

# Course Schedule



Important: ALL TIMES EASTERN - Please see the [University Policies](#) section of your Syllabus for details.

Module	Activities and Assignments	Start Date	Due Date	Weight
<a href="#">Module 1 - What Is Organizational Behaviour About?</a>	<a href="#">Commentary</a> Groups for discussions (Created by Technical Support)		Wednesday, January 3, 2018 at 4:30 PM	
	<a href="#">Introduce Yourself</a>		Sunday, January 7, 2018 at 11:55 PM	Ungraded
	<a href="#">Syllabus Quiz</a>			Ungraded (Must attain 100% to gain access to the remaining Quizzes.)
	<a href="#">Commentary</a> for Module 1		Sunday, January 7, 2018 at 11:55 PM	Ungraded
<a href="#">Module 2 - Individual: Perception, Personality, Emotions, and Stereotypes</a>	<a href="#">Commentary</a> for Module 2		Sunday, January 14, 2018 at 11:55 PM	5%
<a href="#">Module 3 - Individual: Values, Attitudes, and Their Effects</a>	Create Riipen Account and join portal OR Inform Instructor of Opt-Out - see <a href="#">Organizational Consulting Project</a>		Wednesday, January 17, 2018 at 11:55 PM	
	Teams for <a href="#">Organizational Consulting Project</a> (Created by Technical Support)		Friday, January 19, 2018 at 4:30 PM	
	<a href="#">Commentary</a> for Module 3		Sunday, January 21, 2018 at 11:55 PM	5%
	Introduce Yourself to your <a href="#">Organizational Consulting Project</a> Team		Wednesday, January 24, 2018 at	Ungraded

			11:55 PM	
	Assign a Team Lead within your <a href="#">Organizational Consulting Project</a> Team		Thursday, January 25, 2018 at 11:55 PM	
	Check your UWaterloo email for correspondence from Riipen – see <a href="#">Organizational Consulting Project</a>		Friday, January 26, 2018 at 11:55 PM	
<a href="#">Module 4 - Individual: Motivating Self and Others</a>	<a href="#">Quiz 1</a>	Tuesday, January 30, 2018 at 8:00 AM	Wednesday, January 31, 2018 at 11:55 PM	5%
	Team Leads: Contact your team's assigned Riipen Industry Partner – see <a href="#">Organizational Consulting Project</a>	Monday, January 29, 2018 at 8:00 AM	Friday, February 2, 2018 at 4:00 PM	
<a href="#">Module 5 - Group: Work in Teams</a>	<a href="#">Commentary</a> for Module 5		Sunday, February 4, 2018 at 11:55 PM	5%
<a href="#">Module 6 - Group: Communication, Conflict, and Negotiation</a>	<a href="#">Commentary</a> for Module 6		Sunday, February 11, 2018 at 11:55 PM	5%
<b>Reading Week - Study Days (Sunday, February 18, 2018 to Saturday, February 24, 2018)</b>				
<a href="#">Module 7 - Group: Power and Politics</a>	<a href="#">Commentary</a> for Module 7		Sunday, February 25, 2018 at 11:55 PM	5%
<a href="#">Module 8 - Enterprise: Leadership</a>	<a href="#">Quiz 2</a>	Tuesday, February 27, 2018 at 8:00 AM	Wednesday, February 28, 2018 at 11:55 PM	5%
<a href="#">Module 9 - Enterprise: Decision Making, Creativity, and Ethics</a>	<a href="#">Commentary</a> for Module 9		Sunday, March 11, 2018 at 11:55 PM	5%
	Confirm that you can log in to PEAR (You do NOT need to complete the <a href="#">Peer Evaluation</a> at this time)	Friday, March 16, 2018 at 8:00 AM	Wednesday, March 21, 2018 at 11:55 PM	Ungraded
<a href="#">Module 10 - Enterprise:</a>	<a href="#">Quiz 3</a>	Tuesday, March 20,	Wednesday, March 21,	5%

