YORK
UNIVERSITÉ
UNIVERSITY

SECTION I

FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF ADMINISTRATIVE STUDIES

AP/ADMS2400

INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

FALL 2026 – COURSE OUTLINE[1]

(Updated August 31, 2026)

Our first class is on Friday, Sept. 11th 2026. We will meet for **"live" sessions** on **zoom** at our scheduled timeslot - **Zoom** link is posted on eClass. **Exams on are campus** (in person).

Welcome to Organizational Behaviour!

BASIC INFORMATION

Course Director:	**Michele Lustman, PhD** (mlustman@yorku.ca)
Delivery mode:	**Online** w/**synchronous online** content (zoom), in person exams.
Section Day/Time:	**Fridays, 9:00am-11:50am** (check eClass for specific times and activities)
Exams:	On campus, in person
Course Web Site:	eclass.yorku.ca

IMPORTANT NOTES

- **Communication with the Course Director**: Please include your full name, student number, and the course/section enrolled in. Needless to say, proper conduct of behaviour is expected.
  - If responding to an eClass email announcement, please ensure to replace the recipient address with your Course Director's email, or else the message will not be delivered to them.
- **About course registration**: Please direct all registration questions to the main office of the School of Administrative Studies (apsas@yorku.ca). Course Directors (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 until a space becomes available. Students are expected to keep up with the course submission deadlines regardless of timing of enrolment.
- Note that students can write exams and submit any work **only** in the section in which they are registered.
- The **outline and textbook** for this section might vary from other sections in this course. Students bear the sole responsibility for keeping up with the material covered in the section in which they are registered.
- **Times and deadlines** are in **Toronto time**.

COURSE DESCRIPTION & PREREQUISITES

AP/ADMS2400 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.

PRE-requisites: AP/ADMS 1000 3.00 and AP/ADMS1010 3.00; For students in the BHRM program, AP/HRM 1000; For BPA students, AP/ADMS 1000 3.00. Course credit exclusion: HH/PSYC 3570 3.00.

CHECK that you have your PRE-Requisites for the course

[1] This outline is subject to change as deemed necessary by the Course Director.

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COURSE LEARNING 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.
- assist you in developing skills that will help you become a successful and contributing member of an organization (manager or otherwise).

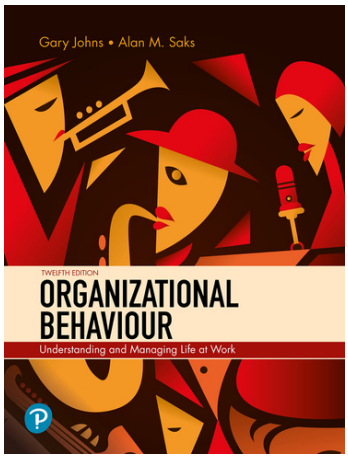
These objectives will be accomplished through the provided course content, reading assignments, discussions, and activities.

WHAT TO EXPECT

Synchronous Content ("Live") (on Zoom) (check eClass for schedule)	Regular "**live**" meetings/activities (synchronous) on **ZOOM** will be scheduled within the designated timeslot for the course. Please consult the course eClass for specific weekly details.
Asynchronous Content	Other course content in this course is designed for **independent learning**; however, activities, participation and other deliverables have **deadlines**.
Submission deadlines	There are **submission deadlines** for activities and assignments on **eClass**. Please note that some course activities may include interaction and discussion **with classmates**.
Textbook	We are using the **12th edition** of the textbook. Pages provided are for that edition. Other editions of other OB textbook are not an appropriate alternative.
Exams	**Exams are in-person (on campus).** Check eClass closer to the date of the exam date for the room location where you will be writing the exam (multiple rooms might be used).
Office Hours	Details to be provided on eClass.

Check for updates on the section eClass for information about lectures, materials.

REQUIRED COURSE READINGS



Organizational Behaviour: Understanding and Managing Life at Work, 12th Edition by G. Johns & A. M. Sacks (2022). Published by Pearson Canada.

Day1Digital ebook link is available on our course **eClass**, where you can **OPT IN by Sept 23** to purchase the book (how this works) for the cost of **$68** (HST exempt). When accessing the eBook through eClass, follow the instructions to create (or use your existing) VitalSource Bookshelf Account. This cost is subject to change and is the best-known estimates available at the time this outline was prepared. Several copies of the textbook are available **on reserve at the YU Library**.

