attendance worthwhile and interesting. Lectures are designed to complement and extend the textbook. We will do exercises, discuss cases, and view videos that will demonstrate the "real life" importance of the concepts discussed in the textbook. Some exam questions will cover the exercises, cases, and videos from class.
5. **Participate in class.** An important part of class sessions will be the dialogue between you, your classmates, and your instructor. Questions will be posed in a friendly and non-confrontational manner. Further, we will use these classroom conversations to help you discover new ways of thinking about the material you have studied, rather than as tests of whether you can recite a specific set of facts. As much as possible, I want to create a classroom environment that allows you to actively participate in learning about organizational behaviour. Toward this end, I encourage you to interact both formally and informally with me and with your classmates. In addition to lectures, we will also spend some of our class time working on applied cases, exercises, and demonstrations, analyzing real world issues.
6. **Keep me informed.** I encourage students to visit me for feedback and answering questions about projects and examinations. 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 problems or issues. Please do not assume that I know if something is bothering you – tell me.
7. **Writing aids.** The website *Writing at the University of Toronto* at <http://www.writing.utoronto.ca/home> includes many specific files of advice on academic writing which might be of great value to students. Also, writing workshops are frequently made available at your college.
8. **If English is your second language:** Of particular interest might be the following link to *Online Resources for Students of English as a Second Language*:  
<http://www.writing.utoronto.ca/advice/further-resources/online-esl-resources>

**Course Schedule:**

Session	Date	Topic/Deliverable	Readings for Class	Exercises for the day
1	May 15th	Welcome & Intro to OB	Chapter 1	Introductions
2	May 17th	Personality & Learning	Chapter 2	Personality tests & Job analysis
3	May 24th	Perception, Attribution & Diversity	Chapter 3	Mingle activity
4	May 29th	Decision Making	Chapter 11	Implicit Association Tests
5	May 31st	Review & Free time to work on group projects		
6	Jun 5 <sup>th</sup>	Midterm (in class)		
7	Jun 7th	Values & Attitudes	Chapter 4	Video & Debate
8	Jun 12th	Motivation	Chapters 5 & 6	N/A
9	Jun 14th	Groups & teamwork	Chapter 7	Lego man
10	Jun 19th	Conflict & Stress Power, Politics, & Ethics	Chapter 13 Chapter 12	N/A
11	Jun 21st	Leadership Group Project Due	Chapter 9	Debate
<b>Final Exam – Scheduled by the registrar (week of Jun 26<sup>th</sup>)</b>				