

Hi Paul J. Hill **School of Business**

University of Regina

Faculty of Business Administration

Introduction to Organizational Behaviour – Fall 2023

BUS 260-004/034 Thursday 7:00-9:45 pm ED623/Zoom

Final Examination Thursday, December 14 7:00-10:00 pm

Instructor: Jim MacKenzie, MBA, DAA, FCIP (Hons.)
Office: ED 524.5 or phone/Zoom
Office Hours: By appointment (don't hesitate to ask)
Phone/text: +1 306-591-5938
Email: Via URCourses preferred; jim.mackenzie@uregina.ca
after the semester

Special Scheduling Note

This course is in a “hyflex” format, where you may attend in person on campus in Regina, or via remote. There is some flexibility for you to change from one format to another.

If you wish to attend class normally, please come to campus as usual. You will participate in class as normal, and will write your final examination on campus.

If you wish to attend remotely, you will use Zoom to attend class. You will do your presentations and write all exams remotely.

I require you to pick one method or the other as your primary instructional method. Complete the survey on URCourses prior to or the night of our first class and indicate your preference.

If your circumstances change (e.g. you are stuck out of town for a class night, or become ill with COVID-19 or some other communicable illness, let me know as far in advance as you can and I will let you attend class from remote. The same applies if you normally attend remotely, but wish to attend in person. (I do not require much notice at all for an ordinary course night, but do require a week's notice for exams.)

Learning Objectives

- become acquainted with the fundamental concepts and theories of organizational behaviour (OB) that are important to the operation of organizations
- attain content knowledge of the field of OB so that you will be able to use it as a basis for further learning and analysis of more complex organizational theories and applications, both in future business courses and in your career
- become able to identify the ways in which organizational behaviour theories can be utilized to assist organizations to improve their effectiveness and efficiency
- develop teamwork skills through group exercises and involvement

Prerequisites

You must have successfully completed ENGL 100, ACAD 100 or KIN 101 to take this course. If you have credit for ADMN 260, that is the same course as this one and you cannot receive credit for both.

Text

McShane, Steven L., Tasa, Kevin & Steen, Sandra L. (2021). *Canadian Organizational Behaviour*, 11th Edition. Toronto, ON: McGraw-Hill Ryerson. I used this textbook in fall 2021, and winter & fall 2022,, so used copies should be available. 9th/10th editions should suffice as well and if you are careful, you should be able to use organizational behaviour textbooks by other publishers but there may be the odd area of material that you will have to make up.

If there is any student who in this course who, because of a disability, may have a need for accommodation, please come and discuss this with me, as well as contacting the Coordinator of Special Needs Services at 306-585-4631.

Course Outline (subject to revision)

August 31	Introduction & Objectives Chapter 1: Introduction to the Field of Organizational Behaviour
September 7	Chapter 2: Individual Differences: Personality and Values Chapter 3: Perceiving Ourselves and Others in Organizations

September 14	Chapter 4: Workplace Emotions, Attitudes and Stress
September 21	Chapter 5: Foundations of Employee Motivation Chapter 6: Applied Performance Practices Chapter 7: Decision Making and Creativity
September 28	Midterm Exam 1 Group Member List Due
October 5	Chapter 8: Team Dynamics Chapter 9: Communicating in Organizations Group Project – One-Page Summary Due
October 12	Reading Week – No Class This Week
October 19	Chapter 10: Power and Influence in the Workplace Chapter 11: Conflict and Negotiation in the Workplace
October 26	Chapter 12: Leadership in Organizational Settings Chapter 13: Designing Organizational Structure
November 2	Chapter 14: Organizational Culture Chapter 15: Organizational Change
November 9	Midterm Exam 2
November 16	Group Project Presentations
November 23	Group Project Presentations
November 30	Final Exam Review (optional)
December 14	Final Examination – 7 pm-10 pm (comprehensive)

NOTE: I recorded lecture videos for fall 2021 semester and will leave them available for you, but you should disregard any mention of dates in them and defer to the dates in this schedule. The videos aren't a substitute for the live lectures, but can be used for examination review and additional study.

