



MOS2181B 570
Organizational Behaviour
Winter 2026

Instructor: Dr. Anna Sycheva
Email: asycheva@uwo.ca

Course Information

Mode of Instruction: In Person

Calendar Description:

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

Pre-requisite(s): Enrolment in BMOS or Music Administrative Studies (MAS).

Anti-requisite(s): MOS 2180.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Breadth: CATEGORY A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol 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.



MOS 2181B (570)

Winter 2026

Organizational Behaviour

Professor: Dr. Anna Sycheva
Email: asycheva@uwo.ca

Office Hours: Tuesday at 1-2pm
Office #: via Zoom

Course Description

Individuals spend a significant portion of their lives working with others in organizations. This course provides students with knowledge and skills to take an evidence-based approach to managing themselves and others in organizational settings. To that end, students learn theories that explain and predict human behaviour, in the context of organizations, and apply these theories through individual and group activities.

Mode of Instruction: In-person

Course Objectives

By the end of this course, students will be able to:

1. Explain organizational behaviour theories and concepts related to individuals and groups
2. Apply these concepts by identifying problems, evaluating alternatives, and implementing solutions to situations drawn from case studies, their own experience, and events in the news
3. Identify and evaluate management and leadership responsibilities and behaviours
4. Lead and participate in group projects in a way that ensures all members respect and value diversity and engage collaboratively with each other to accomplish the required task
5. Clearly communicate analysis, supporting evidence, arguments, and recommendations via appropriately written reports and well-developed oral presentations
6. Reflect upon their own behaviour, and that of others, in a manner consistent with ethically, culturally, and socially responsible decision making

Antirequisite(s): MOS2180

Prerequisite(s): Enrolment in BMOS or Music Administrative Studies (MAS)

Course Materials

Required textbook: Johns, G., & Saks, A. M. (2022). *Organizational Behaviour: Understanding and Managing Life at Work* (12th Edition). Pearson Education Canada, Inc: Toronto, ON.

The textbook (ebook rental) costs \$68 and is available through UWO Bookstore. Students are welcome to purchase second-hand or earlier editions of this textbook.

Brightspace: I will post the syllabus, lecture slides, additional course materials, announcements, and grades on Brightspace. It is your responsibility to ensure that you have the most up-to-date version of the syllabus and all other information necessary for the course by visiting Brightspace on a regular basis.

Course Expectations and Policies

This course has a strong emphasis on developing your **critical thinking** and analytical skills around organizational behaviour topics. I will challenge you to go beyond the lecture materials and use your reasoning and judgment in class discussions and assignments. It is your responsibility to prepare for each class by (1) completing all readings and assignments BEFORE class (2) thinking critically about the issues raised in the readings, and (3) preparing informed reflections to share in class.

Plagiarism (presenting someone else's work as your own) is a serious scholastic offense that is not tolerated at King's College. Students may not pay for consultation or advice in the preparation of the assigned projects or collaborate with anyone on individual assignments. Students may not copy content from other authors/sources without acknowledgment. Students may not submit their own written work that has already been submitted elsewhere (self-plagiarism).

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.

In this course, generative AI tools are permitted exclusively for research purposes. If AI is used students must acknowledge use and state how the tool was used. Be warned that content generated by AI for assignments in this course, while coherent on the surface, is usually misaligned with the ideas and approaches studied in class. *The assignments will be graded based on the students' application of material covered in class (not just any concepts/theories) to the cases studied.* Further, to establish fulfillment of learning objectives, the instructor reserves the right to challenge you on the written submission by means of an oral defense of the essay.

Course content created by a faculty member is considered the faculty member's intellectual property; it should not be distributed, shared in any public domain, or sold by a student or other third party without prior written consent of the faculty member.

Student Evaluation

Your evaluation will be based on three (3) individual components and three (3) team components. Each evaluation component is explained in detail below.

Individual In-Class Participation	10%	four classes with lowest score dropped
Individual Case Report	20%	due Tuesday, Jan 20 at 9:00am
Team Management Plan	10%	due Tuesday, Feb 10 at 9:00am
Team Presentation Outline	10%	due Tuesday, Mar 3 at 9:00am
Team Presentation	20%	in class on Mar 24, 26, and 31
Individual Final Exam	30%	during April exam period

INDIVIDUAL IN-CLASS PARTICIPATION – 10%

Students are expected to attend classes and contribute to their own learning and that of their fellow students by taking an active part in class discussions: asking questions pertinent to the topic, volunteering opinions, and offering input into class activities and exercises. You will find my classes very interactive and structured in the spirit of co-creation. It is my firm belief that most learning occurs through active engagement with the material and in-class participation. Accordingly, 10% of your course grade is based on quality and consistency of your in-class contributions. You will receive feedback on your in-class participation at half-term.

