

**Commerce 1BA3 - Organizational Behaviour  
Spring 2020 Course Outline**

**Human Resources and Management Area  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

The central objective of this course is to enrich your ability to understand and practice many of the "survival skills" necessary to succeed in modern organizations. The content of this course focuses on individuals and groups as the primary unit of analysis. You will learn (or learn in greater detail), topics such as personality; perception, motivation; communication, power, politics, leadership, stress management, decision-making; negotiation; and group dynamics. The emphasis throughout the course is on the strategic management of organizations and your own individual careers through the effective use of theory and behavioral skills.

**INSTRUCTOR AND CONTACT INFORMATION**

**Farnaz Ghaedipour, Instructor**  
ghaedipf@mcmaster.ca  
Office: DSB/210  
(Online) Office Hours: TBA  
Skype: @Ghaedipour.Farnaz

**C01:** Mon. & Wed. 6:30-9:30 pm

**Classroom Registration:**

[https://mcmaster.zoom.us/meeting/register/tJYoceiqrTgjGtHIKvGdEOPvvlGIPYSPxK\\_V](https://mcmaster.zoom.us/meeting/register/tJYoceiqrTgjGtHIKvGdEOPvvlGIPYSPxK_V)

**Meeting ID: 925-6123-3905**

**Meeting Password: 975352**

**Teaching Assistants: TBA**

**Course website:** <http://avenue.mcmaster.ca/>

**COURSE ELEMENTS**

Credit Value:	3	Leadership:	Yes	I.T. skills:	No	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	No	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	Yes	Guest speaker(s):	Yes

## REMOTE LEARNING

### COURSE DELIVERY

The lecture notes will be uploaded on Avenue to Learn, accompanied by video or voice notes every Monday and Wednesday in the morning. You are expected to spend the first half of the official class time (Monday and Wednesday from 6:30 pm to 8:00 pm) going through lecture materials.

The lectures will be held on Zoom (see the information above). At the beginning of the second half of the official class time, any questions about the course materials will be answered, and then we will have a group discussion about what you just learned.

### ACCESSIBILITY OF THE MATERIALS

If you require academic accommodation for accessing these materials, contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or email [sas@mcmaster.ca](mailto:sas@mcmaster.ca).

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

## COURSE DESCRIPTION

### TEACHING METHODS

The teaching methods in this course include recorded lectures, online class discussions, exercises, simulations, and case studies. This multiplicity of methods allows students to:

1. Test their understanding of theories and concepts presented in the readings.
2. Use theories and concepts to analyze and solve actual problems in organizations.
3. Develop skills in communicating ideas, in developing and presenting arguments, in listening to and understanding others, and in challenging others' views in a way that advances everyone's understanding.
4. Learn to think independently, since each student must choose the theories or conceptual frameworks that best fit with the issues and problems in the case at hand.

In this course, the role of the professor includes lecturing, but will more often tend toward stimulating and guiding student discussion. I will review theoretical concepts, but will also ask questions and encourage you to present, and support, different points of view in the discussion

### COURSE EXPECTATIONS

In this course, much of your time will be spent in group interaction. This enables you to share ideas and to improve communication skills. Through interaction, you will discover for yourself the meaning of concepts, the subtleties inherent in everyday business situations, and the rationales for various solutions to managerial problems. To achieve effective interaction, I have three expectations:

1. **Attendance.** Because interaction is central, and also because your fellow group members will be relying on you for ideas, I expect you to attend every class. Valid reasons for absence include serious illness and family emergencies. Studying for exams and completing assignments are not valid reasons to miss class.

2. **Preparation.** You are expected to read assigned material in advance and to be fully prepared for class discussion. You may be called upon to begin the class and to contribute to discussion at any time. Unsupported opinion will not substitute for informed discussion. Adequate preparation is necessary.
3. **Group work.** Groups will be created in the second week of classes. The group should address group problems or conflict in a timely fashion. I am available to assist groups who experience problems.

## LEARNING OUTCOMES

As a result of this course, I hope you will:

- Increase your understanding of the theories and concepts related to individuals, groups, and interpersonal processes within the organizational context.
- Gain a broad intellectual understanding of the central concepts in decision making and judgment.
- Develop a toolkit of useful skills, strategies, and approaches drawn from O.B.
- Develop confidence in your ability to make changes within organizations.
- Improve your analytical abilities with respect to problem identification, analysis, and the development of alternative solutions.

## REQUIRED COURSE MATERIALS AND READINGS

Organizational Behaviour: Understanding and Managing Life at Work (10<sup>th</sup> Edition)

Published by Pearson Education Canada © 2017, by Gary Johns and Alan Saks (Prentice Hall)

The following textbook formats are available at the McMaster University bookstore for students to purchase – students should choose one of these options: Full package which includes a hard copy of the text (10<sup>th</sup> Edition) as well as My Lab and the E-text; Loose Leaf version; or the E-text. Please note that My Lab is a resource material only (it can be used by students to aid in their understanding of the course content, but it is not required).