Schedule of Assignments

- Mini Assignments (Reflections). During or at the end of several classes, I will give you short assignments that you will complete in class. For example, I may ask you a straightforward question about material from that night or since the last mini-assignment, or may ask you to compose an email for a specific purpose. You will generally be given 15 minutes to complete these assignments. Mini-assignments could potentially be found in any other required component of the course, so keep your eyes open. The lowest two grades you receive (including missed assignments) will be ignored in calculating your grade. The remaining graded and missed assignments will be averaged together and will count for 10% of your final grade.

- As your first mini-assignment/reflection, send me an email message on URCourses (not to my uregina.ca address) introducing yourself to me (2.5 marks), telling me what university program you're in (2.5 marks), and including a photo or animated GIF file of a wild animal native to the area where you live (and tell me in your email a little about the animal) – the cuter the better (5 marks) by midnight Regina time the night two weeks after our first scheduled class. (If you register for the class more than week after the first class, you have until midnight one week after the date in which you were enrolled in the class.)
- Group Project: In groups of two to six students, you will research, apply and synthesize knowledge to a topic related to organizational behaviour. You are strongly encouraged to pick your own groups, but anyone who is not in a group by September 28 will be randomly assigned to a group. Each group will pick a topic that will align with or support one of the key content areas of this course. No topic may be duplicated. The group will then decide on the format for student involvement. Suggestions include, but are not limited to the following:
 - Draft a case study for the class to read in advance and then discuss in class.
 - Plan and carry out a role playing exercise.
 - Conduct a presentation in class.
 - Design and carry out a game.
 - Divide your team into two sides and debate the topic area from opposing points of view.

Topics will be assigned on a first-come, first-served basis.

The following rules will apply:

- Presentations will be made on November 16 and 23. Groups will have 15 minutes to conduct their student involvement. Time slots will be assigned arbitrarily, though if you have a preference or need to present on a certain day or to avoid presenting on a day, I will do all that I can to accommodate this if given adequate notice. (I may increase the time allotment if the course does not have full enrolment. This will be clarified well in advance of the presentation dates. If you wish to have additional time, I will consider this too – ask me.)
- Groups should propose and discuss their topic area with me well in advance of your presentation date. A one- to two-page single-spaced summary of the proposed topic is due at the beginning of class on October 5).

- Grades will be assigned evenly to all team members. Deviation from this strategy must be discussed with me by the start of class on September 28.
- An approximate time schedule will be posted in the days prior to the presentation class dates. **Note carefully that you will be expected to be ready to present at the beginning of the class in which you are scheduled, even you are listed later in the class.** This may happen if a group is not available at their scheduled time.
- I will make my best effort to accommodate preferences and requirements in scheduling class presentations. However, please note that the presentation classes will typically be fully scheduled and there will be no flexibility for late changes in scheduling. We will simply have no spare time in the schedule to permit this. **IF YOU WILL BE UNAVAILABLE FOR ANY OF THE PRESENTATION CLASSES, YOU MUST ADVISE ME AS SOON AS POSSIBLE (AND NO LATER THAN WHEN I PUBLISH THE PRESENTATION SCHEDULE ABOUT TWO WEEKS BEFORE PRESENTATION WEEK).**

Grading

- 10% Mini-Assignments/Reflections (aggregate; lowest two removed)
- 17.5% Mid-Term Examination 1
- 17.5% Mid-Term Examination 2
- 25% Group Project
- 30% Final Examination

Examinations

The midterm exams will be held on September 28 and November 9 for 90 minutes each at our scheduled start time (the exam will start at exactly our start time). The examination will be comprised of multiple-choice and short answer questions. Multiple-choice questions will be worth 2 marks each. Short-answer questions will generally be worth 10 marks each (although some may be worth more or less). The examination will be out of a total of 60 marks. The first exam covers chapters 1-7; the second covers chapters 8-15. Note that your final examination grade will automatically replace the lower of your midterm exam grades, if it is higher. As a result, a make-up exam will not be arranged if you miss a single midterm examination.