Missed Classes. When you're not in class you miss the course material and/or instructions for your course assignments. Therefore, to make up for any missed classes you should review lecture slides and other materials discussed in class (posted on Brightspace for each class), as well as collect notes from your classmates and team members who were in attendance. Furthermore, frequent class absences may hurt your in-class participation score. I begin tracking your participation *after the last day to add a half course* and assign a score to each student in every class of the term. Please note that I will exclude four (4) classes with the lowest participation score (including scores of zero for missed classes) when calculating your total participation mark for the course. I'll do it for all students automatically, **no need to email me or provide any documentation/explanations.**

INDIVIDUAL CASE REPORT – 20%

Learning to effectively apply course concepts to real-world organizational situations will be one of our key objectives. Accordingly, we will analyze a wide variety of cases throughout the course. To help you polish your case analysis skills in preparation for the final exam, you will submit your individual analysis of the assigned case. The details and specific guidelines for this assignment will be elaborated in class.

Formatting. Maximum length – 2 pages. No title page, instead include your name and student number at the top of page one. Use letter sized paper (8.5 X 11 inches); font Times New Roman, 12 pt.; margins one inch (2.5 cm); double spaced. Submit your completed assignment as a Word document via Brightspace Assessments by the due date indicated in the class schedule below.

Late assignments. Students will have 72 hours after the due date to submit this assignment without penalty. If a student misses the late deadline, a mark of 0 will be automatically applied to this assignment. Requests for additional academic considerations will be denied due to this built-in flexibility with submission deadline.

TEAM MANAGEMENT PLAN – 10%

I will assign you to a team of approximately 4-6 people (depending on class size) early in the term. You will be given the opportunity to meet and work with your team members during in-class exercises. As a team, you will be working towards delivering a presentation of your chosen case at the end of the term. The first step toward this team deliverable is the *Team Management Plan*, a document outlining your strategies for effective management of your team members, team tasks, and team performance. You should make all efforts to engage ALL team members in the preparation of this assignment. All members of your team must sign this document (to indicate agreement to operate by the shared team norms) and will be assigned the same mark. The details and specific guidelines for this assignment will be elaborated in class.

Formatting. Maximum length – 2 pages. No title page, instead include your names and student numbers at the top of page one. Use letter sized paper (8.5 X 11 inches); font Times New Roman, 12 pt.; margins one inch (2.5 cm); double spaced. Submit your completed assignment as a Word document via Brightspace Assessments by the due date indicated in the class schedule below.

Late assignments. Teams will have 72 hours after the due date to submit this assignment without penalty. If a team misses the late deadline, a mark of 0 will be automatically applied to this assignment. Requests for additional academic considerations will be denied due to this built-in flexibility with submission deadline.

Individual contributions policy. As a team deliverable, this assignment requires sustained, distributed effort over an extended period: Teams are expected to collaborate on this assignment for at least a week prior to the deadline, allowing members to contribute at different times within that window. Therefore, the unavailability of any individual team member on a particular day(s) does not justify a missed deadline, nor does it warrant extensions or marking exceptions for that member. If a student fails to contribute to the team deliverable, a mark of 0 will be automatically applied to this assignment. Requests for academic considerations will be denied due to this built-in flexibility with the timing of individual contributions.

TEAM PRESENTATION OUTLINE – 10%

As a team, you will identify an incident or event or situation in the recent news (not more than 5 years old) to which you can apply two or three of the concepts of organizational behaviour that we cover in the course. You will submit an outline that will include a summary of the incident of interest, brief description of the organizational behaviour concepts you will apply and how, plus the bibliography of the sources about the incident that you will use. You should make all efforts to engage ALL team members in the preparation of this assignment. All members of your team will be assigned the same mark.

Formatting. Maximum length – 2 pages. No title page, instead include your names and student numbers at the top of page one. Use letter sized paper (8.5 X 11 inches); font Times New Roman, 12 pt.; margins one

inch (2.5 cm); double spaced. Submit your assignment as a Word document via Brightspace Assessments by the due date indicated in the class schedule below.

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TEAM PRESENTATION – 20% (15% PRESENTATION + 5% PEER EVALUATION)

Based on the presentation outline (above) and feedback from your instructor, you will prepare an analysis of the chosen case/incident to present to the class. At the very end of the term (see class schedule below), each team will have 15 minutes to present their case analysis, followed by a brief question period. You should make all efforts to engage ALL team members in the presentation, as well as in handling the Q&A. All members of your team will be assigned the same mark. **Submit PowerPoint slides in Brightspace Assessments by 11:59pm on the day before your presentation.**

I will evaluate your final presentation based on the following points:

- i. A clear description of the incident and actors involved (2 marks)
- ii. The appropriate choice and application of OB concepts to explain the incident (5 marks)
- iii. Your recommendations on how to move it forward or handle something similar in the future, also based on the above application of OB concepts (5 marks)
- iv. Your presentation skills (clarity, visual/audio aids, engagement, pace, Q&A handling, etc.) (3 marks)

Individual contributions policy. As a team deliverable, this assignment requires sustained, distributed effort over an extended period: Teams are expected to collaborate on this assignment for at least a week prior to the deadline, allowing members to contribute at different times within that window. Therefore, the unavailability of any individual team member on a particular day(s) does not justify a missed deadline, nor does it warrant extensions or marking exceptions for that member. If a student fails to contribute to the team deliverable, a mark of 0 will be automatically applied to this assignment. In the event that a team member(s) is unable to attend the scheduled presentation, the instructor will allow the absent team member to share in the team presentation mark if the team agrees the absent member's contributions have been fair up to the presentation date. Requests for academic considerations will be denied due to this built-in flexibility with the timing of individual contributions.