<a href="#">Organizational Culture and Managing Change</a>		2018 at 8:00 AM	2018 at 11:55 PM	
<a href="#">Module 11 - Global: Environment, Strategy, and Structure (Part 1)</a>	<a href="#">Commentary</a> for Module 11		Sunday, March 25, 2018 at 11:55 PM	5%
<a href="#">Module 12 - Global: Environment, Strategy, and Structure (Part 2)</a>	<a href="#">Commentary</a> for Module 12		Sunday, April 1, 2018 at 11:55 PM	5%
	<a href="#">Quiz 4</a> (optional)	Tuesday, April 3, 2018 at 8:00 AM	Wednesday, April 4, 2018 at 11:55 PM	5% (Students who choose to write Quiz 4 will have their lowest Commentary or Quiz score dropped.)
	<a href="#">Organizational Consulting Project</a> to LEARN - due		Wednesday, March 28, 2018 at 11:55 PM	20%
	<a href="#">Organizational Consulting Project</a> to Riipen - due		Wednesday, April 4, 2018 at 11:55 PM	
	<a href="#">Peer Evaluation</a> - due	Thursday March 29, 2018 at 8:00 AM	Wednesday April 4, 2018 at 11:55 PM	Used to calculate individual final grades for <a href="#">Organizational Consulting Project</a>
<a href="#">Final Examination</a> Note: Students MUST pass the final examination in order to pass the course.				25%

## Final Examination Arrangements and Schedule

Please carefully review the information about [writing exams](#) for online courses, including dates, locations, how to make examination arrangements, writing with a proctor, and deadlines.

If you are taking any on-campus courses, you will automatically be scheduled to write your exam on campus. No action is required.

If you are taking only online courses, do one of the following:

- If your address in QUEST is within 100 km of an [examination centre](#), you must choose an exam centre in [Quest](#) by Sunday, January 14, 2018. This must be done each term.
- If your address in Quest is more than 100 km from an exam centre, you must arrange for a proctor. Please review the guidelines and deadlines for [writing with a proctor](#). This must be done each term.

Your online course exam schedule will be available in Quest approximately four weeks before your exam date(s).

Instructions on how to find your schedule are posted on the [Quest Help](#) page.

University of Waterloo Senate-approved [academic regulations related to assignments, tests, and final exams](#) can be found on the Registrar's website.

## Official Grades and Course Access

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Official Grades and Academic Standings are available through [Quest](#).

Your access to this course will continue for the duration of the current term. You will not have access to this course once the next term begins.

## Contact Information



## Announcements

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Your instructor uses the **Announcements** widget on the **Course Home** page during the term to communicate new or changing information regarding due dates, instructor absence, etc., as needed. You are expected to read the announcements on a regular basis.

To ensure you are viewing the complete list of announcements, you may need to click **Show All Announcements**.

## Discussions

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A **General Discussion** topic\* has also been made available to allow students to communicate with peers in the course. Your instructor may drop in at this discussion topic.

## Contact Us

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Who and Why	Contact Details
<b>Instructor and TA</b> <ul style="list-style-type: none"><li>• Course-related questions (e.g., course content, deadlines, assignments, etc.)</li><li>• Questions of a personal nature</li></ul>	<p><b>Post your course-related questions</b> to the <b>Ask the Instructor</b> discussion topic*. This allows other students to benefit from your question as well.</p> <p><b>Questions of a personal nature</b> can be directed to your instructor.</p> <p>Instructor: Muhammad Umair Shah <a href="mailto:umair.shah@uwaterloo.ca">umair.shah@uwaterloo.ca</a></p>