Specifics about required readings are provided in the weekly outline for the course. **Please note that other sections may be using a different textbook. Earlier editions or other OB textbooks are not an appropriate alternative.**

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COMMUNICATION

- **COURSE ANNOUNCEMENTS**: Notices and updates will be posted to the Course Announcements forum on the course website. You will receive an e-mail notice when an announcement is posted (sent to your preferred email on your eClass profile).
  - When responding to an eClass email announcement, please ensure to **replace** the recipient address with your **course instructor's email** or else the message will **NOT** be delivered to them.
  - Please **check** your spam folder regularly in case it captures any of the announcements made it there.
- **EMAIL COMMUNICATION:** When contacting your Course Director (instructor) via email, please use the prefix "ADMS2400 X" (where X is your section letter) for the subject line of your message. Also include in the subject line a brief description of your inquiry. Please remember to identify yourself with your full name and student ID. For example:
  "ADMS2400 SectionLetter – question about chapter __ (YourName, YourStudentID)
  This information would ensure that I know to associate you with the correct course/section and speed up my response to your query.

WEEKLY CONTENT AND READING ASSIGNMENT

- Weekly/module schedule, required readings, due dates on eClass -

COURSE EVALUATION



Activities/Assignments	10%	Weekly or periodic activities and/or assignments. Details and expectations to be made available on the course eClass.	Submission due dates throughout the term.
Midterm Exam	40%	**Sunday, October 25, 2026** Start time: 2:00pm (duration to be confirmed)	On campus (Rooms TBA) See section below for details and information about missed midterm exam.
Final Exam	50%	During the formal Winter Term examination period (**December 10-23, 2026**). Date TBA.	On campus (Rooms TBA)

Dates and weighting of the components may change slightly (no later than September 22, 2026). Please mark your calendar now and keep your eyes open for updates on the course website.

ACTIVITIES & ASSIGNMENTS

- Due dates schedule and expectations will be made available separately **on the course website**.
- Deadlines will apply. **Students are responsible** to check for requirements / deadlines of all activities and participation opportunities. No late submissions, makeups, or transfer or weight.
- **Built-in** accommodations for missed activities/assignments are provided. Therefore, any further accommodations based on the Policy on Academic Consideration for Missed Course Work will **not** be provided.

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GENERAL EXAMINATION POLICIES

- **What to Bring?** Pen, pencil, a good eraser. Proper identification (see next bullet). You may wish to bring a bottle of water, and maybe something sweet to keep you going (no noisy wrappers please).
- **What forms of ID are accepted for identification in the ADMS2400 exam**? University policies on acceptable forms of identification are noted on page 7. ***Important Note: Check our eClass and course notices before any exam in this course regarding any updated to the use of Mobile YU-cards for verification for our exam*** *– devices should be completely off (turned off, not silenced or in "airplane mode") during the exam and while in the examination hall/room.*
- Students seeking **religious accommodations** or **alternate exam provisions** are expected to follow York University policies and guidelines regarding advance notice and procedures (see https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/).
- Electronic devices and wireless devices (including cell phones and wearable devices) **must be turned** off during examinations.

MIDTERM EXAM

- Date & time: **Sunday, October 25, 2026, start time 2:00pm** (exact duration to be confirmed).
- Weighting: 40% of the final course grade.
- Location: On campus. Rooms to be announced closer to the exam date.
- Format: This is a closed-book exam. No materials allowed. Exams questions may include a combination of multiple choice, definitions, short/long written answers, and case-based questions.
- Coverage: Modules 1-5, including all assigned readings and all class content and materials (including exercises, simulations, videos, cases and class discussions).
  Check for updates on course website and in-class announcements.
- Additional details will be provided, as needed, in class and on the course website.