The final examination will be held Thursday, December 14 from 7:00 to 10:00 pm (180 minutes). It will be comprehensive (i.e. covering all chapters), although there will be a greater propensity for questions on later chapters. This examination will be out of 120 marks and, like the

midterm, will have multiple choice questions worth two marks each and short answer questions worth approximately 10 marks each.

On the exams, you will have a choice of 10-mark questions (although some questions may be compulsory to answer). I will supply you several questions and you will have to answer a certain number of them. There will likely be two or three more questions than are needed for the marks. If you answer too many questions, only the first questions will be graded (e.g. if you must answer 6 of 7 but you answer all 7, only the first 6 count). If you intentionally do more questions than are required, be sure to clearly indicate which ones I am to grade.

I have supplied questions in class that are of the style you will find on the exams. It is possible that some of the supplied questions will be on the exams. It is certain that questions that you do not see will be on the exams.

Please note that we may cover some material from the text in greater or different detail from the text. Such additional material is fair game for either examination.

All exams will be open book. You may use your textbook and any reasonable amount of printed notes and PowerPoint slides that you wish. You may also use a dictionary if you like. No electronic devices will be permitted (this includes devices for the electronic version of the textbook), and you are not allowed to contact any person during the exam except for me and anyone specifically permitted by me.

Course Philosophies

You have taken university classes before so you have a good idea of what to expect. In short, read chapters in advance of coming to class, attend class consistently, and prepare as you must to do well on the exams and in the group project. I cannot stress enough how important it is to come to class and to do the reading in advance. Some chapters we will discuss as a class, rather than have a formal lecture, so you will miss out on important material if you don't read the textbook. If material is in the textbook, it is fair to put it on an examination, whether or not a lecture covered it.

Although class contribution is not compulsory, I highly recommend that you do participate and that you instigate class discussions. When I was a student, I found that the classes in which I had the most success were the ones where I interacted the most with the other students and the professor. Don't be afraid to ask me questions, to challenge my know-

ledge, to expand yours. Don't underestimate what you know; you have a lot of personal experiences that will help the other students and me relate to the course material.

Online Resources

I will make extensive use of URCourses during the course. The most recent version of this syllabus will be posted, along with any handouts that I am permitted to post. Feel free to use the message areas to discuss class issues with other students. You can also configure it to forward any messages to be forwarded to your email account. (All U of R students have a free email account; visit Computing Services at <http://www.uregina.ca/compserv> if you don't know how to access yours.) URCourses can be accessed at <http://urcourses.uregina.ca>.

The textbook publisher has a website that has much information of use. It can be found at <http://www.mcgrawhill.ca/college/mcshane>.

I check my email quite regularly, so feel free to email me. I may be a bit hard to reach during the daytime on weekdays (Mondays to Fridays from 8 am to 5 pm) as this is when I am at work for my primary career (risk manager for the Government of Saskatchewan).

Harassment Policies

The University of Regina promotes a learning environment that is free of all forms of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct, including any behaviour which creates an intimidating, hostile or offensive environment for work or study through the harassment of an individual or group on the basis of 1) race and all race-related grounds such as ancestry, place of origin, colour, ethnic origin, citizenship and creed, or 2) sex, gender, or sexual orientation. Please refer to the University's General Calendar for more information. Both the Racial and Sexual Harassment Prevention Offices are located in the Student Affairs area, Riddell Centre 251.

Academic Integrity

I take professional standards of ethics and integrity very seriously, as do other instructors and professors, the Faculty and the University. The university must maintain high standards of academic excellence. Cheating, plagiarism, and academic misconduct will be documented and handled according to faculty and university policy, with punishments as severe as expulsion from the university. You are assured that any

confirmed act of misconduct will be brought to the attention of the Dean's office of your faculty. (If you are at all in doubt about what is acceptable and what is not, ask me before you take a questionable action.

Please also note that in instances where I suspect academic misconduct, the Dean's Office is notified immediately. If you wish to avoid this outcome, avoid all academically questionable behaviours or ask me in advance if you are at all unsure.

