

# COURSE SYLLABUS



COURSE TITLE: Business 220 Organizational Behaviour  
CLASS SECTION: Sections 001/005 – Tuesday/Thursday  
2:30 -3:50 pm  
TERM: Fall 2023  
COURSE CREDITS: 3 credits  
DELIVERY METHOD(S): Lecture, Interurban, PISE 330

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.  
Learn more about Camosun's [Territorial Acknowledgement](#).

For COVID-19 information please visit <https://camosun.ca/about/covid-19-updates>. There is also a FAQ page at the following link: <http://camosun.ca/covid19/faq/covid-faqs-students.html>.

---

*Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space offered to the next waitlisted student. The first class is on Tuesday Sept 5, 2023, 2:30 – 3:50 pm, PISE 330 (Pacific Institute for Sports Excellence)*

## INSTRUCTOR DETAILS

---

NAME: Robert (Bob) Downie  
EMAIL: [DownieR@Camosun.ca](mailto:DownieR@Camosun.ca)  
OFFICE: CBA 226 or Virtual (Collaborate)  
PHONE: Office-250-370-4130 Cell-250-883-3311  
HOURS: By appointment (in person and virtual office)

*As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.*

## CALENDAR DESCRIPTION

---

*Students study human behaviour in organizations from an individual, group or organization-wide perspective. The effects on behaviour of factors such as stress, leadership, motivation, team-based processes, conflict, structure, quality of work life and organizational culture are examined. Cases are used to develop and apply critical thinking and analytical skills.*

**PREREQUISITE(S):** BUS 110 or BUS 150 or PADM 112, A bachelor's degree from a recognized post-secondary institution

## COURSE LEARNING OUTCOMES / OBJECTIVES

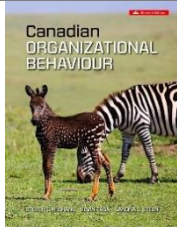
---

Upon successful completion of this course, a student will be able to:

1. Examine key concepts, theories, and models that influence individual and workplace behaviour and performance within an organizational context.
2. Apply concepts of stress, motivation, decision making, power, conflict, leadership, culture, and sustainability in identifying and analyzing issues in an organizational setting.
3. Demonstrate knowledge of team processes and how they influence team effectiveness
  - Develop effective skills and strategies as a member of a self-directed work team
  - Recognize the importance of effective communication in teams and in organizations and explore strategies to improve communication
4. Describe the elements of organizational structure, evaluate departmentalization types, and discuss factors to consider when designing an organizational structure.
5. Apply change management strategies and theories to reducing resistance to change.
  - Increase awareness of cross-cultural and ethical issues in implementing organizational change.
6. Apply critical thinking and analytical skills through the use of case studies in organizational behaviour.

## REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

---



McShane, S.L., Tasa, K. & Steen, S.L. (2021). Canadian organizational behaviour, eleventh edition. Canada. McGraw-Hill Ryerson Ltd.

Hardcopy (\$145.00) and E-text (\$59.00 – 6 month access) are available through the Camosun Bookstore [https://www.camosuncollegebookstore.ca/buy\\_textbooks.asp?](https://www.camosuncollegebookstore.ca/buy_textbooks.asp?)

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

**Class Dates / Times:** Tuesday / Thursday Sept 5 to December 9 2:30 pm – 3:50 pm

**Class Location:** PISE 330

DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
<p>Unit 1 September 4-10</p>	<p><b>NOTE: Must Attend First Class on Sept 5 to Remain in Class</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Chapter 1: Intro to the Field of Organizational Behaviour</li> </ul> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Complete Introduction Discussion in D2L discussion</li> </ul>	<p>Introduction Discussion Activity <b>Due by Sept 13, 11:59 pm</b></p> <p>Chapter 1 quiz due in D2L by <b>Sept 17</b></p>
<p>Unit 2 September 11-17</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Chapter 2: Individual Behaviour, Personality, and Values</li> <li>Chapter 3: Perceiving Ourselves and Others in Organizations (Start)</li> </ul> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Complete Fisher Instrument</li> </ul>	<p>Fisher Personality Instrument - <b>Due by Sept 17, 11:59 pm</b></p> <p>Chapter 1 quiz due in D2L by <b>Sept 17</b></p> <p>Chapter 2,3 quiz due in D2L by <b>Sept 19</b></p>
<p>Unit 3 September 18-24</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Chapter 3: Perceiving Ourselves and Others in Organizations (Conclude)</li> <li>Chapter 4: Workplace Emotions, Attitudes, and Stress</li> </ul> <p style="text-align: center;"><b>Midterm Review</b></p>	<p>Introduce Case Analysis Assignment <b>Due Oct 15, 11:59 pm</b></p> <p>Team Member Profile <b>Due on Discussion Page Sept 19, 2:30 pm (before class)</b></p> <p>Team Formation / Team Contract <b>Due Oct 1, 11:59 pm</b></p> <p>Chapter 2, 3 and 4 quizzes due in D2L by <b>Sept 19</b></p>
<p>Unit 4 Sept. 25- Oct. 1 <i>Sept. 30 National Day for Truth and Reconciliation, College closed</i></p>	<p style="text-align: center;"><b>Midterm 1 (Chapters 1 – 4) Sept 26 CBA 214 (001) - CBA 282 (005)</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Chapter 8: Team Dynamics</li> </ul> <p><b>Activities:</b> <b>Class Following Exam</b></p>	<p>Assignment 1 Team Contract <b>Due Oct 1, 11:59 pm</b> in the Assignment 1 Case Analysis Folder</p> <p><b>Exam 2:30 pm – 3:50 pm (80 Minutes)</b></p>