MIDTERM EXAMINATION CONFLICTS & MISSED MIDTERM EXAMINATIONS

- Any **exam conflicts** (religious accommodations, YU sports team participation, or overlap with another YU midterm examination) must be communicated by the student via email to the Course Director (instructor) no later than two (2) weeks (14 days) before the exam date. Full details about the conflict must be provided [date, time, location, link/URL if available, contact person where applicable (e.g. coach). Approval to write a makeup is at the discretion of the course director or relevant office. When approval is granted, a solution will be communicated to the student. In all cases it is the student's **responsibility** to proactively address the matter with the Course Director and to inquire about the results of their conflict notice/request.
- Students who were **unable to write the Midterm Examination** on its original date for other reasons (e.g., illness) may request approval to write a make-up Midterm Exam. Requests for consideration must be submitted via email to the Course Director **immediately** (and no later than seven (7) days from the date of the Midterm Exam). Requests must include a statement indicating the reason for the request, providing relevant documentation to support this request. Please do not include picture attachments, only pdf. *An **Attending Physician's Statement (APS)** is required for unforeseen medical circumstances (a doctor's note or other medical documentation are not accepted).*
- Approval to write a makeup is at the discretion of the course director or relevant office, and will include prerequisite check. If you are approved to write, you will be sent details regarding time of your makeup. In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their request. Students whose requests are **not approved**, or those who did not submit a request within the required timeline, will receive a grade of **zero** on the Midterm.
- A maximum of one (1) opportunity for a makeup exam would be provided for students that missed the midterm exam for any reason. Students who do not write either the regular or makeup midterm exam as scheduled will receive a grade of zero (0) on this component. **The weight of the Midterm Exam cannot be transferred to the Final Exam.**

FINAL EXAM

- Date and time: The exam will take place during the formal examination period (December 10-23, 2026) for the semester. Date and time will be published by the Registrar's Office (here). Duration: 3 hours.
- Weighting: 50% of the final course grade.
- Format and coverage: The final exam will test your understanding and application of course content. This is a closed-book exam. No course materials, papers, notes, books, etc. are allowed. Further information will be provided prior to the exam date.
- Conflict exams for final exams are handled by the main office (apsas@yorku.ca).

DEFERRED FINAL EXAMS

- **Deferred standing** for the final exam might 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.
- Deferred standing requests for ADMS courses should follow the procedure and registration outlined here: https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/
  An Attending Physician's Statement (APS) is required (a doctor's note or other medical documentation are not accepted) for deferral based on unforeseen medical circumstances.
- ALL deferral concerns should be addressed to the main office (apsas@yorku.ca).

REMOTE LEARNING INFORMATION

Several platforms might be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Students are required to have access to minimum technology requirements to complete online activities and assignments.

TECHNICAL REQUIREMENTS & SUPPORT:

When meeting online or completing coursework online, please ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

Check out these links for e-learning information and quick help:

- **York U's Student Guide to eLearning**: https://www.yorku.ca/scld/remote-learning/
- **Technology requirements and FAQs for eClass**: https://lthelp.yorku.ca/95440-student-faq
- **Student Guide to eClass**: https://lthelp.yorku.ca/eclass
- **Zoom meeting etiquette**: https://lthelp.yorku.ca/zoom-students/zoom-meeting-etiquette

Additional computing support:

- Computing for Students Website: https://www.yorku.ca/uit/student-services/
- Check your internet connection speed: www.speedtest.net

Disclaimers:

- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session (inform the course director in advance).
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

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IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

COMMON COURSE POLICIES

Check out common course policies for ADMS/DEMS courses on the School website:
https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/

Including information regarding:

- Academic Accommodation for Students with Disabilities
- Religious Accommodation
- and more

COURSE REAPPRAISAL POLICY

General reappraisal policies are listed in the **Common Course Policies**. **Specific for AP/ADMS2400:**

- **Midterm Exam** reappraisal requests (before the final exam period) – see your section's website / announcements.
- **Final Exam** reappraisal requests – please do not contact your Course Director for final exam reappraisals or reappraisals of midterm exams after the last day of the term. All such reappraisal requests must be done through the main office.

ACADEMIC CONDUCT, HONESTY & INTEGRITY

Academic Honesty/Integrity: Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, you are responsible for understanding and upholding academic integrity in all courses and academic activities. **Please familiarize yourself with the meaning of academic integrity at York**. You can learn more about upholding academic integrity in your courses by exploring LA&PS Advice for Students regarding Academic Honesty and Academic Integrity for Students.
To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the *Senate Policy on Academic Conduct*.

Suspected breaches of academic conduct and honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred. Following these simple rules will help you **avoid** breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: "consult" others or search online for "ideas"
- DO NOT use tutoring or editing services to prepare your work

Policy on Use of Generative AI Tools for THIS course: **The use of generative artificial intelligence (AI) in our course is strictly PROHIBITED**. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University's Senate Policy on Academic Conduct. Using AI apps such as ChatGPT, GPT-3, DALL-E, translation software or others to complete academic work in this course is considered a breach of academic honesty/integrity. For more information, please review AI Technology & Academic Integrity: Information for Students.