## EVALUATION

### *Components and Weights*

Participation in weekly class discussions	10%
Group-based In-class Assignments (10% each)	20%
Midterm Exam	25%
Final exam	45%
<b>Total</b>	<b>100%</b>

### *Grade Conversion*

At the end of the course, your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90-100	C+	67-69
A	85-89	C	63-66
A-	80-84	C-	60-62
B+	77-79	D+	57-59
B	73-76	D	53-56
B-	70-72	D-	50-52
		F	00-49

## COURSE DELIVERABLES

**Group discussion (10%)**- You are expected to go through the materials of each session during the official class time (The lectures will be presented in the first portion of class in which you are encouraged to attend).

In the second portion of the class, you will participate in the group discussions. The questions will be based on the knowledge you acquired during each session. Participation grades will be based on the quantity as well as the quality of your contribution to class discussion. Your comments and questions are welcome, will not be judged, and help make the entire course more interesting for everyone.

Detailed process of group discussions:

- You will be divided into breakout rooms based on pre-assigned groups.
  - You can enter your preferred group in the spreadsheet linked below by 9:00 am on May 11<sup>th</sup>. If you do not have a group you are still required to enter your Zoom account email in the spreadsheet.

<https://docs.google.com/spreadsheets/d/1CPYviolrOXrofuJzDAt0EQgUUJOk8YUBGHb5UtXEUGE/edit#gid=0>

- If you do not have any preference for the group you want to be a part of and do not enter your group information in the spreadsheet, you will be randomly assigned to a group
- You will have between 15-30 minutes to discuss the question with your group. Time will be determined based on the difficulty of question(s).
- You will enter the conclusion of your discussion in the spreadsheet below. Please make sure that your conclusion is **less than 100 words**.
  - Important note: You should enter your answers **during class time**.

<https://docs.google.com/spreadsheets/d/1crNfdzE64uq3QMRRgoPK21wsCluRJRxbPUS2cr8wDJM/edit?usp=sharing>

- At the end of the discussions some of the groups will be randomly called upon to present their conclusion. Other groups can challenge the ideas presented.

5. Make sure that you attend the group discussion portion of the class. Your group members rely on you and your attendance in group discussions will be tracked through Zoom reports. If you cannot attend a session discuss it with your instructor and let your group members know in advance.

**Breakdown of your group discussion participation:**

- Written documents of the conclusion of your discussion (will share more details about this) - 5%
- Verbal participation of your group when you are called upon (or if your group wants to comment on a group that is presenting their conclusion)- 5%
- Attendance in each session is a requirement for getting the above marks for each of the group members

**Assignment 1 (10%)-** Ask the CEO of a start-up with two *Forbes 30 under 30* cofounders!

**Assignment #1 deadline: May 20<sup>th</sup>**

On June 8<sup>th</sup>, Martin Basiri, the Cofounder and CEO of ApplyBoard, will join our online class as a guest speaker. Featured as the fastest growing start-up in Canada by Deloitte in 2019, ApplyBoard is a platform that simplifies the study abroad search, application, and acceptance process by connecting international students, recruitment partners, and academic institutions on one platform. Read the company's story here:

<https://www.applyboard.com/about>.

**Your Task:** In groups of 5, based on what you have learned in this course so far, write down ten questions that you would like to ask Martin. He will choose 5-10 questions that he finds most interesting and stimulating to answer on the day of the talk. ***If any of your questions gets chosen, your group will get a 5% bonus towards your score!***

In the first page of your report, include all of the ten questions. In the following pages, for each question, include the following:

- Describe one or two O.B. theories or concepts guided your question (make sure your questions cover topics from different chapters of your textbook)
- How do these theories relate to your questions?
- Why do you think this question is important and interesting?

The report should be 6 pages or less, single spaced, 12-point Times New Roman Font with 1-inch margins. A title page is not required. Clarity of exposition and writing style will be considered in the grading.

**Assignment 2 (10%)-** Case Study (More details will be provided)

**Assignment #2 deadline: June 17<sup>th</sup>**

**Bonus Assignment- Reflection exercise:** What do you want to be? (Not mandatory- 5% bonus towards your final score)

**Bonus Assignment deadline: June 17<sup>th</sup>**

This is an exercise aimed to help you connect with your authentic self, your core values, and what you really want to do and be in your life. Go through the following sections to complete this exercise (There is no strict page limit for this exercise, make sure you cover all five parts and write a few sentences for each part. Your report should be no shorter than 500 words).

