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ORGS5100 F2020 CREDITS: 3.00

ORGS 5100 A - ORGANIZATIONAL BEHAVIOUR

🕒 MON 08:00 - 10:00 🏠

INSTRUCTOR

Ivona Hideg

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🕒 by email

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This course contains synchronous and asynchronous components, please refer to Canvas to view the time commitments for each.

IVONA HIDEG BIOGRAPHY

Ivona Hideg is an Associate Professor and Ann Brown Chair in Organization Studies at the Schulich School of Business at York University. She holds a Ph.D. in OB/HRM from the Rotman School of Management, University of Toronto, and an MSc in I/O Psychology from the University of Waterloo. Ivona's research focuses on workplace diversity, equality, and inclusion. She has published in leading academic journals such as Academy of Management Journal and Journal of Applied Psychology, and her work has been featured in media outlets including Harvard Business Review, Wall Street Journal, Financial Times, and New York Times. She previously served as a faculty member and was appointed as Canada Research Chair in Organizational Leadership at Wilfrid Laurier University and was a research fellow at the Harvard Kennedy School. She was also a visiting faculty at the University of Western Australia, University of Amsterdam, Católica Lisbon, and RMIT University in Melbourne. She has consulted for the federal government of Canada on parental leave policies and the recruitment of women into the Canadian Armed Forces.

BRIEF DESCRIPTION

The purpose of this course is to create a knowledge base from which students can develop organizational competence. It examines the relationships between organizational performance and the behaviour of individuals, groups and overall organizations. In the process, emphasis is given to the importance of interpersonal issues and to issues arising from technological change, workforce diversity, ethical challenges and internationalization.

COURSE LEARNING OUTCOMES

The environment of contemporary organizations is increasingly turbulent. The turbulence stems from such forces as globalization, technological change and threats to the physical environment. The implication is unavoidable: managing contemporary organizations is becoming both ever more important, and increasingly challenging.

This course introduces the discipline of Organizational Behaviour to aspiring leaders who want to make a difference in

their organizations. Organizational Behaviour is the study of individual, interpersonal, group, and organizational processes that shape the management and performance of organizations. The course is designed to enhance your understanding of these processes and provide you with a wide range of skills and perspectives to help you become more effective managers and organizational members.

The course begins with an overview of how the key personal characteristics of organizational members (e.g., abilities, attitudes, personality, values, expertise, and experience) affect individual decisions and actions and how they shape their interactions with other organizational members. This section concludes with an examination of motivation in organizations. Theories that provide direction for managing organizational members effectively are analyzed and appraised with a strong focus on application.

Special attention is also given to the role of teams in organizations, the stages of group development, and the actions that can support the development of effective groups. Issues related to individual and group decision-making and problem-solving are examined, and tools to support these processes are presented and applied, such as exploring alternative ways to reconfigure assigned tasks, specify job requirements, and/or rearrange individual and group responsibilities.

The course closes with an overview of organizational-level decisions and processes. In this section, we will cover communication, power, conflict and negotiation. We will examine the effects of organizational culture and structure, and its impact on organizational socialization. Lastly, we will examine the impact of decision-making, problem-solving and leadership on organizational performance.

Learning outcomes

1. Approach problems from a systems perspective, with an appreciation of context and the role of the external environment of organizations; particularly understanding the implications of uncertainty, complexity and rapid change.
2. Develop and gain confidence with a range of personal and interpersonal skills (e.g. leadership, negotiations, working in teams, motivation, critical thinking, ability to ask questions, dealing with paradoxes, managing change etc.).
3. Discover and develop your own personal managerial style that reflects, among other things, your personal values, orientations, professional background and skills as an organizational member.
4. Enhance personal self-awareness; develop the ability to be reflective and the capacity to challenge personal mental models and understand impact of own actions on others.
5. Deepen knowledge of the content of the field of organizational behaviour and ability to translate theory into actions.
6. Identify and enhance your familiarity of processes and methods that can help change behaviours, intentions, attitudes, and emotions in ways that improve the effectiveness of organizations and their member.

LEARNING REMOTELY

Due to the COVID-19 situation, this course will run in an online format. All students are expected to have the following technology to participate in this course:

1. Computer
2. High speed internet
3. Web camera
4. Microphone

Several platforms will be used in this course (e.g., Canvas, Zoom, etc.) through which students will interact with the course materials, the instructor, as well as with one another. Please review the technical specifications for **Zoom** (<https://support.zoom.us/hc/en-us/articles/201362023-System-Requirements-for-PC-Mac-and-Linux>) and **Canvas** (<https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-browser-and-computer-requirements-for-Canvas/ta-p/66>). Please review the syllabus to determine how the class meets (in whole or in part) and how presentations will

be conducted. Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- 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.