DATE RANGE	ACTIVITY or TOPIC	OTHER NOTES
Unit 5 October 2-8	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 8: Team Dynamics (Continued)</li> </ul> <b>Activities:</b> Possible time for assignment work	Chapter quiz due in D2L before first class
Unit 6 October 9-15 <i>Oct. 9 Thanksgiving Day, College closed</i>	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 5: Foundations of Employee Motivation</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Possible time for assignment work</li> </ul>	Chapter quiz due in D2L before first class Assignment 1 – Submission - Due October 15, 11:59 pm Assignment 1 – Peer/Self Evaluation - Due October 15, 11:59 pm
Unit 7 October 16-22	<b>Readings</b> <ul style="list-style-type: none"> <li>Chapter 6: Applied Performance Practices</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Introduce Assignment 2 (A2) – Team Organizational Analysis</li> </ul>	Chapter quiz due in D2L before first class  A2 – Team Organizational Analysis - Due Dec 3, 11:59 pm  A2 – Self-enrol in Teams - Due Oct 22, 11:59 pm  A2 Team Contract - Due Oct 29, 11:59 pm  A2 Team Proposal - Due Nov 5, 11:59 pm
Unit 8 October 23-29	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 14: Organizational Culture</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Midterm Review</li> </ul>	Chapter quiz due in D2L before first class  Personal Commitment discussion: Posts Due Oct 25 Replies Due Oct 29  A2 Team Contract - Due Oct 29, 11:59 pm
Unit 9 Oct 30- Nov 5	<p style="text-align: center;"><b>Midterm 2</b> <b>(Chapters 5, 6, 8, &amp; 14)</b> <b>Oct 31 CBA 214 (001) - CBA 282 (005)</b></p> <b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 13: Designing Organizational Structures</li> </ul> <b>Activities:</b> <u>Class Following Exam</u>	(May provide video lecture)  Exam 2:30 pm – 3:50 pm PDT (80 Minutes)  A2 Team Proposal - Due Nov 5, 11:59 pm

<i>DATE RANGE</i>	<i>ACTIVITY or TOPIC</i>	<i>OTHER NOTES</i>
Unit 10 November 6-12 Nov. 11, <i>Remembrance Day,</i> <i>College closed</i>	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 15: Organizational Change</li> </ul>	Chapters 13 & 15 quizzes due in D2L before first class  Assignment 2 Check-in Discussion Posts (x3)  1 <sup>st</sup> post Nov 8 - 2 <sup>nd</sup> /3 <sup>rd</sup> Nov 12
Unit 11 November 13-19	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 7: Decision Making and Creativity</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Possible time for working on A2</li> </ul>	Chapter quiz due in D2L before first class
Unit 12 November 20-26	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 10: Power and Influence in the Workplace</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Possible time for working on A2</li> </ul>	Chapter quiz due in D2L before first class
Unit 13 Nov. 27-Dec. 3	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 12: Leadership in Organizational Settings</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Possible time for working on A2</li> </ul>	Chapter quiz due in D2L before first class  Assignment 2 - Report -Due Dec 3, 11:59 pm 4C self-peer evaluation -Due Dec 3, 11:59 pm
Unit 14 December 4-9	<b>Readings:</b> <ul style="list-style-type: none"> <li>Chapter 11: Conflict and Negotiations</li> </ul> <b>Activities:</b> <ul style="list-style-type: none"> <li>Final Exam Review</li> <li>Team Organizational Analysis Forum</li> </ul>	Chapter quiz due in D2L before first class  Overview for forum -Due Dec 5, 2:30 pm (before class)

Final Exam (ch's 7, 10,11,12,13 and 15) to be scheduled during exam period December 11-19

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines scan be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

