



MOS 2181A (551) Organizational Behaviour, Fall 2022

Professor: Dr. Kendra Coulter

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Office: A110

Office Hours: Mondays 11:30-12:30pm

Classes: in V210 on Mondays 10:30-11:30am and Wednesdays 9:30-11:30am

Course Description

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

Course Learning Outcomes

By the end this course, you should be able to:

- understand, explain, and apply core concepts from the field of organizational behaviour
- understand the relationships between leadership, ethics, and motivation
- identify and understand key sources of success, wellbeing, and weakness in organizations, as well strategies that can be used for preventing and/or responding to challenges

Course Materials

1. Gollhofer, Grant (2022) *Think Like a Horse: Lessons in Life, Leadership, and Empathy from an Unconventional Cowboy*. New York: Putnam.

► This book is available at Western's bookstore and at/through bookstores everywhere. Please purchase a hard copy (not an e-book) as you will be able to bring a physical copy of the book with you into the first assessment. E-copies will not be permitted.

2. Severance (2022). This television show has nine episodes and is available through Apple+.

3. Additional readings from the open-access textbook *Organizational Behavior* and other sources are linked or provided through OWL. All are required.

Methods of Evaluation

Leadership experience analysis	30%
Test - OB and/in Severance	30%
Final project	25%
Participation	15%

1. Leadership Experience Analysis – 30%

Our first assessment involves:

- a) reading Golliver's *Think Like a Horse...*
- b) participating in an equine-facilitated leadership skill building session
- c) writing an in-class analysis of both

On Wednesday October 5th, we will depart as a class by bus from Huron at 8:45am to participate in an equine-facilitated leadership skill building session at a farm near London. We will return to campus ideally for 11:30am and not later than noon.

The written, in-class assessment will take place during class on Wednesday October 12th. Further details will be provided in class.

2. Test – OB and/in Severance – 30%

This assignment involves watching and applying course concepts to the acclaimed television show *Severance*. The assessment will take place in class on Wednesday November 16th. Further details will be provided in class.

3. Final Project – 25%

This summative assignment will task you with collaborating in a small group of five students to respond to an assigned workplace challenge, collectively presenting your action plan to the class, and submitting a written report individually. The grade will be calculated by combining a group mark of 10% for the presentation (that is, one mark out of 10/group) plus your individual score out of 15 for a written report submitted the day of your presentation. Presentations will take place in class on December 5th and 7th.

4. Participation – 15%

Our class will be interactive and participatory, and involve regular discussion, question asking and answering, and small and large group activities. Of course, you must be present to participate, but this not an attendance mark. Thoughtful active learning and quality verbal engagement throughout the semester are essential to your individual and collective success and will earn this grade.

≥12/15 (A – A+) = excellent to outstanding participation. Contributions consistently demonstrate strong preparation (completed any assigned readings), comprehension, collaboration, incisive thinking, and curiosity.

10.5-11.5/15 (B) = good to very good participation. Contributions often demonstrate preparation, comprehension, collaboration, insight, and curiosity.

9-10/15 (C) = fair participation. Contributions occasionally or unevenly demonstrate preparation, comprehension, collaboration, insight, and/or curiosity.

7.5-8.5/15 (D) = weak participation.

<7.5/15 (F) = does not meet the minimum standard.

I recognize that things happen on occasion which mean you must miss a class. If you miss a class, you do not need to inform me of why, but it is your responsibility to obtain notes from another student to get caught up on missed material. Lecture/class notes will not be provided but questions are welcome after you have obtained notes and read through the pertinent content. One missed class will not negatively affect your participation grade.

Having side conversations, texting, messaging, and/or using a computer for non-classroom related purposes will negatively affect your participation grade. Doing any of these things undermines your ability to learn and is disrespectful to everyone around you and to me. Participation includes attentively listening throughout our classes.

Anticipated Class Schedule

Other readings may be posted in OWL the week prior to the pertinent class.