- **Part one: Values-** Think about five values that are the most important to you and write them down. Of these five, what resonates with you the most? What is most important to you in life? Can you boil it down to one word? Is this one word your core value?

- **Part two: Wants-** Think about your ideal self. Who do you really want to be? What are the characteristics of your ideal job?
- **Part three: Barriers-** What holds you back from becoming your ideal self? What can stop you from living your best life?
- **Part three: Abilities-** What do you think you are good at? What people tell you you're good at?
- **Part four: Personality-** Take the Myers-Briggs test [here](#).
- **Part five: The big picture-** Putting your values, wants, abilities, personality, and the hold-back factors together, what are the changes you need to implement in your work habits/lifestyle to get closer to your ideal self? You can use SMART goals to make your plan more concrete.

### ***Midterm Exam (25%)***

The midterm exam will be composed entirely of multiple-choice and True-False questions. More details will be provided closer to the exam.

### ***Final Exam (45%)***

The final exam will be the same format as the midterm exam and will cover course material after the midterm. More details will be provided as we get closer to the end of the semester.

## **COMMUNICATION AND FEEDBACK**

Students who wish to correspond with instructors or T.A.s directly via email must send messages that originate **from their official McMaster University email account**. Furthermore, as this course focuses on written communication, please ensure that you have considered the audience, tone, and clarity of your email prior to sending it. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #5 in the term. Instructors may solicit feedback via an informal course review with students by Week #2 to allow time for modifications in curriculum delivery.

## **ACADEMIC DISHONESTY**

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.

3. Copying or using unauthorized aids in tests and examinations

**REQUESTING RELIEF FOR MISSED ACADEMIC WORK**

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroot website at the link below;

<http://ug.degroot.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

**STUDENT ACCESSIBILITY SERVICES**

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or email [sas@mcmaster.ca](mailto:sas@mcmaster.ca).

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<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

**ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)**

All researchers conducting research that involves human participants, their records or their observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

**POTENTIAL MODIFICATION TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

## ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g., on A2L, in the classroom, etc.) to the various learning activities of Commerce 1BA3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.** Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

## CERTIFIED HUMAN RESOURCE PROFESSIONAL (CHRP)

This course can be used as one of the course requirements for obtaining the Certified Human Resource Professional (CHRP) designation. CHRP is the professional designation offered by **The Human Resources Professionals Association**. **The courses offered in the DeGroot Commerce program that contribute to CHRP requirements are: 1BA3 Organizational Behaviour, 2BC3 Human Resource Management and Labour Relations, 4BB3 Personnel Selection, 4BC3 Collective Bargaining, 4BE3 Compensation/Reward Systems, 4BI3 Training and Development, 4BL3 Occupational Health and Safety, 4BM3 Strategic Human Resource Planning, 2AA3 Financial Accounting I, 2AB3 Managerial Accounting I.** More details are available on the Human Resource Professionals Association website, <http://www.hrpa.ca>.



## Commerce 1BA3 - Organizational Behaviour – Spring 2020

<b>COURSE SCHEDULE</b>
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CLASS	DATE	TOPIC	READING/ASSIGNMENT/IN-CLASS
1	May 4	O.B. Introduction, Definition, History	Read Chapter 1 & In-class activities
2	May 6	Personality, Values & Attitudes	Read Chapter 2 p.44-54 Read Chapter 4 & In-class activities
3	May 11	Perception	Read Chapter 3 & In-class activities
4	May 13	Motivation	Read Chapter 2 p.55-70 Read Chapter 5 Read Chapter 6
-	May 18	<b>VICTORIA DAY</b>	ENJOY!
5	May 20	Communication	Read Chapter 10 & In-class activities <b>Assignment #1 due</b>
6	May 25	Culture & Socialization	Read Chapter 8 & In-class activities
7	May 27	Decision Making	<b>Mid-term Exam</b> <b>(Based on Ch. 1,2,3,4,5,6,10)</b> Read Chapter 11 & In-class activities
8	June 1	Leadership	Read Chapter 9 & In-class activities
9	June 3	Power, Politics & Ethics	Read Chapter 12 & In-class activities
10	June 8	<b>Guest Speaker</b> Conflict & Stress	<b>Participation is Mandatory</b> Read Chapter 13 & In-class activities
11	June 10	Groups & Group Decision Making Structure, Environment & Strategy	Read Chapter 7 & In-class activities Read Chapter 14 & In-class activities
12	June 15	Organizational Change	Read Chapter 15 & In-class activities
13	June 17	Final Exam	<b>(Final Exam Based on</b> <b>Ch.7,8,9,11,12,13,14,15)</b> <b>Assignment #2 &amp; Bonus Assignment</b> <b>due</b>