In addition to this team deliverable, each student will be evaluated by their teammates with respect to their individual contributions. This evaluation component further encourages participation in team effort in a fair

way and being a good team player. Each student will receive their own mark equal to 5% of the course grade based on this peer assessment.

FINAL EXAM – 30%

The exam will be a case study with questions written by me. You will be expected to use the concepts learned in the course to answer the assigned questions. The date can be found in the exam schedule once it is published by the Registrar.

If you miss the Final Exam, please contact the [Academic Dean's Office](#) as soon as you are able to do so. They will assess your eligibility to take the Special Examination (the name given by the University to a makeup Final Exam).

MOS2181B (570) Class Schedule
(Watch Brightspace for any changes)

Tuesday, January 6 – Introduction to OB

- Skim Johns & Saks, Chapter 1
- Bring any questions to class about the course outline and expectations for this class.

Thursday, January 8 – Personality

- Read Johns & Saks, Chapter 2 - only up to the section on Learning
- We will do a small personality exercise in class (bring your computers!).

Tuesday, January 13 – Learning (Part 1)

- Read Johns & Saks, the remainder of Chapter 2
- We will review the requirements for *Individual case report*.

Thursday, January 15 – Learning (Part 2)

- Read the *Roaring Dragon* case at the end of Chapter 2 and complete the case worksheet posted on Brightspace – Be prepared to share your analysis in class.

Tuesday, January 20 – Value, Attitudes & Work Behaviour (Part 1)

- Read Johns & Saks Chapter 4
- **INDIVIDUAL CASE REPORT DUE BY 9:00 AM ON TUESDAY, JANUARY 20**

Thursday, January 22 – Value, Attitudes & Work Behaviour (Part 2)

- Read the *Amazon Delivery Workers* case and complete the accompanying case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.
- I will announce teams for the remainder of the term (including team presentations).

Tuesday, January 27 – Theories of Motivation

- Read Johns & Saks, Chapter 5

Thursday, January 29 – Motivation in Practice

- Read Johns & Saks, Chapter 6
- Read the mini case *VEGA* and complete the case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.
- We will review the requirements for *Team Management Plan*.

Tuesday, February 3 – Groups and Teamwork

- Read Johns & Saks, Chapter 7
- I will be offering consultations on the team management plan (bring your computers!).

Thursday, February 5 – Leadership

- Read Johns & Saks, Chapter 9
- Read the *Dr. Jamie Thompson* case at the end of Chapter 12(!) and review the accompanying case worksheet (posted on Brightspace). We will be working on this case for the next three classes.
- Complete the Leadership portion of the Dr. Jamie Thompson case worksheet – Be prepared to share your analysis in class.

Tuesday, February 10 – Communication

- Read Johns & Saks, Chapter 10
- Complete the Voice portion of the *Dr. Jamie Thompson* case worksheet – Be prepared to share your analysis in class.
- **TEAM MANAGEMENT PLAN DUE BY 9:00 AM ON TUESDAY, FEBRUARY 10**

Thursday, February 12 – Power, Influence, and Ethics

- Read Johns & Saks, Chapter 12
- Complete the Influence portion of the *Dr. Jamie Thompson* case worksheet – Be prepared to share your analysis in class.
- We will review the requirements for *Team Presentation Outline*.

February 14-22 – NO CLASSES – Happy Reading Week!

Tuesday, February 24 – Team project development session I

Thursday, February 26 – Organizational Culture and Socialization (Part 1)

- Read Johns & Saks, Chapter 8

Tuesday, March 3 – Organizational Culture and Socialization (Part 2)

- Watch the *Zappos* video case and complete the accompanying case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.
- **TEAM PRESENTATION OUTLINE DUE BY 9:00 AM ON TUESDAY, MARCH 3**

Thursday, March 5 – Perception and Attribution

- Read Johns & Saks, Chapter 3
- Read the *London Drugs* case and complete the case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.

Tuesday, March 10 – Decision Making

- Read Johns & Saks, Chapter 11
- Read the *Miranda Shaw and the Hiring Decision* case and complete the case worksheet (both posted on Brightspace). – Be prepared to share your analysis in class.

Thursday, March 12 – Team project development session II

Tuesday, March 17 – Conflict and Stress

- Read Johns & Saks, Chapter 13
- We will do a small role-play exercise in class.

Thursday, March 19 – Comprehensive case

- Review the sample exam (posted on Brightspace). – Be prepared to share your analysis in class.

Tuesday, March 24 – Team Presentations

Thursday, March 26 – Team Presentations

Tuesday, March 31 – Team Presentations

Thursday, April 2 – Review for Exam

Tuesday, April 7 – Consultations for Exam

Thursday, April 9 – Consultations for Exam

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2025-2026

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf.

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

https://www.uwo.ca/health/mental_wellbeing/

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also https://www.uwo.ca/health/student_support/survivor_support/get-help.html

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

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; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

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.