



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 260 H1 F

Organizational Behaviour

Summer 2018

Course Meets: Tuesday and Thursday 9:00 AM- 11:00 AM

Location: 35 Woodsworth College Residence Building, 125 St. George Street.

Instructor: Professor DeCelles, Rotman 6070
E-Mail: katy.decelles@rotman.utoronto.ca
Webpage: <http://portal.utoronto.ca>
Phone: 416-978-0583
Office Hours: Mondays, 4-5 PM, Rotman 6070

Please note: If you have questions about the class, please check the syllabus first, as I have tried to answer as many questions as possible here.

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 in effective groups, ethics and negotiations, among others.

Our goal in this course is for you to become familiar with organizational behaviour research and theory, and to be able to think critically about organizations and their effectiveness. We encourage you 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 is somewhat limited at this stage, we will do our best to create activities that help you apply your learning to the real world. Our goal is that you learn as much as possible about organizational behaviour that you can actually use in your own life.

Course Prerequisites:

RSM100H1/MGT100H1/RSM100Y1

Required Readings

G. Johns & A. M. Saks. (2017). Organizational Behaviour (10th edition). Toronto: Pearson Prentice Hall. This is the best textbook for an introductory organizational behaviour course. Designed more for a two-term course instead of one, you will be reading selected chapters.

NOTES: 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.*

Text website: <http://www.pearsoned.ca/highered/divisions/myOBlab/index.html>

The text contains useful information that complements lectures. In particular, the text includes definitions of the key concepts, and practice essay/application questions for each chapter. Please note that “My OB Lab” is a supplemental study guide that comes with the text. Previous students have not found it particularly helpful and it is **not** required for the course.

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 and GPA is **June 5, 2018.**

<u>Work</u>		<u>Due Date</u>
Class Participation/Attendance	5%	Ongoing
Mid Term Exam	30%	In class, May 22
Group Presentation (Pass/Fail)	3%	June 12, class time
Group Paper Assignment	20%	June 14, 5:00 PM, via Turnitin
Final Exam	40%	During Faculty of Arts & Science Final Examination period
Questions for Guest Speaker	2%	Posted to Blackboard Discussion Forum after May 21, 8:00 AM and before 5:00 PM on June 3

Please note that midterm is during class time and therefore, there are no conflicts with other courses, and this exam takes priority over other exams at this time. If you miss the midterm due to a documented and excused absence, you will take the final exam at 65% of the grade. If you miss either exam without a documented excused absence, you will receive a 0.

What Do Grades Mean?

Percentage	Grade Value	Definition
90-100	A+	4.0
85-89	A	4.0
80-84	A-	3.7
		Excellent
77-79	B+	3.3
73-76	B	3.0
70-72	B-	2.7
		Good
67-69	C+	2.3
63-66	C	2.0
60-62	C-	1.7
		Adequate
57-59	D+	1.3
53-56	D	1.0
50-52	D-	0.7
		Marginal
0-49	F	0.0
		Wholly inadequate

Student Expectations and Learning Outcomes:

- Students will be proactive and will seek out resources to help facilitate learning. I am happy to help you identify resources; however, if you have specific questions about the class, please check the syllabus before asking questions as I have tried to answer most of them here.
- Students will learn to act professionally as they would with coworkers and with supervisors/superiors. Therefore, you will learn to communicate professionally (including email), work professionally in groups, present knowledge gained, equitably and fairly distribute work, as well as meet strict deadlines as you would in any modern organization.
- Students will demonstrate familiarity with the major concepts, theoretical perspectives, empirical findings, and historical trends in Organizational Behaviour (OB).
- Students will use critical and creative thinking skills, skeptical inquiry, and the scientific approach to solve practical problems in organizations.
- Students will understand and apply OB principles to personal, social, and organizational issues.
- Students will develop insight into their own and others' behaviour and mental processes and apply effective strategies for self-management and self-improvement.
- Students will develop realistic ideas about how to implement their OB knowledge and skills in occupational pursuits in a variety of settings.

COURSE FORMAT AND EXPECTATIONS

More detail about how each form of evaluation in the course can be found below:

Class Participation (5%)

You will be graded based on the value your participation provides to other students in the class. You begin the semester with 2.5 out of 5 points and gain points by increasing the value of the course for other students. Students have previously increased value for other students in the following ways:

- Offered comments in class that clarified issues pertaining to the material.
- Asked questions that prompted the instructor to clarify complex material.
- Discussed with the instructor ways to enhance any component of the course.