	<p>Your instructor checks email and the <b>Ask the Instructor</b> discussion topic* frequently and will make every effort to reply to your questions within 24–48 hours, Monday to Friday.</p>
<p><b>Technical Support,</b> Centre for Extended Learning</p> <ul style="list-style-type: none"> <li>Technical problems with Waterloo LEARN</li> </ul>	<p><a href="mailto:learnhelp@uwaterloo.ca">learnhelp@uwaterloo.ca</a></p> <p>Include your full name, WatIAM user ID, student number, and course name and number.</p> <p>Technical support is available during regular business hours, Monday to Friday, 8:30 AM to 4:30 PM (Eastern Time).</p> <p><a href="#">LEARN Help Student Documentation</a></p>
<p><b>Riipen Support,</b></p> <ul style="list-style-type: none"> <li>Technical problems with, or questions about Riipen</li> </ul>	<p>Access Riipen's Help Centre through the "Need Help" (?) icon in the bottom right corner of every page on <a href="#">Riipen</a>. From there, you can initiate a support request or give feedback. Alternatively, you can email <a href="mailto:help@riipen.com">help@riipen.com</a> directly.</p>
<p><b>Pearson Canada</b></p> <ul style="list-style-type: none"> <li>Problems with MyManagement Lab XL Enrichment Videos or Learning Simulations</li> </ul>	<p><a href="#">Pearson Canada Student Support</a></p>
<p><b>Learner Support Services,</b> Centre for Extended Learning</p> <ul style="list-style-type: none"> <li>General inquiries</li> <li>WatCards (Student ID Cards)</li> </ul>	<p><a href="#">Student Resources</a></p> <p><a href="mailto:extendedlearning@uwaterloo.ca">extendedlearning@uwaterloo.ca</a> +1 519-888-4002</p> <p>Include your full name, WatIAM user ID, student number, and course name and number.</p>

- Examination information

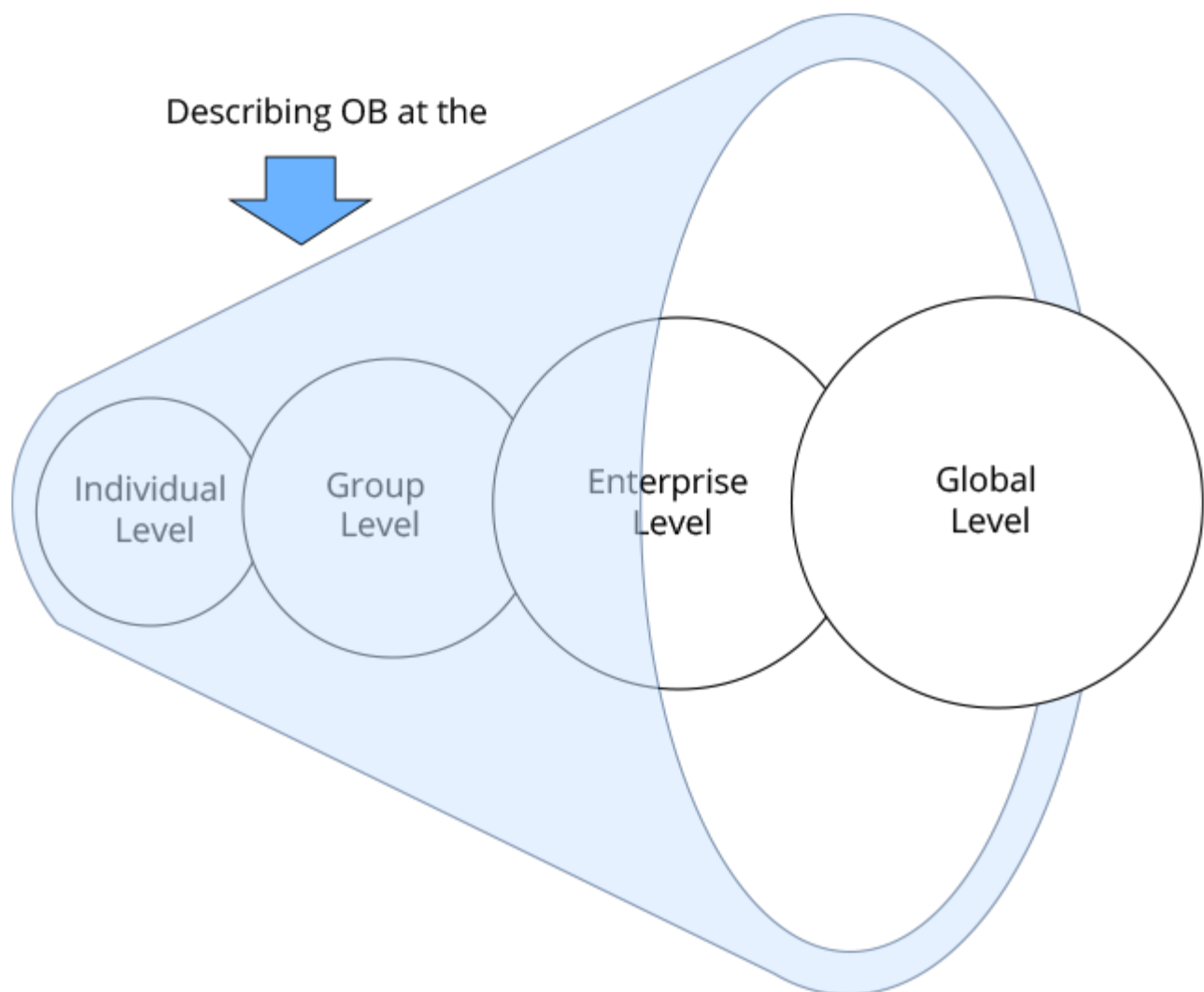
\*Discussion topics can be accessed by clicking **Connect** and then **Discussions** on the course navigation bar above.