Copying of any Zoom recordings or other course materials for public or commercial distribution is strictly prohibited and may lead to copyright and/or privacy law violations.

We will use several platforms in this course such as Zoom and Canvas. We will use Zoom for our virtual weekly class meetings. We will meet each week for 2 hours to cover and discuss course materials and engage in activities. A Zoom link for each class will be posted on Canvas. I suggest you familiarize yourself with Zoom prior to our first class. You all will have access to Zoom through York U. Please go the following website and use your Passport York credentials:

COURSE MATERIAL

1. Required Textbook (e-book only):

Organizational Behaviour – Understanding & Managing Life at Work. Pearson Canada. Gary Johns & Alan M. Saks. 11th edition. ISBN: 978-0-13-521854-9

E-book can be ordered through the York University website (<http://bookstore.blog.yorku.ca>) (<http://bookstore.blog.yorku.ca>) (**Links to an external site.**) (<http://bookstore.blog.yorku.ca>) (<http://bookstore.blog.yorku.ca>)) or purchase from the York Bookstore. Student will receive a code after purchase.

You may purchase the e-text online. Go to <https://console.pearson.com/enrollment/oikfhc> (**Links to an external site.**) (<https://console.pearson.com/enrollment/oikfhc>) and open an account. You can purchase the e-text using a credit card or PayPal. This will give you access to the e-text and supplementary resources for twelve months.

2. Additional reading materials. They have been prepared to supplement the required text and are posted on CANVAS. Students are expected to have read the assigned readings before attending each class session. These materials are available free through the library. You may access them through the York library databases. Harvard Business Review no longer allows us to post links to articles on the e-reserve, so you will have to access them individually through the library databases. See the instructions that follow on how to do that.

Harvard Business Review (HBR)

Harvard Business Review articles can be found using the library web site. Click on this URL:

<http://researchguides.library.yorku.ca/HBR> (<http://researchguides.library.yorku.ca/HBR>)

Type the article's title in the top left search box and you will then be able to access a PDF version of the article in the EBSCOhost database.

3. Canvas (course materials database). It contains general information for Schulich students and course materials specific to this course. Check it frequently.

ASSIGNMENT SUMMARY

Assignment Task	Group Individual	Total % of Final Grade	Due Date
Class Participation 10%			
Class Participation - Profile submission		1%	Mon Sep 21, 2020 at 08:00am EDT
Class Participation - Self-Evaluation		4%	Wed Dec 9, 2020 at 11:59pm EST
Class Participation - Active Participation during class time		5%	Tue Dec 15, 2020 at 10:00am EST
Team Learning Contribution/Team Presentation 15%			
Team learning contribution/Team Presentation		15%	Mon Oct 5, 2020 at 08:00am EDT
Mini-Test #1 25%			
Mini-Test #1		25%	Thu Oct 29, 2020 at 04:35pm EDT
Mini-Test #2 25%			
Mini-Test #2		25%	Tue Dec 1, 2020 at 04:25pm EST
Team Case analysis 25%			
Team Case analysis		25%	Wed Dec 9, 2020 at 06:00pm EST

WRITTEN ASSIGNMENTS: DESCRIPTIONS

Class Participation - Profile submission

 **Due Date:** Mon Sep 21, 2020 at 08:00am EDT

Your class participation will consist of the following elements:

- Profile submission (1%)
- Self-evaluation (4%)
- Active participation during class time (5%)

Profile submission (1%)

More information will be given in the first class

Assignment due:

Monday, September 21, 2020 at 8am.

Class Participation - Self-Evaluation

 **Due Date:** Wed Dec 9, 2020 at 11:59pm EST

Your class participation will consist of the following elements:

- Profile submission (1%)
- Self-evaluation (4%)
- Active participation during class time (5%)

Self-evaluation submission (4%)

- **due on Wednesday, Dec. 9, 2020 by 11:59pm (online submission on Canvas)**

Assignment due:

Wednesday, December 9, 2020 at 11:59pm.