Assessment	% of Final Grade	Total %
<b>a) Assignments</b>		<b>35</b>
Case Analysis:	15	
Team Project – Organizational Analysis	20	
<b>b) Exams / Quizzes</b>		<b>60</b>
Midterm 1 (Chapters 1-4)	15	
Midterm 2 (Chapters 5, 6, 8, & 14)	15	
Final Exam (Chapters 7, 10, 11, 12, 13 & 15)	20	
Weekly Quizzes	10	
<b>c) Participation</b>		<b>5</b>
Attendance in - class activities – discussion Online assignments - discussions	5	
<b>Total Assessments</b>		<b>100</b>

**Percentage – Grade / Grade Point Equivalency**

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a “D” grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

## NOTES ON ASSESSMENTS:

---

### Attendance and Teamwork

It is critical that students make a commitment to attend **ALL** classes to enable effective teamwork. The use of cameras and microphones will be required. If you are unable to meet this requirement contact your instructor to discuss options.

### Assignments Overview

#### Case Analysis Assignment (15%)

Students work collaboratively to analyze current issues or events through an organizational behaviour (OB) lens using a real-life situation to apply OB concepts in identifying contributing factors, OB and other impacts, and how OB concepts could be applied to better understand or resolve the issues.

#### Team Assignment – Organizational Analysis (20%)

Working effectively in teams is an essential skill and a critical part of this course.

This project has three parts:

- 1) Team Charter
- 2) Proposal
- 3) Interview & Analysis Written Report

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](#) policy for more information.

<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

## COURSE GUIDELINES & EXPECTATIONS

---

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca.libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- Providing answers to another student in any test, examination, or take-home assignment.
- Taking any unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

## USE OF AI-BASED WRITING TOOLS

---

This is specifically about ChatGPT but applies to using any artificial intelligence technology in this class. ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course. However, its use is limited to idea generation only. The purpose of this section is to outline the guidelines for using ChatGPT in this course and to specify the restrictions on its use.

- Students may use ChatGPT or other AI-based language models to assist with generating ideas or writing prompts, but the final product must be their own original work. It is essential that students recognize the importance of generating their ideas and thoughts to enhance their critical thinking, problem-solving, and decision-making skills. Therefore, the use of ChatGPT should be seen as a supportive tool, rather than a replacement for students' ideas and efforts.
- Students are not permitted to use ChatGPT or other AI-based language models to complete assignments or exams. Any use of ChatGPT or other AI-based language models for such purposes will be considered academic dishonesty and will result in appropriate action being taken, in line with the College's academic integrity policies.
- If using ChatGPT or other AI-based language models to generate ideas, students must cite the use of ChatGPT or other AI-based language models in their work, following the style guidelines for the course.
- Students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models and for critically evaluating their output.
- The use of ChatGPT or other AI-based language models is not a substitute for participating in class discussions or completing course readings.

## SCHOOL OR DEPARTMENTAL INFORMATION

---

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

**Deadlines, exams, and assignments.** You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- a. **EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- b. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- c. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.



**Final exams:** Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from: <http://camosun.ca/learn/calendar/current/procedures.html#academic>.

---

## STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

---

## SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

---

Support Service	Website
Academic Advising	<a href="http://camosun.ca/advising">http://camosun.ca/advising</a>
Accessible Learning	<a href="http://camosun.ca/accessible-learning">http://camosun.ca/accessible-learning</a>
Counselling	<a href="http://camosun.ca/counselling">http://camosun.ca/counselling</a>
Career Services	<a href="http://camosun.ca/coop">http://camosun.ca/coop</a>
Financial Aid and Awards	<a href="http://camosun.ca/financialaid">http://camosun.ca/financialaid</a>
Help Centres (Math/English/Science)	<a href="http://camosun.ca/help-centres">http://camosun.ca/help-centres</a>
Indigenous Student Support	<a href="http://camosun.ca/indigenous">http://camosun.ca/indigenous</a>
International Student Support	<a href="http://camosun.ca/international/">http://camosun.ca/international/</a>
Learning Skills	<a href="http://camosun.ca/learningskills">http://camosun.ca/learningskills</a>
Library	<a href="http://camosun.ca/services/library/">http://camosun.ca/services/library/</a>
Office of Student Support	<a href="http://camosun.ca/oss">http://camosun.ca/oss</a>
Ombudsperson	<a href="http://camosun.ca/ombuds">http://camosun.ca/ombuds</a>
Registration	<a href="http://camosun.ca/registration">http://camosun.ca/registration</a>
Technology Support	<a href="http://camosun.ca/its">http://camosun.ca/its</a>
Writing Centre	<a href="http://camosun.ca/writing-centre">http://camosun.ca/writing-centre</a>

---

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

## COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

---

### Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

### Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

### Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

### Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

### Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures"

(<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

### Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

### Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and [camosun.ca/sexual-violence](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-3703841

### Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

**Changes to this Syllabus:** Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.