Grading Appeals Before the Last Day of Lectures

You may ask me to reevaluate your work during the semester. I will consider these requests subject to the following conditions:

- You must ask me to do so prior to the last night of classes.
- You must send me a formal request in PDF format (no other format will be accepted).
- You must acknowledge in the formal request that you have read and understand these requirements: "I have read and understand the grading appeal requirements as outlined in the course syllabus on page 7.", for example.
- You must explain why you deserve a higher grade in some detail, considering the comments that I gave you on the examination or assignment. In other words, where did I go wrong and why? (It is not enough that you want or need a higher grade. You must justify it only in the context of how it was graded.)
- All regrading requests must be done in the context of the University of Regina's "Grading Systems and Descriptions", found in the University of Regina academic calendar. As of this semester, this may be found on page 4 of the following calendar extract:
<https://www.uregina.ca/student/registrar/resources-for-students/academic-calendars-and-schedule/undergraduate-calendar/assets/pdf/2020-21/Academic-Regulations.pdf>

Grading appeals that do not meet these requirements will receive a response directing you to the requirements, and nothing more will be done by me until an eligible appeal is received.

Grading Appeals After the Last Day of Lectures

I often receive requests from students very late in the semester, or after the semester is over, requesting a higher grade than I have assigned. I can only give you marks that you earn. I cannot consider your need for a certain grade, only the work that you have done in this course. If you

need a certain grade, the time to approach me is early in the semester, not late – I will work with you to help you earn a higher grade.

Several times that I have taught this course and others, students have complained about their final grade when they had handed in assignments very late, missed many or all of the in-class reflections and not been present in class to learn the course expectations. This is very frustrating for me. If you expect a certain grade, you need to come to class every day that you can. Missing any reflections, handing in late assignments, and not meeting my expectations for assignments, presentations and exams are all sure-fire ways to leave percentage points on the table that could form part of your grade. Work now to get the grade you need, through attending and participating and working – not by emailing me at the end of the semester.

Student Mental Health

The University of Regina's Online Therapy Unit is offering a free, 5-week online program called the UniWellbeing Course to assist students who are struggling with stress, anxiety, and depression.

While working through treatment materials online, students are able to obtain support from an online therapist via email and/or telephone.

The program has specifically been designed with students in mind and assists students in identifying symptoms of anxiety, depression, and stress, as well as identifying and managing thoughts and behaviours associated with these mental health symptoms.

Students can learn more and apply at www.onlinetherapyuser.ca/uniwellbeing .

Bonus Marks

Bonus marks are available in this course:

Earn bonus credits through Faculty of Business Administration

Participant Pool:

The Participant Pool provides students with the opportunity to participate in research studies to earn bonus credits that they can allocate toward **eligible** business classes (to a maximum of 2% per class).

Students can earn up to 2 marks for participating in research projects. These marks will be added to your final grade as long as you have passed the final exam AND passed the class. **Research marks will NOT be considered if a student has not passed the final exam or class on his or her own work.**

For more information about our participant pool and to sign up for the studies, please visit [the faculty website](https://www.uregina.ca/business) at <https://www.uregina.ca/business> and then find Pool of Research Participants under Quick Links. From there go to Sona Systems. If you do not have an account, register using your **U of R email** as ID (this is important as the system will not work with any other email address!) **For example**, if your e-mail address is smith23k@uregina.ca you should enter smith23k as your User ID (the same User ID you use for URCourses). **Do not use your student number (e.g., not 200200041) and do not use your Gmail, Hotmail, or Yahoo account (if you do this the system will reject it!).** Please always use your UofR User ID whenever you contact the participant pool coordinator at business.participant.pool.@uregina.ca.



Feeling Stressed? Always worried?

Some stress is normal when you're going to university but **1 in 5 students** will suffer from enough distress that they **would benefit from counselling**.

What can I do?

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

When should you go?

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you've experienced a trauma like losing a family member or a close friend, or if you've recently ended a relationship.

If the feelings you're experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

What options are available for me?

Personal Counselling – This is a great option if you'd like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

Group Counselling – Simply put, you're not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

But I can't afford counselling...

Seeking counselling doesn't have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit www.iHaveAPlan.ca. Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

What else can I do?

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

Have a problem but don't know how to fix it?

URSU's Student Advocate can help you free of charge!

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- E-mail advocate@ursu.ca to schedule an appointment today!
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals

