

**NATIONAL UNIVERSITY OF SINGAPORE**  
**NUS Business School, Department of Management and Organisation**

**MNO 3313J/MNO3761A: Employee & Organizational Misbehaviors**  
**AY2024/2025 Semester 2**

Instructor: Professor Vivien Lim  
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**Course Objectives**

The main objective of this course is to examine the often neglected darker side of the organisation i.e., deviant and unethical behaviors at the workplace. We will also discuss the issues of organizational misconduct and corporate ethics. Both the employee and organization will be the subjects of our analysis. The course is aimed at providing an understanding and analysis of deviant behaviours, corporate wrongdoing and organizational ethics.

Some of the questions this course attempts to address include: (i) why do people engage in deviant/unethical behaviours; (ii) why do organizations engage in deviant/unethical behaviours; (iii) do men and women engage in similar deviant/unethical activities; (iv) the role of corporate practices in preventing these behaviors. Various theories of crimes and sociological perspectives on deviant behaviours will be reviewed in this course.

**Assessment Methods**

The following is subject to changes depending on final enrolment number:

<b>Component</b>	<b>Weight</b>
Class and Research Participation	20%
Article Contribution/Presentation	20%
Group Term Paper	35%
Reflection Journal	25%
<b>Total</b>	<b>100%</b>

<b>Session</b>	<b>Description</b>
1	Overview of Workplace Deviant and Unethical behaviors
2	The role of individual differences and situational factors
3	Lunar New Year Eve
4	Power & Status
5	Academic Dishonesty

6	Why do good people do bad things? Neutralization techniques
Recess Week	
7	Lying at work
8	Impact of IT on workplace misbehaviors
9	Whistle-blowing
10	White-collar crimes and organizational misconduct
11	Presentation
12	Presentation
13	Course Review

## PROFILE OF INSTRUCTOR



<https://bizbeat.nus.edu.sg/community-news/article/faculty-profile-prof-vivien-lim/>  
<https://bizbeat.nus.edu.sg/community-news/article/biz-professors-ranked-among-top-two-percent-of-scientists-in-the-world/>

Vivien Lim is Professor at Alice Lee Centre for Nursing Studies, Yong Loo Lin School of Medicine and Dept of Management and Organisation, NUS Business School. She was the first woman to be promoted to Full Professor in NUS Business School. Professor Lim obtained her PhD in the area of Organizational Behavior from the University of Pittsburgh. She was the Editor of Applied Psychology: An International Review (2010-2015) and is currently a member of the journal's advisory panel. She had served on the editorial boards of Journal of Management and Academy of Management Perspectives. Professor Lim is ranked among the top 2% of scientists in the world in a study conducted by Stanford University from 2020- present.

Professor Lim has extensive experience facilitating classes across all levels of teaching: undergraduate, MBA, MSc, Executive MBA, PhD and executive training. She enjoys teaching, and derives much joy from helping students and executives find meaning in studies, work, and life.

Dr Lim has received a dozen teaching commendations and recognition for her achievements in teaching at the departmental, faculty and university levels. She was recipient of Departmental, Faculty and University Outstanding Educator Awards, as well as Dean's Commendations during the period 1999–2013. She is a much sought after trainer for executive programs.

For three years in a row, Dr Lim received the Annual Teaching Excellence Award (AY 2009/2010, AY 2010/2011 and AY 2011/2012). This award is given by the University to recognize faculty members who have demonstrated excellence and a high level of commitment to teaching. In 2014, Dr Lim was

also placed on the University's Teaching Honor Roll in recognition of her teaching accomplishments. She served on the Teaching Excellence Council at NUS Business School.

Dr Lim's expertise is in the areas of leadership, workplace health, job loss, employee misbehaviors and discipline, and the impact of technology on the workplace. She has published more than 200 papers in refereed journals and conferences. Her research has been published in internationally-refereed journals such as Academy of Management Journal, Journal of Applied Psychology, Journal of Personality & Social Psychology, Human Relations, Journal of Vocational Behavior, Journal of Organizational Behavior, Omega, Journal of Behavioral Medicine, Singapore Medical Journal, and Science and Public Policy. Her research has been cited by media such as The Straits Times, The Globe and Mail, Chicago Tribune, Wall Street Journal, Los Angeles Times, as well as radio and TV channels such as CBS, ABC networks and practitioner outlets such as the Harvard Business Review and HR Review.

Dr Lim is the recipient of numerous research awards at the faculty and international levels. Her paper (co-authored with Sng Qing Si), "Does parental job insecurity matter? Money anxiety, money motives and work motivation" in Journal of Applied Psychology was runner-up for most outstanding publication in the field of Organizational Behavior in the Academy of Management Meeting, 2006. In 2006 and 2009, she was also awarded faculty recognition for her achievements in research. Recently, she received the Best Paper Award **for her paper titled** "Facilitating returning customers' content contributions through management responses: an online approach to help hotels cope with the post-pandemic review crisis", at the *2022 Workshop on Information Systems in Asia Pacific (ISAP)*, Copenhagen, Denmark, December 2022.

Dr Lim was formerly Sub-Dean of the faculty, and was involved in spearheading the MSc/PhD (by research) program. She was Director of the Leadership Development Seminar for gifted students organized jointly by the faculty and the Ministry of Education. She is currently Director of the NUS Women in Leadership, Emerging Leaders and Leading and Motivating Difficult Employees Program and a co-Director of the Doctorate in Nursing Practice. Dr Lim was on the Management Board of Human Capital Singapore (HCS).

## **ACADEMIC HONESTY & PLAGIARISM**

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>