# Course Description and Objectives



## Description

This online course provides an introduction to the study of behaviour at work. The course will introduce students to a wide array of theories on topics relevant to understanding employee and managerial behaviour and provide insight and first-hand accounts of practitioners' experience on how to use this knowledge to address problems in organizations. Some of the topics covered include the study of teamwork, motivation, social perception, personality, leadership, ethics in the workplace, employee attitudes, job satisfaction, and organizational change at the individual, group, enterprise, and global levels.





Some of the questions we address include: When are teams more effective than individuals? What are effective ways to motivate employees? How does personality affect job performance? What leadership styles are effective with different employees? In addition to reading the text, students play audio-video presentations of lectures and expert interviews. Weekly Peer Reviewed Assessments and Case Studies are completed online using Discussions and Dropboxes on LEARN. It encourages the exchange of ideas among student peers.

## Objectives

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This course will help prepare students to:

- describe disciplined knowledge and personal understanding of the impact of human behaviour on work in organizations;
- define the organizational effectiveness at the individual, group, enterprise, and global levels;
- solve real industry problems in the form of virtual teams and groups; and
- evaluate how organizations might better operate under newer paradigm of business—stakeholder engagement.

*This online course was developed by Muhammad Umair Shah, with thanks to Paul Guild for providing various valuable course resources, with instructional design and multimedia development support provided by the Centre for Extended Learning. Further media production was provided by Instructional Technologies and Multimedia Services.*

## About the Course Author/Instructor



# Course Author/Instructor — Muhammad Umair Shah

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With a PhD degree in Management Sciences, Muhammad Umair Shah, is a researcher and lecturer at the University of Waterloo. He actively pursues public speaking, group discussions, and research consultation in the fields of Management of Technological Innovation, Organizational Behavior, and Operations Management.

It is to note that Shah is a business graduate of 2009 with a concentration in Marketing. Shah also gained experience in architecting Sales Strategy, Business

Development through Process Outsourcing, Social Media Management, and Business Process Optimization through Open Innovation and Knowledge Transfer at a high-tech mobile product development and services company prior to his academic endeavors at Waterloo. Shah has over five years of experience in teaching Organizational Behavior (MSCI 211) course at the University of Waterloo.



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Shah's interests include Creating Stakeholder Value through Enterprise Branding, Open Innovation, Knowledge Transfer and Business Intelligence. He enjoys traveling places, reading books and composing music.

## Educational Background

- PhD, 2016, Management Sciences, University of Waterloo
- MASc, 2012, Management Sciences, University of Waterloo
- BBA, 2009, Marketing, National University of Computer and Emerging Sciences

## Research Interests

Shah's research is focused on these areas:

understanding various facets of business sustainability through empirical evidence;

- specializing in stakeholder theoretic and business engagement models, such as, corporate social responsibility, creating shared value, and creating value for all stakeholders;
- exploring technological innovation and the impact of digital opportunity initiatives in fostering entrepreneurship in developing (or under-developed) regions of the world; and
- learning and applying the best practices of university level online and distance education mediums.