Mon. Sept. 12	Introduction to OB and our course OB 11.2
Wed. Sept. 14	Organizations in context IMD World Competitiveness Forbes 20 happiest countries
Mon. Sept. 19	People at work OB 1.3 and 2.4 Begin Gollhofer
Wed. Sept. 21	Motivation at work OB all of 7 and 8.4
Mon. Sept. 26	Leadership OB 12.1-2
Wed. Sept. 28	Leadership Continue Gollhofer
Mon. Oct. 3	Leadership Finish Gollhofer
Wed. Oct. 5	Equine-facilitated leadership skill building
Mon. Oct. 10	Thanksgiving/Thanksgiving - no class or office hours
Wed. Oct. 12	Leadership experience analysis written in class
Mon. Oct. 17	Equity, diversity, and inclusion OB 5.1-3 Intuit
Wed. Oct. 19	Equity, diversity, and inclusion Seijts and Milani

Mon. Oct. 24	Groups and teams OB 9.1 and all of 10
Mon. Oct. 26	Conflict OB 14.3 and Mallick
Reading week	No class or office hours Begin watching Severance
Mon. Nov. 7	Stress, wellbeing, and work-life balance OB 18.2-4 and Immen
Wed. Nov. 9	Harassment and abuse Boddy, Myles, Sanyal, and Hartog Finish watching Severance
Mon. Nov. 14	Review
Wed. Nov. 16	OB and/in Severance test written in class
Mon. Nov. 21	Organizational structure and change OB all of 16
Wed. Nov. 23	Finalizing the final assignment together
Mon. Nov. 28	Applying our knowledge
Wed. Nov. 30	Applying our knowledge
Mon. Dec. 5	Presentations
Wed. Dec. 7	Presentations and conclusion

Course Policies

Acting ethically and with integrity is essential for our learning process and for the wellbeing of everyone at Huron. This includes:

- rising to the challenge of university education
- taking responsibility for your actions and their consequences
- using the many available resources
- effectively organizing your time and meeting deadlines
- completing your own work to the very best of your ability
- being open-minded and self-reflexive
- thinking, writing, and speaking with care and diligence

Marks are earned, but even more than that, Huron is a distinct and esteemed academic community that challenges you to grow and lead in meaningful ways. You have an exceptional opportunity: seize it.

You are expected to behave professionally during and in all communication about our class, and to treat all members of our academic community with respect. Use your

Huron/UWO email for all written communication and check it at least daily. Any changes or additions will be sent by email and/or posted on the OWL site. I should be able to reply to emails within a day, Monday-Friday. Please remember that emailing a professor is not akin to texting a friend. If you have any concerns or questions, feel free to speak to me before or after class, to attend office hours, or contact me about the possibility of arranging an appointment to meet at another time. I want you to do your best.

Course content is the intellectual property of the professor and may not be distributed or disseminated. The only exception is sharing your notes with another student in our course and section who had to miss a class.

You are responsible for reading and following all other university policies. The timing and nature of any makeup or alternative assessments are determined by the professor.

I have prepared a course intended to be intellectually stimulating, thought-provoking, engaging, and useful for a broad range of career paths and organizational leadership roles across sectors. You will be given all the resources and opportunities needed to excel: seize them.

Gender-Based and Sexual Violence resources including reporting:
<https://huronatwestern.ca/community-safety/gender-based-sexual-violence/>

Appendix to Course Outlines: Academic Policies & Regulations Fall/Winter 2022

Pandemic Contingency

Huron will continue to follow the guidance of public health and government officials. It is anticipated that there will be no further disruptions to in-person instruction. This is subject to change.

Student Code of Conduct

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. While in the physical or online classroom, students are expected to behave in a manner that supports the learning environment of others. Please review the Student Code of Conduct at:

<https://huronatwestern.ca/sites/default/files/Res%20Life/Student%20Code%20of%20Conduct%20-%20Revised%20September%202019.pdf>.

