# York University

Faculty of Liberal Arts and Professional Studies School of Administrative Studies

**Introduction to Organizational Behaviour**

# **AP/ADMS 2400 3.0**

**Fall 2019**

**Course Syllabus**

**Section B: Thursday 11:30 DB0014**

**Section H: Friday 11:30 DB0014**

**Instructor**: Len Karakowsky

**E-Mail**: lkarakow@yorku.ca

**Office Hours: by appt**

**Office location:** Atkinson, Room 229A

**Course website**: moodle.yorku.ca

**COURSE DESCRIPTION & PREREQUISITES**

This course introduces concepts of individual and group behaviour as they affect performance in organizations. Topics covered include motivation, communication, decision-making, leadership and structural issues. Lectures and case discussions are employed to develop theoretical models and illustrate their use. Prerequisites: AP/ADMS 1000 3.00.

Note: AP/ADMS 1000 cannot be taken concurrently with AP/ADMS 2400.

**COURSE OBJECTIVES**

The learning objectives of this course are to:

develop your understanding of major concepts and theories of individual and group behavior in organizations that guide management thinking today

develop your ability to apply these concepts and theories to recognize, analyze and suggest solutions to organizational problems

develop skills that will help you become a successful and contributing member of an organization (manager or otherwise)

These objectives will be accomplished through lectures, class discussions, and exercises.

**REQUIRED COURSE TEXTBOOK/READINGS**

**Introduction to Organizational Behaviour**Custom Publication for AP/ADMS 2400 (2018 Edition, York University)   
Published by McGraw-Hill Education Canada.   
**[Note: Earlier editions and textbooks used in previous terms not appropriate]**

York U’s **Bookstore** provides **two alternatives for purchase** of the textbook:   
Regular textbook ISBN: 9781260306446  
e-Book ISBN: 9781260326338

You may choose the alternative that works best for you to access the required readings. Limited copies are available for 2-hour loan through library reserves @ Bronfman Library

**IMPORTANT NOTES**

* **Communication with the Course Director**: When sending an email, please include your full name, student ID, and the course/section enrolled in.
* **Course registration**: Please direct all registration questions to the main office of the School of Administrative Studies (Atkinson 282). **Course Instructors cannot enroll or approve your enrollment to the course.** If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly in the first two weeks of classes and check if a space becomes available.
* **Attendance: Students are expected to attend all lectures from Week 1.** Please note that students can write exams and submit any work only in the section in which they are registered.
* **Course website**: Please check the course moodle website of this section regularly.

**COURSE EVALUATION**

# Your course grade will be based on the three components below. Additional information about each of these components will be provided in class and posted on the course website.

**1. Reflection papers: 10% of the final course grade (5 reflection papers, 2% each)**

**Due by no later than 3 pm on 5 designated days as indicated below.**

You will write a 1-2 double-spaced response to an opinion/reflection question. **No late submissions of mini-assignments will be accepted for any reason** - i.e., it is irrelevant if you are ill, absent, your internet failed etc. since these assignments will be made available well in advance of their submission deadline and they can be submitted from the time the instructor posts them to the day/time of the posted deadline. NOTE: Because a reflection paper is a highly personal and subjective document, your reflection is evaluated as pass/fail. You will earn a passing mark as long as you demonstrate understanding of the issue discussed and a serious and thoughtful effort to address the question presented. **You must submit an electronic copy via moodle turnitin by the assigned deadline.**

SEE BELOW FOR MORE INFORMATION ON REFLECTION PAPERS

**2. A Midterm Examination: 40% of the final course grade in Session 6 class-time.**

2. 5 hour, Midterm examination: 40% of the final course grade DATE: Session 6, in-class 11:30-2pm . This closed-book exam includes material covered in Sessions 1-5 inclusive. Exam questions cover both assigned textbook readings and materials covered in class (e.g., exercises, simulations, videos and class discussions). Exams may include a combination of multiple choice, short/long questions, and mini-case scenario analysis. If you are absent from the midterm exam you will receive a grade of zero unless one of the exceptions (discussed below), apply to you.