Class Participation - Active Participation during class time

 **Due Date:** Tue Dec 15, 2020 at 10:00am EST

Your class participation will consist of the following elements:

- Profile submission (1%)
- Self-evaluation (4%)
- Active participation during class time (5%)

Active participation during class time (5%)

- **attending the class**
- **actively contributing to class**
- **breakout room discussions**

- **completing peer evaluation for student team presentations**
- **other assigned activities**

Team learning contribution/Team Presentation

 **Due Date:** Mon Oct 5, 2020 at 08:00am EDT

Team learning contribution/Team Presentation: BY TEAM ASSIGNMENT TO DATES (15%)

Description of the assignment

Over the course of the term, your group (assigned by the professor) will be required to present to the class a current event featured in media that is relevant to the current week's material. The event (article) must have occurred within the past few months or so. You may use diverse media such as newspaper, radio, TV, or the World Wide Web (e.g., online newspapers) as your source.

In your presentation, you will answer the following broad questions:

1. What is the current event or phenomenon discussed in your article and how is it relevant to the material in the course?
2. Why did this event make news (i.e., what/was the problem)? Offer your analysis of the event.
3. How has it helped you understand the course material in a better or deeper manner?
4. How could this current event be relevant to you and your classmates when you graduate and enter the working world? Why?

Specific instructions for your presentation

- Limit your presentation to 15 minutes
- Use power point slides
- **Submit a copy of your slides on Canvas by 5pm the day before your presentation**

Evaluation notes

- See grading rubric for evaluation criteria - **Grading rubric for team presentation.pdf** 
(https://schulich.instructure.com/courses/3961/files/277538/download?download_frd=1)

Scheduling

We will discuss scheduling of groups to topics (and weeks) in the second week of classes, on Monday, September 21, 2020. We will schedule presentations for every week. Almost every week articles and situations can be found in the media relevant to the topics of the week or previous week. Presentations will commence in the fourth week of the

course (a first presentation will take place on Monday, October 5, 2020).

Mini-Test #1

 **Due Date:** Mon Oct 19, 2020 at 09:45am EDT

This is a short open-book, remote test designed to test your familiarity with course concepts and your ability to apply the theories and concepts in a business setting. The test will require you to answer short questions based on the course material covered until that date.

Hi class,

Please find attached the mini-test #1. Please read the instructions carefully.

This is an open-book, remote examination. You must submit your answer by the deadline (9:30am).

Start date/time: Monday, Oct 19, 8:00am

Due date/Time: Monday, Oct 19, 9:30am

Please go to Canvas, click on "Assignments, Mini-test #1" and submit your test there.

If you have any questions during the test I will be on the Zoom link/meeting for Oct. 19 class - just join the meeting!

I will also be on my emails - ihideg@schulich.yorku.ca (<mailto:ihideg@schulich.yorku.ca>)

Good luck!

Ivona

Mini-Test #2

 **Due Date:** Mon Nov 23, 2020 at 10:00am EST

This is a short open-book, remote test designed to test your familiarity with course concepts and your ability to apply the theories and concepts in a business setting. The test will require you to answer short questions based on the course material covered until that date.

[Click here to access Min-Test #2:](#)

Team Case analysis

 **Due Date:** Mon Dec 7, 2020 at 08:00am EST

In 10 pages prepare a team case analysis to be submitted on Canvas. Check the Canvas for more details.

The case write-up should include:

- An executive summary offering an overview of your analysis
- Identification of the major issues in the case
- A situational analysis that explores causes and context of the problems
- Criteria that you will use to evaluate potential solutions
- Alternative courses of action that may address the problems
- Your plan of action including implementation and justification

Evaluation

Grading rubric for case analysis Ros Atkins and BBC.pdf

Assignment Due

- **by the beginning of the last class (class 12 - 8am on December 7, 2020).**
- **submit the Team Case Analysis via Canvas using Turnitin**

WRITTEN ASSIGNMENTS: EVALUATION

On the tests you will be evaluated on your familiarity with course concepts and your ability to apply them thoughtfully in organizational settings.

On each written assignment you will be evaluated on content, creativity and presentation. Repeating material from the assigned reading material will not get you points, clear and critical thinking and good writing will! I am interested in what you make of the course material, not whether you can repeat it. Feel free to seek feedback by emailing me and arranging a meeting. Late assignments will normally incur a penalty of one letter grade.

CALCULATING COURSE GRADE

Assignment/Task	Quantity	% Weight	Total %	Author
Mini-test 1 (Class 5)	1	25	25	Individual

Assignment/Task	Quantity	% Weight	Total %	Author
Mini-test 2 (Class 10)	1	25	25	Individual
Team Case analysis (Class 12)	1	25	25	Team
Team learning contribution (By assignment)	1	15	15	Team
Class participation	1	10	10	Individual
			100%	

Note: Students will be randomly assigned to teams by the second week of class, with team presentations beginning on week 4.