# Materials and Resources



## Textbook

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### Required

- Nancy Langton, Stephen P. Robbins, Timothy A. Judge. (2014). *Fundamentals of Organizational Behaviour*. (Updated Fifth Canadian Edition). Toronto: Pearson Canada Inc.
- MyManagementLab XL

### Registering Your MyManagementLab XL

IMPORTANT: To watch the required MyLab Videos in this course, you will need to have registered your MyManagementLab XL. For instructions, please see [Pearson's MyLab and Mastering Registration Using Desire2Learn \(YouTube, 2:10\)](#) OR read [Student Registration Instructions for MyLab MSCI 211 \(PDF\)](#). (**Note:** there is no "Course ID")

After you have logged into your Pearson MyManagementLab XL account, you will be able to click on the links to the videos in the course content.

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**For textbook ordering information, please contact the [Waterloo Bookstore](#).**

For your convenience, you can compile a list of required and optional course materials through [BookLook](#) using your Quest userID and password. If you are having difficulties ordering online and wish to call the Waterloo Bookstore, their phone number is +1 519-888-4673 or toll-free at +1 866-330-7933. Please be aware that textbook orders **CANNOT** be taken over the phone.

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## Resources

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## [Library services for co-op students on work term and distance education students](#)

# Grade Breakdown



The following table represents the grade breakdown of this course.

Activities and Assignments	Weight
Introduce Yourself	Ungraded
Syllabus Quiz	Ungraded*
Commentary for Module 1	Ungraded
Commentary for Modules 2, 3, 5, 6, 7, 9, 11, 12 (8 at 5% each)	40%
Organizational Consulting Project	20%
Quizzes (3 at 5% each)	15%
<b>Quiz 4 (optional)</b>	<b>5%**</b>
Final Examination <b>Note: Students MUST pass the final examination in order to pass the course.</b> In the event of a failure on the final examination, the grade submitted in the course will be calculated according to this formula: $[(\text{grade on final exam out of 25}) \times 3.5] + [(\text{grade on other assignments prior to final exam, maximum 75}) \times 0.10]$ .	25%

\*Must attain 100% to gain access to the remaining Quizzes.

\*\*There is an optional Quiz 4 worth 5% that is available to all students. Students who choose to write Quiz 4 will have their lowest Commentary or Quiz score dropped.

# Course Policies



## Final Examination Policy

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**Students MUST pass the final examination in order to pass the course.**

In the event of a failure on the final examination, the grade submitted in the course will be calculated according to this formula:  $[(\text{grade on final exam out of 25}) \times 3.5] + [(\text{grade on other assignments prior to final exam, maximum 75}) \times 0.10]$ .

# University Policies



## Submission Times

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Please be aware that the University of Waterloo is located in the **Eastern Time Zone** (GMT or UTC-5 during standard time and UTC-4 during daylight saving time) and, as such, the time that your activities and/or assignments are due is based on this zone. If you are outside the Eastern Time Zone and require assistance with converting your time, please try the [Ontario, Canada Time Converter](#).

## Accommodation Due to Illness

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**If your instructor has provided specific procedures for you to follow if you miss assignment due dates, term tests, or a final examination, adhere to those instructions.** Otherwise:

### Missed Assignments/Tests/Quizzes

Contact the instructor as soon as you realize there will be a problem, and preferably within 48 hours, but no more than 72 hours, have a medical practitioner complete a [Verification of Illness Form](#).

**Email** a scanned copy of the Verification of Illness Form to your instructor. In your email to the instructor, provide your name, student ID number, and exactly what course activity you missed.

Further information regarding Management of Requests for Accommodation Due to Illness can be found on the [Accommodation due to illness](#) page.

### Missed Final Examinations

If this course has a final exam and if you are unable to write a final examination due to illness, seek medical treatment and have a medical practitioner complete a [Verification of Illness Form](#). Email a scanned copy to the Centre for Extended Learning (CEL) at



[extendedlearning@uwaterloo.ca](mailto:extendedlearning@uwaterloo.ca) within 48 hours of your missed exam. Make sure you include your name, student ID number, and the exam(s) missed. You will be REQUIRED to hand in the original completed form before you write the make-up examination.