Prerequisite and Antirequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Review the policy on Attendance Regulations for Examinations here: [Academic Calendar - Western University \(uwo.ca\)](#)

Statement on Academic 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 the following website: [Academic Calendar - Western University \(uwo.ca\)](#). The appeals process is also outlined in this policy as well as more generally at the following website:

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

Turnitin.com

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>).

Statement on Use of Electronic Devices

It is not appropriate to use electronic devices (such as, but not limited to, laptops, tablets, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Statement on Use of Personal Response Systems (“Clickers”)

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Academic Consideration for Missed Work

All students pursuing academic consideration, regardless of type, must contact their instructors no less than 24 hours following the end of the period of absence to clarify how they will be expected to fulfill the academic responsibilities missed during their absence. **Students are reminded that they should consider carefully the implications of postponing tests or midterm exams or delaying submission of work, and are encouraged to make appropriate decisions based on their specific circumstances.**

Students who have conditions for which academic accommodation is appropriate, such as disabilities or ongoing or chronic health conditions, should work with Accessible Education Services to determine appropriate forms of accommodation. Further details concerning policies and procedures may be found at: <http://academicsupport.uwo.ca/>.

Policy on Academic Consideration for a Medical/ Non-Medical Absence

(a) Consideration on Medical Grounds for assignments worth *less than 10%* of final grade: Consult Instructor Directly and Contact Academic Advising

When seeking consideration on **medical grounds** for assignments worth *less than 10%* of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. If documentation is requested, the student will need to complete and submit the **Student Medical Certificate**. The instructor may **not** collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

b) Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising

University Senate policy, which can be found at [Academic Calendar - Western University \(uwo.ca\)](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf.

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

c) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email huronsss@uwo.ca.

Students seeking academic consideration for a **non-medical** absence (e.g. varsity sports, religious, compassionate, or bereavement) will be required to provide appropriate documentation. All consideration requests must include a completed **Consideration Request Form**. Late penalties may apply at the discretion of the instructor.

Please review the full policy on Academic Consideration for medical and non-medical absence at: [accommodation_medical.pdf \(uwo.ca\)](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf). Consult **Huron Academic Advising** at huronsss@uwo.ca for any further questions or information.

Support Services

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron’s Student Support Services at huronsss@uwo.ca. An outline of the range of services offered is found on the Huron website at: <https://huronatwestern.ca/student-life/student-services/>.

Department Chairs, Program Directors and Coordinators are also able to answer questions about individual programs. Contact information can be found on the Huron website at: <https://huronatwestern.ca/contact/faculty-staff-directory/>.

If you think that you are too far behind to catch up or that your workload is not manageable, you should consult your Academic Advisor. If you are considering reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Advising website, <https://huronatwestern.ca/student-life/student-services/academic-advising/> or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

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 and/or Scholarship/Bursary eligibility.

Huron Student Support Services: <https://huronatwestern.ca/student-life/student-services/>
Office of the Registrar: <https://registrar.uwo.ca/>
Student Quick Reference Guide: <https://huronatwestern.ca/student-life/student-services/#1>
Academic Support & Engagement: <http://academicsupport.uwo.ca/>
Huron University College Student Council: <https://huronatwestern.ca/student-life/beyond-classroom/hucsc/>
Western USC: <http://westernusc.ca/your-services/#studentservices>

Wellness and Health Supports at Huron and Western

University students may encounter setbacks from time to time that can impact academic performance. Huron offers a variety of services that are here to support your success and wellbeing. All Huron staff and faculty have received training on responding to disclosures of Gender-Based Sexual Violence (GBSV); students should know that the Community Safety Office is a resource for survivors, providing support and, if desired, guidance while referring them to the further supports that they may require. Please visit <https://huronatwestern.ca/student-life-campus/student-services/wellness-safety> for more information or contact staff directly:

Wellness Services: huronwellness@huron.uwo.ca
Community Safety Office: safety@huron.uwo.ca
Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.

[Academic Calendar - Western University \(uwo.ca\)](#)