

**BUS 270EHF Organizational Behaviour***3 Credits, 3 hours per week*

Important theories and research in the Behavioural Sciences are examined and a framework for understanding and predicting human behavior in the workplace is provided. Topics studied include personality, perception, attitudes, motivation, leadership, job design, organizational design, group dynamics and decision-making processes. The focus is on explaining differences in work effort, performance, absenteeism, turnover, and job satisfaction among individuals in the organization.

## Instructor

Instructor Name: Gregory Krabes  
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## Office Hours

Monday – Friday Virtual by appointment only

## Hours of Instruction

Mondays 18:30 – 21:20

## Required Resources

**Textbook title**

Canadian Organizational Behaviour 11th Edition  
By Steven McShane, Kevin Tasa, Sandra Steen  
© 2021 | Published: February 9, 2021  
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## Course Outcomes

*Upon completion of this course, the students shall be able to:*

1. Explain how different personalities and perceptions of events can impact working relationships.
  - Discuss organizational behavior and explain why it is relevant to everyone.
  - Identify common perceptual errors and evaluate how they operate to create our judgments of others.
  - Use personality models and traits to analyze behaviours and their impact on relationships.
  - Describe factors that can lead to clashes of values in the Canadian workplace.
  - Explain values and attitudes and examine their roles in judgments and decision making.
  - Examine personal views and behaviours and assess their implication for individual and group performance.
2. Recommend strategies that will help maximize individual and team performance and potential.
  - Use theories of motivation to analyze productivity and satisfaction on an individual and group level.
  - Analyze the factors and processes that contribute to team effectiveness and implement them in a group setting.

3. Analyze how conflict and power can facilitate or impede effective interactions.
  - Identify and explain sources of conflict and apply appropriate conflict management strategies.
  - Assess personal conflict management strategies and their implications.
  - Describe common elements of power and assess their effectiveness.
4. Assess decision making processes.
  - Apply decision-making processes to business decisions.
  - Describe how ethical decisions are made.
5. Examine culture in organizations and explain how it is created, maintained, or changed for optimal performance outcomes.
  - Examine the characteristics of organizational cultures.

## Evaluation

|  |             |
|--|-------------|
| Examinations.....  | 60%         |
| <i>Quiz I</i> .....  | 15%         |
| <i>Quiz II</i> .....   | 15%         |
| <i>Quiz III</i> .....  | 15%         |
| <i>Quiz IV</i> .....   | 15%         |
| Competitions / Challenges / Research.....                                    | 40%         |
| <i>World Café</i> .....  | 10%         |
| <i>Communication Challenge</i> .....   | 5%          |
| <i>Professional Communication in Canadian Business – Video Project</i> ..... | 15%         |
| <i>Personal Reflection</i> .....   | 10%         |
| <b>Total</b>   | <b>100%</b> |

For the purpose of this course participation is defined as student-initiated interaction during class time, highly relevant to the topic being discussed and containing new, non-repetitive content. Frequency and quality of contributions will be considered, as well as its impact on the overall class learning. Please keep in mind it is difficult to receive participation grade without attendance.


Objective of term examinations is to ensure student’s grasp of key terminology, definitions, and their proper application. They will be predominantly in multiple choice format. Dates as per course outline.

Students may also identify areas of interest and pursue research, or project of mutually agreed scope and choice. Permission and agreement may be granted in writing via email.

## Grading System

| Descriptor          | Alpha Grade           | 4.0 Scale | Percent   |
|---------------------|-----------------------|-----------|-----------|
| Excellent           | A+                    | 4.0       | > 93.9    |
|                     | A                     | 4.0       | 87 – 93.9 |
|                     | A-                    | 3.7       | 80 – 86.9 |
| Good                | B+                    | 3.3       | 77 – 79.9 |
|                     | B                     | 3.0       | 74 – 76.9 |
|                     | B-                    | 2.7       | 70 – 73.9 |
| Satisfactory        | C+                    | 2.3       | 67 – 69.9 |
|                     | C                     | 2.0       | 64 – 66.9 |
|                     | <b>Progression</b> C- | 1.7       | 60 – 63.9 |
| Poor                | D+                    | 1.3       | 57 – 59.9 |
| <b>Minimum Pass</b> | D                     | 1.0       | 50 – 56.9 |
| Failure             | F                     | 0.0       | < 50      |

Proposed Schedule of Topics

| Week | Week of    | Topic   |
|------|------------|---|
| 1    | 10.01.2022 | <b>Beginning of the 2021 Fall Semester</b><br>Discussion of Course special activities<br>St Kitts Collaboration   |
| 2    | 17.01.2022 | <b>PART 1: INTRODUCTION</b><br>Chapter 1: Introduction to the Field of Organizational Behaviour<br>Chapter 2: Individual Behaviour, Personality, and Value  |
| 3    | 24.01.2022 | <b>PART 2: INDIVIDUAL BEHAVIOUR AND PROCESSES</b><br>Chapter 3: Perceiving Ourselves and Others in Organizations<br>Chapter 4: Workplace Emotions, Attitudes, and Stress<br><b>Introduction to World Café “Motivation and Performance Practices”</b><br>Pre-Quiz Chapter 1 ..... 0% |
| 4    | 31.01.2022 | <b>World Café “Motivation and Performance Practices”</b><br>Students’ Activity..... 10%<br>Quiz #1 Chapters 1 – 4 ..... 15%   |
| 5    | 07.02.2022 | Chapter 5: Foundations of Employee Motivation review<br>Chapter 6: Applied Performance Practices review<br>Chapter 7: Decision Making and Creativity  |
| 6    | 14.02.2022 | Chapter 9: Communicating in Teams and Organizations<br><b>St Kitts Collaboration</b><br>Quiz #2 Chapters 5 – 7 ..... 15%  |
| 7    | 21.02.2022 | <b>Reading Week</b><br>   |
| 8    | 28.02.2022 | <b>Communication Challenge .....5%</b>  |
| 9    | 07.03.2022 | <b>PART 3: TEAM PROCESSES</b><br>Chapter 8: Team Dynamics<br>Chapter 10: Power and Influence in the Workplace<br>Chapter 11: Conflict and Negotiation in the Workplace  |
| 10   | 14.03.2022 | <b>St Kitts Collaboration</b><br>Quiz #3 Chapters 8 – 11 ..... 15%  |
| 11   | 21.03.2022 | <b>PART 4: ORGANIZATIONAL PROCESSES</b><br>Chapter 12: Leadership in Organizational Settings<br>Chapter 13: Designing Organizational Structures<br>Chapter 14: Organizational Culture<br>Chapter 15: Organizational Change  |
| 12   | 28.03.2022 | <b>St Kitts Collaboration</b><br><b>Professional Communication in Canadian Business – Video Project ..... 15%</b>   |
| 13   | 04.04.2022 | <b>Quiz #4 Chapters 12 – 15 ..... 15%</b>   |
| 14   | 11.04.2022 | <b>Personal Reflection..... 10%</b>   |

**Please Note:****World Café “Motivation and Performance Practices” Students’ Activity**

The **World Café** methodology is a simple, effective, and flexible format for hosting large group dialogue. It is a creative process for leading collaborative dialogue, sharing knowledge, and creating possibilities for action in groups of all sizes. The **technique** builds on the notion of group intelligence.

In this activity, every learner will receive a topic (from Chapter 5 or 6) to prepare a short presentation to a group of students. A well-developed short PPT will be required.

This activity will be worth 10% of the total course mark.

**Communication Challenge**

This is a great exercise to help learners understand that we all hear and interpret things differently, even if we are given the exact same information.

Every participant will receive a card with multiple choice questions and correct answers. Students will be asking each other those questions. For every correct answer answering student will earn 2 points and for every wrong answer, the asking student will receive 1 point. The winner will receive a prize.

This activity will be worth 5% of the total course mark.

**Professional Communication in Canadian Economy – Video Project**

This activity will enable students to understand how significant cultural traits affect communications within organizations in the economy of a country. Students will develop a glossary of successful communication strategies used in a diverse Canadian workplace. Particular attention should be devoted to managing conflict and profiling individual expertise.