CLASS-BY-CLASS SYLLABUS

Class 1 - Course Introduction & Introduction to Organizational Behaviour

Sep 14/20

Overview: Course Introduction & Introduction to Organizational Behaviour

Class 1

Topic: Course Introduction & Introduction to Organizational Behaviour

Assigned Readings

Text: Chapter 1

Articles:

1. Drucker, P. (2004). What makes an effective executive. *Harvard Business Review*, 82(6), 58-63.
2. Petriglieri, G. (2020). The psychology behind effective crisis leadership. *Harvard Business Review*, digital article.

Class 2 - Diversity, Equality, and Inclusion

Sep 21/20

Overview: Diversity, Equality, and Inclusion

Class 2

Topic: Diversity, Equality, and Inclusion

In this session, we will introduce the notion of workforce diversity and related notions of equality and inclusion. We currently live in a time of a global crisis where the issues surrounding diversity, equality, and inclusion have been amplified and highlighted. These issues impact every aspect of our society including organizations and work life. We will explore these issues and discuss what can be done to promote greater social justice and responsibility including a diverse, equal, and inclusive workplace. As we move forward with other topics, we will highlight how these issues impact every aspect of organizational behaviour.

Assigned Readings

Text: Chapter 3

Articles:

1. Hecht, B. (2020). Moving beyond diversity toward racial equity. *Harvard Business Review*, digital article.
2. Hideg, I., & Wilson, A. (2020). Research: Bringing up past injustices make majority group

defensive. *Harvard Business Review*, digital article.

- Pedulla, D. (2020). Diversity and inclusion efforts that really work. *Harvard Business Review*, digital article.

To do:

Download case for next class (please see instruction in Class 3 Module)

Class 3 -
Personality,
Attitudes,
Values, and
Work
Behaviour

Sep 28/20

Overview: Personality, Attitudes, Values, and Work Behaviour

Class 3

Class 4 -
Motivation
at Work

Topic: *Personality, Attitudes, Values, and Work Behaviour*

Oct 5/20

In this session, we will examine how people differ in ways that are relevant to their behaviour in organizations. First, we will explore personality and the ways in which different aspects of personality influence, or fall under the influence, of organizations. We will also begin to examine perception and the ways in which perception affects attitudes and behaviours. Finally, we will explore the extent to which diverse sets of values and attitudes influence individual perception, and how those perceptions create the partial, personal model of reality on which individuals act.

Class 5 -
Mini-Test #1

Assigned Readings

Text: Chapters 2 and 4

Articles:

- Chamorro-Premuzic, T. (2017). Could your personality derail your career? Don't take these traits to the extreme. *Harvard Business Review*, 95(5), 138-141.
- Gensowski, M. (2018). These 3 personality traits affect what you earn-but only after age 40. *Harvard Business Review*, digital article.

Class 6 -
Groups and
Work
Teams

Case Study

Ros Atkins and the 50:50 Project at the BBC (A) (to be posted)

Class 7 -
Conflict
and

Overview: Motivation at Work

Oct 19/20

Class 4

Topic: *Motivation at Work*

Organizations exert influence on employees through the use of rewards and sanctions including pay, praise, promotions and various penalties. These actions are mediated by the organization through its formal and informal evaluation and reward processes. Traditional and innovative organizational practice in this area is the focus in this session.

Negotiation

Assigned Readings

Text: Chapter 5 & 6

Articles:

1. Cable, D. (2018). Why people lose motivation – and what managers can do to help. *Harvard Business Review*, digital article.
2. Chamorro-Premuzic, T. (2013). Does money really affect motivation? A review of the research. *Harvard Business Review*, digital article.

Class 8 -
Leadership

Class 9 -

No Class next week (Oct 12) - Thanksgiving

Overview: Mini-Test #1

Oct 26/20

Class 5**Mini-Test #1**

You will write an open-book, remote test during the time scheduled for our virtual class.

Overview: Groups and Work Teams

Nov 2/20

Class 6**Topic: Groups and Work Teams**

In many organizations, groups are becoming a primary mode through which people accomplish the work of the organization. Effectively managing groups and contributing to group-based tasks requires an understanding of group dynamics and development. This session examines the fundamental processes and influences of groups in organizations.

Assigned Readings

Text: Chapter 7

Articles:

1. Neeley, T. (2015). Global teams that work. *Harvard Business Review*, 93(10), 74-78.
2. Sunstein, C., & Hastie, R. (2014). Making dumb groups smarter. *Harvard Business Review*, 92(12), 91-98.

Overview: Conflict and Negotiation

Nov 9/20

Class 7

Topic: **Conflict and Negotiation**

Organizations are never completely rationalized, and tasks and environments are never completely stable. Conflict and its resolution are, therefore, crucial to the functioning of organizations. In this session we consider the dynamics of conflict with a particular focus on negotiation as a mechanism for managing conflict and creating value.

Assigned Readings

Text: Chapter 13

Articles:

1. Sebenius, J. K. (2001). Six habits of merely effective negotiators. (Negotiators must have a focused strategy). *Harvard Business Review*, 79(4), 87-95.
2. Malhotra, D. (2014). 15 rules for negotiating a job offer. (Managing Yourself). *Harvard Business Review*, 92(4), 117-120.

[Overview: Leadership](#)

Class 8

Topic: **Leadership**

Organizations of the future will require approaches to leadership that are substantially different from what is currently the norm. In this session, new leadership frameworks, ranging from empowerment to transformational modes of leader influence, are examined and compared with current conventions.

Assigned Readings

Text: Chapter 9

Articles:

1. Leadership across cultures (2015). *Harvard Business Review*, 93(5), 30-31.
2. Kerrissey, M. J., & Edmondson, A. C. (2020). What good leadership looks like during this pandemic. *Harvard Business Review*, digital article.
3. Ibarra, H. (2019). A lack of sponsorship is keeping women from advancing into leadership. *Harvard Business Review*, digital article.

Communication and Decision Processes

Nov 16/20

[Overview: Communication and Decision Processes](#)

Class 9

Class 10 -
Mini-test #2

Topic: **Communication and Decision Processes**

Nov 23/20

Assigned Readings

Text: Chapters 10 & 11

Articles:

1. Duarte, N. (2020). Good leadership is about communicating "Why." *Harvard Business Review*, digital article.
2. Hammond, J., Keeney, R., & Raiffa, H. (2006). The hidden traps in decision making. *Harvard Business Review*, 84(1), 118-126.
3. Kahneman, D., Rosenfield, A., Gandhi, L., & Blaser, T. (2016). Inconsistent decision making is a huge hidden cost for many companies. Here's how to overcome what we call noise. *Harvard Business Review*, 94(10), 38-46.

Class 11 -
Power,
Politics, and
Ethics; and
Structure

Class 12 -

Overview: Mini-test #2

Nov 30/20

Class 10

Mini-test #2

You will write an open-book, remote test during the time scheduled for our virtual class.

Overview: Power, Politics, and Ethics; and Structure

Class 11

Topic: **Power, Politics, and Ethics; and Structure**

In this session we will explore the bases of organizational power, organizational politics, and importantly ethics and ethical conducts in organizational life. We will also talk about corporate social responsibility.

Assigned Readings

Text: Chapters 12 & 14

Articles:

1. Kramer, M. R. (2020). Coronavirus is putting corporate social responsibility to the test. *Harvard Business Review*, digital article.
2. Lyon, T. P. et al. (2018). CSR needs CPR: Corporate sustainability and politics. *California Management Review*, 60(4), 5-24.
3. Meier, S., & Cassar, L. (2018). Stop talking about how CSR helps your bottom line. *Harvard Business Review*, digital article.

Organizational Culture and Change

Dec 7/20

Overview: Organizational Culture and Change

Class 12

Topic: **Organizational Culture and Change**

An organization's ability to adapt to environmental turbulence can often make the difference between long-term viability and failure. Technological and societal changes as well as global crises are making this ability more crucial than ever. In this session, we will discuss organizational ability to learn (from successes and failures), innovate, and implement the changes necessary to remain competitive in a rapidly shifting world.

Assigned Readings

Text: Chapters 8 & 15

Articles:

1. Beer, Michael, & Nohria, Nitin. (2000). Cracking the code of change. (Statistical Data Included). *Harvard Business Review*, 78(3), 133-141.
2. Cheng, J.Y.-J., Groysberg, B. (2020). How corporate cultures differ around the world. *Harvard Business Review*, digital article.
3. Galbraith, M. (2018). Don't just tell employees organizational changes are coming – explain why. *Harvard Business Review*, digital article.

Deliverables

These course materials are designed for use as part of this course at York University and are the 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.

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