After your completed Verification of Illness Form has been received and processed, you will be emailed your alternate exam date and time. This can take up to 2 business days. If you are within **150 km** of Waterloo you should be prepared to write in Waterloo on the additional CEL [exam dates](#). If you live outside the 150 km radius, CEL will work with you to make suitable arrangements.

Further information about [Examination Accommodation Due to Illness](#) regulations is available in the Undergraduate Calendar.

## Academic Integrity

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In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect, and responsibility. **If you have not already completed the online tutorial regarding academic integrity you should do so as soon as possible.** Undergraduate students should see the [Academic Integrity Tutorial](#) and graduate students should see the [Graduate Students and Academic Integrity](#) website.

Proper citations are part of academic integrity. Citations in CEL course materials usually follow CEL style, which is based on APA style. Your course may follow a different style. If you are uncertain which style to use for an assignment, please confirm with your instructor or TA.

For further information on academic integrity, please visit the [Office of Academic Integrity](#).

## Discipline

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A student is expected to know what constitutes [academic integrity](#) to avoid committing an academic offence, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to

avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration, should seek guidance from the course instructor, academic advisor, or the undergraduate Associate Dean. For information on categories of offences and types of penalties, students should refer to [Policy 71 - Student Discipline](#). For typical penalties, check [Guidelines for the Assessment of Penalties](#).

## Appeals

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A decision made or penalty imposed under [Policy 70 - Student Petitions and Grievances](#), (other than a petition) or [Policy 71 - Student Discipline](#), may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

## Grievance

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A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4. When in doubt please be certain to contact the department's administrative assistant who will provide further assistance.

## Final Grades

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In accordance with [Policy 46 - Information Management](#), Appendix A - Access to and Release of Student Information, the Centre for Extended Learning does not release final examination grades or final course grades to students. Students must go to [Quest](#) to see all final grades. Any grades posted in Waterloo LEARN are unofficial.

## AccessAbility Services

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[AccessAbility Services](#), located in Needles Hall, collaborates with all academic

departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodation to lessen the impact of your disability, please register with AccessAbility Services at the beginning of each academic term and for each course.

## Accessibility Statement

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The Centre for Extended Learning strives to meet the needs of all our online learners. Our ongoing efforts to become aligned with the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) are guided by University of Waterloo accessibility [Legislation](#) and policy and the [World Wide Web Consortium's \(W3C\) Web Content Accessibility Guidelines \(WCAG\) 2.0](#). The majority of our online courses are currently delivered via the Desire2Learn Learning Environment. Learn more about [Desire2Learn's Accessibility Standards Compliance](#).

## Use of Computing and Network Resources

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Please see the [Guidelines on Use of Waterloo Computing and Network Resources](#).

## Copyright Information

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### **UWaterloo's Web Pages**

All rights, including copyright, images, slides, audio, and video components, of the content of this course are owned by the course author, unless otherwise stated. These web pages are owned or controlled by the University of Waterloo, Centre for Extended Learning. By accessing the web pages, you agree that you may only download the content for your own personal, non-commercial use. You are not permitted to copy, broadcast, download, store (in any medium), transmit, show or play in public, adapt, or change in any way the content of these web pages for any other purpose whatsoever without the prior written permission of the course author and the University of Waterloo, Centre for Extended Learning.

## Other Sources

Respect the copyright of others and abide by all copyright notices and regulations when using the computing facilities provided for your course of study by the University of Waterloo. No material on the Internet or World Wide Web may be reproduced or distributed in any material form or in any medium, without permission from copyright holders or their assignees. To support your course of study, the University of Waterloo has provided hypertext links to relevant websites, resources, and services on the web. These resources must be used in accordance with any registration requirements or conditions which may be specified. You must be aware that in providing such hypertext links, the University of Waterloo has not authorized any acts (including reproduction or distribution) which, if undertaken without permission of copyright owners or their assignees, may be infringement of copyright. Permission for such acts can only be granted by copyright owners or their assignees.

If there are any questions about this notice, please contact the University of Waterloo, Centre for Extended Learning, Waterloo, Ontario, Canada, N2L 3G1 or [extendedlearning@uwaterloo.ca](mailto:extendedlearning@uwaterloo.ca).