Our Class will participate in an academic virtual exchange with our partners At CFBC in St. Kitts and Nevis <https://cfbc.edu.kn/> During the semester we will be working with Professor Christine Walwyn MGMT2007 Organizational Behaviour class.

Learners will be assembled into groups. Every group will be tasked with creating a video presentation showcasing proper business etiquette in Canada focusing on verbal and nonverbal communication. Inspiration can be taken from previous communication challenge activities.

Before you attempt to create a video recording a considerable amount of time should be spent strategizing and researching this subject matter. Personal experience should be at the forefront of your research (please consider asking your parents, friends, or acquaintances from wide-ranging socioeconomic, ethnic, demographic backgrounds).

The final product for this activity will be a 3 to 5 minutes video (the length is only given as a broad guideline). This video must be uploaded into Moodle. We will be sharing our work with our Organizational Behaviour partner class at CFBC in St Kitts and Nevis.

This activity will be worth 15% of the total course mark.

### Personal Reflection Paper

A reflection paper is your chance to add your thoughts and analysis to what you have read and experienced in this course. A reflection paper is meant to illustrate your understanding of the material and how it affects your ideas and possible practice in the future.

Pick a real experience from your life (school, work, home, etc) and using Organizational Behaviour theory explain your behaviour at that time. Having to study Human Behaviour, what should you have done differently? Was there room for improvement?

In 1000 to 1500 words, using all the knowledge gained in Communication courses (proper Business writing style and structure), please explain your position. A short PPT presentation should be created to be used during your in-class presentation. Please note that both, written work and PPT presentation must be uploaded into Moodle before the deadline. (PDF formats are not accepted).

This activity will be worth 10% of the total course mark.

## Performance Requirements and Student Services

### Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

### Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and notes that may be due.

### Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own;
- The use of unauthorized aids in assignments or examinations (cheating);
- Collusion or the unauthorized collaboration with others in preparing work;
- The deliberate misrepresentation of qualifications;
- The willful distortion of results or data;
- Substitution in an examination by another person;
- Handing in the same unchanged work as submitted for another assignment; and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on [ilearn.keyano.ca](http://ilearn.keyano.ca). Then print the certificate, sign it, and show it to each of your instructors. Your course work may not be graded until you show this signed certificate.

### **Specialized Supports**

The Student Services Department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented through a model to respond to the restrictions in force at the time. In-person and virtual services will be offered. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30. The College is closed for statutory holidays. If you require support outside of regular business hours, please inform the support service team, and we will do our best to accommodate your needs.

**Accessibility Services:** provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon as you know you may require accommodations. For accessibility supports and to book an appointment, please contact [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca).

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn studying and test-taking strategies for online classes. Schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca)

**Wellness Services:** offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. Students may access services virtually and in-person.

Wellness Services welcomes students to participate in any of the group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.

Individual appointments can be made by emailing [wellness.services@keyano.ca](mailto:wellness.services@keyano.ca).

**Library Services:** provides students with research and information supports as they engage in their studies. Library staff are available to support you both online and in-person throughout the semester. For a detailed list of library supports and services, go to [www.keyano.ca/library](http://www.keyano.ca/library). For all inquiries, please email [askthelibrary@keyano.ca](mailto:askthelibrary@keyano.ca) or chat with us online.

Begin your research with the [Library's FIND page](#). Search for information and sources for your assignments using the OneSearch, the Library's Catalogue, or by searching in a specific database selected from the [A-Z Database List](#).

Individual support with us is available. For support with citations, research and other information needs, appointments can be booked using the online [Book A Librarian Calendar](#). For support with

Moodle, educational tools for assignments, Microsoft Office, Zoom, Teams and more, book an appointment using the online [Educational Technology Support Calendar](#).

Research and subject guides are helpful resources when beginning your research, assignment, using new educational technology, or addressing other information needs. To view a subject or course-specific guide, check out the complete listing of online [Subject Guides](#).

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the [Research Help Library page](#).