**3. A Final Examination: 50% of the final course grade (during the formal examination period, date TBA**).

Non-cumulative (i.e., Material will cover only Session 7-12 inclusive). closed-book (no materials allowed). Exam questions cover both assigned textbook readings and materials covered in class (e.g., exercises, simulations, videos and class discussions). Exams may include a combination of multiple choice, short/long questions, and mini-case scenario analysis. If you are absent from the final exam you will receive a grade of zero unless one of the exceptions (discussed below), apply to you.

**MIDTERM EXAMINATION CONFLICTS & MISSED MIDTERM EXAMINATIONS**

Any **exam conflicts** (religious accommodations, or overlap with another YU midterm examination) must be communicated by the student to the Course Instructor via email

**no later than the end of September, 2019**. When the conflict is with other midterm examinations, full details about the other exams must be provided to the course instructor – course, section, date and time of exam. It is the responsibility of the student to follow up about the results of their conflict notice in a timely manner.

The weight of the Midterm Examination **cannot** be transferred to the Final Examination.

* Students who were unable to write the Midterm Exam on its original date may request approval to write a make-up Midterm Exam. To be considered, a request must include valid documentation submitted to the main office of the School of Administrative Studies (282 Atkinson) within the deadlines specified below**.** **Requests without valid documentation and/or not submitted by the deadlines will not be considered, resulting in a grade of zero on the midterm exam.**
* **Valid documentation and deadlines** to request approval to write a make-up Midterm Exam:

A. When a student did not write the exam on its original date due to medical reasons, the student must follow each of the following steps:

1. Communicate this matter promptly to the Course Director (instructor) via email

2. O via email to Dr. Ophir (ophir@yorku.ca)btain an Attending Physician's Statement (APS) **within 48 hours of the exam.**

A “Doctor’s Note” will not be accepted. The APS must indicate that the student’s condition was significantly severe as to affect their ability to write the exam as required.   
**APS Form**: <http://www.registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

3. Submit the APS to the main office of the School of Administrative Studies (282 Atkinson), no later than seven (7) days after the exam**.**

B. When a student did not write (or asks in advance not to write) the exam on its original date due to a reason other than medical, the student may appeal to write a make-up exam based on compassionate grounds. To do so, the student must follow each of the following steps:

1. The student mustcommunicate this matter promptly (in advance when relevant) to the Course Director (instructor) via email via email to Dr. Ophir (ophir@yorku.ca ),.

2. The student must submit a signed statement indicating the reason for the request (such as, a death in the immediate family) with relevant documentation (e.g., a death certificate) to the main office of the School of Administrative Studies (282 Atkinson), **no later than seven (7) days after the exam.**

* + Students will be informed by e-mail whether their request to write a make-up exam was approved. It is the responsibility of the student to inquire about the results of their request if they do not receive an e-mail notice by October 31st, 2019.

**These are your 5 reflection questions to address over this term – each with its own due date to be submitted via moodle/turnitin ONLY:**

**5 REFLECTION PAPER QUESTIONS**

**Reflection Paper #1.**

**Why might the study of organizational behavior be of value to your career? (Due Sept. 18, 3pm)**

**Reflection Paper #2.**

**What motivates you to do your best in school and at work? (Due Oct.2, 3pm)**

**Reflection Paper #3.**

**What do you find are the biggest challenges of working in a student team for a course project? (Due Oct. 30, 3pm)**

**Reflection Paper #4.**

**How could you describe culture of York university? (Due Nov. 13, 3pm)**

**Reflection Paper #5.**

**How would you describe your ideal leader at work? (Due Nov.27, 3pm)**

**WEEKLY COURSE SCHEDULE**

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The weekly course schedule and assigned readings are provided below.

Students are expected to cover the readings BEFORE attending class. Changes may take place so please visit the course website regularly for updates. All the assigned readings below are included in the required course textbook.