Turnitin: To promote academic integrity in this course, students will normally be required to submit their online submissions of written work through Turnitin (via the course eClass) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

STUDENT CONDUCT IN THE LEARNING ENVIRONMENT

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All students are expected to conduct themselves in accordance with University code of conduct norms, as captured in the Code of Student Rights & Responsibilities, the policy on Disruptive and/or Harassing Behaviour in Academic Situations, and related policies.

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, physically safe and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

COPYRIGHT & INTELLECTUAL PROPERTY

Course materials are designed for use as part of this course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian Copyright law. **Students may not** publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Conduct, and/or legal consequences for copyright violations. More information: https://copyright.info.yorku.ca/

ACADEMIC CONSIDERATION OF MISSED COURSEWORK

Coursework worth **20% or less** of the final course grade **might** fall under the provisions of the Policy on Academic Consideration for Missed Course Work, whereby students may self-declare **no more than** two (2) seven-day consideration periods in a 12-week term [one (1) seven-day consideration period per six-week term] for missed assessments.] Students are expected to be familiar with the policy, eligibility criteria, timelines and responsibilities as set in the policy.

- This policy applies to course assessments worth 20% or less of your overall course grade and does not apply to final exams held during the final examination period.
- Where **built-in** accommodations are set for the assessment, additional considerations are not required under the policy. Built in accommodations can include dropping the lower grade from a set of assessments (such as when the 5 top marks of 7 quizzes count towards the final grade), providing a flexible submission timeline (such as when assignments are open for a long duration), or other built-in accommodations.
- **Additional criteria** regarding eligible assessments are described in the Policy on Academic Consideration for Missed Course Work and eClass reporting help page.

Students are responsible to:

- Check Policy for eligibility criteria (sections 5.1 a,c,d) and timelines.
- Promptly **submit** their self-declaration(s) for academic consideration through eClass.
- **Follow up** regarding accommodation with their professor **no later than** two (2) business days after the end of the consideration period regarding any accommodation for missed work. A grade of zero (0) on the missed work will normally apply when follow up is not done.
- **Be prepared** to complete the work as per the accommodation upon your return.

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FORMS OF IDENTIFICATION (STUDENT ID)

Photo identification with YU-Card **must be presented** at exams to write the exam (students without ID would not be allowed to write the exam). **YU-cards (either physical or mobile versions) are the ONLY official student identification accepted for exams.** Passports, driver's license and other forms of identification are NO LONGER accepted.

Important Note regarding conduct in examinations: Use of mobile or wireless devices is PROHIBITED in the examination room. All such devices must be completely **OFF** (turned off, not silenced or in "airplane mode") during the exam and while in the examination hall. An exception **might** be made by your instructor for the purpose for mobile YU-Card identification and validation – **pay careful attention to instructions provided by the course director provided for the specific exam/course**. Earbuds/earphones/smartwatches/cameras are prohibited in the exam room.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- Learning Skills Services: https://www.yorku.ca/scld/learning-skills/
- Learning Commons: http://learningcommons.yorku.ca/
- Writing Centre: https://www.yorku.ca/laps/writing-centre/
- ESL Open Learning Centre: https://www.yorku.ca/laps/eslolc/
- Student Accessibility Services: https://students.yorku.ca/accessibility
- Student Counselling & Development: https://students.yorku.ca/counselling
- Mental Health and Wellness at York: https://www.yorku.ca/well-being/
- Sexual Violence Response & Support: http://thecentre.yorku.ca/
- Community Safety: https://www.yorku.ca/safety/
- Office of Student Community Relations: https://students.yorku.ca/oscr
- York International: https://www.yorku.ca/international/
- My Online Services: https://myonlineservices.students.yorku.ca/
- Manage your Academic Record: https://students.yorku.ca/myonlineservices
- Additional LA&PS student resources: https://www.yorku.ca/laps/services/

For **important sessional dates**, please refer to: http://registrar.yorku.ca/enrol/dates/

CAMPUS HEALTH & SAFETY

A Community of Care Commitment:

As part of York's Community of Care Commitment, all members of the York community share in the responsibility of keeping others safe on campuses. In this class, as elsewhere on campus, our joint commitment includes:

- ***Observing*** health and safety regulations while on our campuses.
- ***Supporting*** community well-being through healthy personal behaviours and actions.
- Maintaining ***compassion***, ***kindness***, and ***empathy*** towards one another amid times of uncertainty and difficulty.
- ***Respecting*** personal health and privacy in balance with the protection of public health., students must observe all University health and safety protocols.

- **Better Together**: https://www.yorku.ca/bettertogether/
- **Getting Around Campus:** https://www.yorku.ca/safety/getting-around-campus/

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