The Loanable Technology collection is available to support students in their learning pursuits, whether online, in person or both. Items available for borrowing include mobile projectors, webcams, noise-cancelling headphones, Chromebooks, and laptops. For an up-to-date list of technology available for borrowing as well as support available, go to the Library's [Loanable Technology webpage](#).

**Academic Success Centre:** The Academic Success Centre is a learning space in the Clearwater Campus (CC-119) at Keyano College. Students can gather to share ideas, collaborate on projects, get new perspectives on learning from our Academic Content Specialists, or use the Centre's educational resources. The Academic Success Centre provides academic support services to students registered in credit programs at Keyano College in the form of individual tutoring, writing support groups, facilitated study groups, workshops, and study space. Services are **free** to Keyano students.

Academic Content Specialists are available in the areas of Math, Science, Human Services, and English/Humanities. This covers all courses offered at Keyano. The Academic Success Coach can also be found in the Academic Success Centre.

For the most up to date information on how to book a session, please view [the Keyano Academic Success Centre homepage](#).

**Academic Integrity:** The goal of the Academic Success Centre is to foster a student's ability to learn effectively and independently. Students registered at Keyano College are welcome to drop by the Centre to visit with any of our Academic Content Specialists to discuss their academic concerns.

**Availability:** Monday to Friday: 8:30 a.m. – 4:30 p.m. Flexible times may be available upon request. Virtual and in-person sessions, please email to get in contact with our Academic Content Specialists. For the most up to date information on how to book a session, please view the [Academic Success Centre homepage](#).

**Academic Success Coach:** offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano. [Academic.success@keyano.ca](mailto:Academic.success@keyano.ca) is the best way to access resources during blended service delivery. The Academic Success Coach is located in the Skill Centre in CC-119 at the Clearwater Campus.

### E-Learning

Technology and internet will impact your online learning experience. It's important that you can watch an online video and other course materials, take online quizzes and participate in a live class with your instructor and other students. Live/virtual classes will be hosted in Microsoft Teams or Zoom.

For all course delivery types, you will access your course resources on Keyano's learning management system, **Moodle (iLearn)**. Login in using your [Keyano username and password](#).

Keyano College operates in a Windows based environment, and having the correct tools for online learning is important. Here's a list of recommended system requirements.

**Internet Speed**

Minimum Internet speeds of 10 Mbps.

Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).

Check your internet speed with Fast.com.

**System requirements:**

| Microsoft Windows   | Apple  |
|---|--|
| <p><b>Minimum Requirements:</b></p> <ul style="list-style-type: none"> <li>• A Windows 10 <b>computer/laptop</b></li> <li>• Minimum 4GB of RAM.</li> <li>• 10GB+ available hard drive storage.</li> <li>• Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees.</li> <li>• Microphone, webcam and speakers. A headset with a microphone is recommended.</li> <li>• System updates must be regularly installed.</li> <li>• Anti-Virus / Anti-Malware software</li> </ul> | <p><b>Minimum Requirements:</b></p> <ul style="list-style-type: none"> <li>• A Macintosh (V10.14 and above) <b>computer/laptop</b></li> <li>• Minimum 4GB of RAM.</li> <li>• 10GB+ available hard drive storage.</li> <li>• Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees.</li> <li>• Microphone, webcam and speakers. A headset with a microphone is recommended.</li> <li>• System updates must be regularly installed.</li> <li>• Anti-Virus / Anti-Malware software.</li> </ul> |
| <p><b>Recommended Requirements</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.</li> </ul>   | <p><b>Recommended Requirements</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.</li> </ul>  |

Chromebooks are **not** recommended as they are not compatible with testing lockdown browsers.

A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.

**Specific Department Requirements:**

Business and OA programs require Windows 10.

Other programs may utilize Windows based tools as well.

**Computer Software**



Students will be able to get access to Microsoft Office 365 for free using Keyano credentials by [clicking here](#).

**Recording of Lectures and Intellectual Property**

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or course materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus no student is allowed to share, distribute, publish or sell course related content (instructor, or students) without permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

**ITS Helpdesk**

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing [its.helpdesk@keyano.ca](mailto:its.helpdesk@keyano.ca) or calling 780-791-4965.