I will make notes of any student behaviour that increases the value of the course for other students. You can lose points by decreasing the value of the course for other students. For example, students in the past have decreased the value for other students in the following ways:

- Arrived to class late or left early. It is disruptive for students who arrive and attend class on time.
- Absent from class.
- Had cell phones ring in class.
- Made inappropriate comments or behaviours that distracted from the learning environment.
- Talking with peers during class except in breakout discussion.

Special Note about Electronic Devices:

The use of electronic devices (phones, computers, tablets) for *any* purpose besides taking notes will result in you losing class participation credit. Not only does this behavior ensure that your learning suffers, but it unfairly impairs others' learning. Your instant messaging, texting,

facebooking, tweeting, playing games, and surfing the web distracts other students and it is disrespectful to the instructor.

EXAMINATIONS: Together, two examinations will be worth 70% of your total grade:
30% midterm exam + 40% final exam

Midterm Exam (30%): It will be a two hour common midterm covering material from readings, assignments, lectures, and in-class experiences. If you cannot complete the midterm exam because of an *excused* absence the value of the midterm exam (25% of your final grade) will be transferred to the final exam that will then account for 65% of your final grade. Questions about the exam format will be addressed in the Midterm Review class. Additional review materials will be posted to portal.

Final Exam (40%): The exam will be a two hour exam covering material from the entire semester. The final exam will take place during the Faculty of Arts & Science Final Examination period. Questions about the exam format will be addressed in the Final Review class. Additional review materials will be posted to portal.

GROUP PROJECT: In total, the group project is worth 23% of your grade: 3% for presentation + 20% for the final report

The topics and theories we discuss pertain to real organizational issues in current issues and events. This assignment is intended to further your knowledge of how organizational behaviour can apply to these current events and the real issues that organizations and employees are facing, while improving your writing and theoretical application skills.

You will write this paper and present it as part of a group of 4-5 students of your choice (if you would like me to help you find a group, I am happy to do that as well, but you must let me know before May 15, after which you will do the assignment on your own).

Instructions: You will locate and analyze a current article in a mainstream, North American newspaper or magazine article (no less than 3 months old) that relates to a theory or topic we discuss in class (that is, directly relates to an issue within an organization, or by a manager or employee of an organization). Please save a copy of the article, and turn it into me via email by the due date posted below. The first group to submit an article to me will have the rights to that article and no two groups can use the same one.

- **Format:** The paper should be approximately 7 pages (*and no longer than 1750 words*), read like an essay with formal essay/paragraph structure, and contain the following content areas (ideally with clear headers):
 1. Summarize the article in your own words. (1-2 paragraphs) For example:
 - What is the issue the organization, manager or employee is facing?
 - Why did the issue come about? What is the brief history of the issue?
 - Why is this good/bad for the employee and/or organization?
 2. What are the OB theories/topics that relate to this issue? (1-2 pages)
 - Briefly summarize the one to two theories that you will use to help explain the issue. 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 for your grade. Include definitions.
 3. Apply the OB theories/topics to the issue (2 pages)
 - Clearly explain how the theories/topics apply to the issue. Use examples from the article to make it clear that you understand how the theory/topic

applies to this situation. Analyze the situation based on what you know from class.

4. Recommendations and conclusions (1 page)
 - Based on what you know about OB, what can you recommend to the employee or organization to improve their situation? Or, in the case of a positive example, what can you suggest for other organizations based on what you learned from this situation and your knowledge about OB?
5. Please include a copy of the article in the appendix and appropriately cite and quote any content from the article and the textbook or other sources. You are not required to use other sources for this assignment, but you can cite the textbook and class slides if you wish.

Final paper formatting. The final project report should be **typed, double-spaced, and numbered pages** of text, plus references, tables, figures, and appendices. The paper must have **1-inch margins on 8.5"x11" paper, with 12pt Times New Roman font.** Please include a word count at the end of the paper.

Please write clearly and concisely and follow APA guidelines when it comes to the format of your paper, including how you format your references. The following website is a great resource for the APA guidelines: <http://owl.english.purdue.edu/owl/resource/560/01/>.

Submit final paper. As a group, please submit **one** electronic copy (through Turnitin and including all group members' student IDs) by the due date posted below.

Marking rubric (raw scores):

Theory/topic accuracy, definitions, understanding, and choice appropriateness	5
Application (accuracy and explanation) and analysis	8
Writing quality (logical, thorough, convincing, etc.) and conclusion	5
Formatting and inclusion of article	2

Group Presentation (2%)

Prepare for a short in-class presentation: All groups will present their group projects in class. This type of assignment is a way to practice presentation skills, which are important in the workplace, in a safe and supportive environment. More information about the format of this presentation will be shared with students during lectures leading up to the group presentations. The presentations will be graded on a pass/fail basis (for 2% of final grade) in order to minimize the pressure associated with public speaking. Many students find this one of the most enjoyable and rewarding aspects of the course.

Please also see the section below, "For Group Work" for discussion on working with a group for class.

Questions for guest speaker (2%)

In the second half of the course we will have a guest speaker who will discuss how the course concepts come to life in their organization. More details will be given to you as we get closer to the date. Once you know the organization, come up with two good questions (that do not have yes or no answers), and post them to the class discussion board on Blackboard. I will select what I think are the best questions to lead the discussion with the speaker. Importantly, please

ensure your questions are **not** the same as others' questions –the earlier you post yours, the easier this task will be. You will receive 1 mark for each non-yes or no question that is unique at the time you posted it (that does *not* paraphrase another student's posted question).

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss an assignment or the final exam 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 final exam (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. There will be no midterm makeup exam; in the case of a documented excusable absence, the student will take the final exam at 65%. If the student does not have a documented excuse for the midterm, they will receive a 0.

Documentation submitted in support of petitions for missing deliverables and exams must be original; no faxed or scanned copies will be accepted

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 later report of illness made by the student to a 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

Assignment grades will normally be reduced by 10 percentage points (e.g., from a 75% to a 65%) if the assignment is not received by the specified time, and by an additional 5% points for each additional day 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 one week 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 documented illness or domestic affliction, the individual involved must contact the instructor **BEFORE** the due date/time of the assignment and explain the issue. A medical certificate or other supporting evidence will be required, although if necessary these may follow after the due date.

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.

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 or <http://www.studentlife.utoronto.ca/as>.

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 additional Portal Information for Students at <http://portalinfo.utoronto.ca/content/information-students>.

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 any way. 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.

To Use Turnitin.com:

Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

Directions: Visit turnitin.com and create a free account if you do not already have one. Then, search for our class and the particular assignment using the following information:

Enrollment key: **OBISAWESOME**
Class ID: **17874023**

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of Assignments for the reflection and final papers. 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 (<http://www.studentlife.utoronto.ca/asc>) 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.

For Group Work:

The Group Project requires students to work in teams of their choosing of 4-5 students. 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 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.

Other Important Information:

- The role of the instructor is to create an atmosphere conducive to learning and to give students the best opportunity to succeed.
- The role of the student is to be open to the opportunity to learn.
- This is a dynamic setting. 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.
- Lecture outlines will be posted on Blackboard but please note that these are only guidelines, and they are meant to be supplemented with your own note-taking.
- Please note that clear, concise, and correct writing will be considered in the evaluation of all written 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) 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.
- There is no extra credit for this course.
- A student who believes that an individual item of term work has been unfairly marked may ask the person who marked the work for re-evaluation. Re-marking of finals will follow university procedures—please note that the entire work (i.e., test, proposal, project) will be re-evaluated.
- Final grades will not be changed except for computational error.

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 and ability. 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. You can also add your reading notes to the complete class slides from Blackboard.
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* at <http://writing.utoronto.ca/> 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.

Weekly Schedule (Tentative and subject to change depending on class progression)

Session	Date	Topic	Readings and Deliverables
1	May 8	Introduction to OB and Syllabus review	Ch 1 Syllabus
2	May 10	Job satisfaction, motivation and job design Intro to group projects	Ch 4 - 5 and Ch 6 (only pp. 200-222)
3	May 15	Personality and perception Please bring a laptop to class	Ch 2 (only pp. 44-52) and Ch 3 Group membership due today
4	May 17	Midterm review Gathering course feedback	--
5	May 22	Midterm (in class)	--
6	May 24	Leadership Course feedback results	Ch 9 Deadline for article submission for the group project at 5:00 PM via email
7	May 29	Midterm feedback Groups and teams	Ch 7
8	May 31	Negotiations	Ch 13 (only pp. 462-474) 2 unique questions for speaker due posted to Blackboard by 5:00 PM on June 3
9	June 5	Guest speaker	
10	June 7	Power and ethics	Ch 11 - 12
11	June 12	Group presentations	--
12	June 14	Final review & course evals Please bring a laptop to class	Final group papers due via Turnitin before class
Final Exam	TBA by FAS		