**NOTE: CUSTOM BOOK PAGE NUMBERS ARE LOCATED ON THE BOTTOM OF EACH PAGE IN THER CUSTOM BOOK!**

|  |  |  |  |
| --- | --- | --- | --- |
| Class | **Topic** | **Required Readings Page #s** | |
| **#1** | **Introduction**  **Behavioural Outcomes** | Colquitt, Chapter 1 ALL  Colquitt, Chapter 2 P.28-41 | |
| **#2** | **Perception & Individual Differences** | Colquitt Chapter 4 ALL  McShane Chapter 3 ALL | |
| **#3** | **Attitudes & Emotions** | | Colquitt, Chapter 3 P. 52-67  Colquitt, Chapter 5 P.118-137 |
| **#4** | **Motivation** | | Colquitt, Chapter 7 P.144-165 |
| **#5** | **Decision Making** | | Colquitt, Chapter 9 P.202-247 |
| **#6** | **Midterm Exam:** | | CLOSED BOOK  COVERS SESSIONS 1-5 |
| **#7** | **Team Dynamics** | | McShane, Chapter 8 ALL |
| **#8** | **Communication** | | McShane Chapter 9 ALL |
| **#9** | **Organizational Culture** | | Colquitt, Chapter 15 ALL |
| **#10** | **Leadership** | | McShane Chapter 12 ALL |
| **#11** | **Power & Conflict** | | Colquitt Chapter 12 P.230-249 |
| **#12** | **Organizational Change & Stress**  Note: final exam will be held during exam period apr.5-20 & covers Sessions 7-12 | | P.433-444;  P.414-421 |

**GENERAL EXAMINATION POLICIES**

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures.

Students must present identification at exams as determined by policies posted on the website of the Office of the Registrar.

Electronic devices and wireless devices must be turned off during the examination.

**MIDTERM EXAMINATION CONFLICTS & MISSED MIDTERM EXAMINATIONS**

Any exam conflicts (religious accommodations, or overlap with another YU midterm examination) must be communicated by the student to the Course Instructor via email

promptly. When the conflict is with other midterm examinations, full details about the other exams must be provided to the course instructor – course, section, date and time of exam.

The weight of the Midterm Examination cannot be transferred to the Final Examination.

When a student did not write the exam on its original date due to medical reasons, the student must communicate this matter promptly to the Course Director (instructor) via email, and

submit an Attending Physician's Statement (APS) to the SAS main office no later than 5 working days after the exam. A “Doctor’s Note” will not be accepted. The APS must indicate that the student’s condition was significantly severe as to affect their ability to write the exam as required. Form: <http://www.registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

When a student did not write (or asks in advance not to write) the exam on its original date due to a reason other than medical (e.g., death in the family), the student must communicate this matter promptly to the Course Instructor via email. In addition, the student must submit a signed statement indicating the reason for the request with relevant supporting documentation (e.g., a death certificate) to the SAS main office no later than 5 working days after the exam. When a students did not write a midterm exam and the request to write a make-up midterm exams is not approved, the midterm exam mark will be zero.

When approval is granted for a make-up exam, students will be informed by e-mail of the date of the makeup exam. It is the responsibility of the student to inquire about the results of their request if they do not receive an e-mail notice within 7 business days.

**FINAL EXAMINATION CONFLICTS & MISSED FINAL EXAMINATIONS**

Conflict exams for final exams are handled through the Registrar’s Office.

Deferred Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted.

DSA Form: <http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf>

Attending Physician's Statement form: [http://registrar.yorku.ca/pdf/attending-physicians-](http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf)  [statement.pdf](http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf)

In order to apply for deferred standing, students must register at

[https://sas-app.laps.yorku.ca/](http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf)

followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (NOT to the instructor) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

* Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted

**OTHER RELEVANT UNIVERSITY REGULATIONS**

**Academic Honesty:** The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist. Students should review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for ‘full year’ courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions: *Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.* For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

In-Class Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: [http://secretariat-](http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/)  [policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-](http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/)  [term-policy/](http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/)

**Reappraisals:** Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non- academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: [http://ds.info.yorku.ca/academic-support-](http://ds.info.yorku.ca/academic-support-accomodations/)  [accomodations/](http://ds.info.yorku.ca/academic-support-accomodations/)

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

**Academic Accommodation for Students with Disabilities (Senate Policy)**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at <http://www.yorku.ca/dshub/>

York’s disabilities offices and the Registrar’s Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.