



BUSI 3602, Section A
Designing Organizational Systems
Winter 2017

Instructor: Dr. Larry M. Coutts
Class Time: Thursdays, 8:35 – 11:25
Classroom: Tory Building, Room 208
Office: TBA
Office Hours: Thursday, 11:30 – 1:00 p.m. or by appointment
Course Web Page: CuLearn at <https://culearn.carleton.ca>
Email : Larry.Coutts@carleton.ca

Additional Support: The Academic Writing Centre at www.carleton.ca/wts/

Course Description

Key models and theories of organizational strategy, structure, processes, effectiveness, and individual and group behavior in organizations. Organizational structure, goals, and effectiveness; leadership, motivation and job design. Not for credit for students in B.Com. or B.I.B. programs. Precludes additional credit for BUSI 2101, BUSI 2121, BUSI 3103. B.P.A.P.M. students with a Minor in Business may count this course as a substitute for BUSI 2121. Prerequisite(s): third-year standing in the B.P.A.P.M. program. Lecture three hours a week.

Course Textbook

The following textbook is required:

Kinicki, A., Fugate, M., & Digby, V. (2016), *OB: Key Concepts, Skills and Best Practices* (5th Canadian Edition). McGraw-Hill Ryerson. ISBN-13: 978-125-908757-8

Learning Outcomes

Following the successful completion of the course, you should be able to:

1. Recognize, define, and discuss the terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of human behaviour in organizations as well as how organizations can influence their own effectiveness.
2. Explain how behavioral science research can be applied to specific business situations.
3. Apply your knowledge in real-life organizational situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

Evaluation

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| 1. Individual Mini Case Analysis Exercise | 6% | January 19 |
| 2. Midterm Test | 30% | February 9 |
| 3. Group Case Analysis Report | 20% | March 16 |
| 4. Final Exam | 44% | Date/Time TBA |

Note

- Both the Mini Case Analysis Exercise and the Group Case Analysis Report **must** be submitted in **hard copy** at the start of the class in which they are due.
- You **must** attach a signed copy of the Sprott School's **Declaration of Academic Integrity** to all your written assignments. This form is available on the course web site. For the Group Case Analysis Report, **all members** of the group must sign the document
- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days late will not be graded.

1. Individual Mini Case Analysis Exercise (6%) – January 19

Six percent (6%) of your grade will be based on an individual Mini Case Analysis Exercise. This assignment is due at the start of class on **Thursday, January 19**. The Mini Case Analysis Exercise and instructions are presented on the course web site. The case is also presented on page 89 of your textbook.

2. Midterm Test (30%) – February 9

The Midterm Test will be held in our regularly scheduled class time on **Thursday, February 9** in the classroom. You must be present to write this test or present a medical certificate to explain your absence. The test will cover all material covered in the textbook and lectures up to and including the class prior to the midterm test (i.e., Chapters 1, 2, 3, 4, 5, 10 and lecture material).

3. Group Case Analysis Report (20%) – March 16

For the Group Case Analysis Report you **must** form groups of **4 to 6** students per group and register the names of students in each group by **Thursday, January 26** (class 4) via an **Excel Spreadsheet emailed to me at Larry.Coutts@Carleton.ca**. The Group Case Analysis Report is due at the start of class on **Thursday, March 16**. The Group Case Analysis Exercise and instructions are presented on the course web site.

4. Final Exam (44%) – Date and Time TBA

The final exam will be held during the formal examination period (TBA). The exam will be cumulative and will be based on all material covered during the course including both the textbook (i.e., Chapters 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13) and lecture material.

Course Schedule

| Week | Topic | Resource Material |
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| 1. January 5 | <ul style="list-style-type: none"> Review of Course Outline Introduction to Organizational Systems Research Methods | <ul style="list-style-type: none"> Chapter 1 Lecture Material |
| 2. January 12 | <ul style="list-style-type: none"> Social Perception, Attribution, and Judgment of Others Self-Concept, Personality, and Emotions | <ul style="list-style-type: none"> Chapter 2 Chapter 3 Lecture Material |
| 3. January 19 | <ul style="list-style-type: none"> Values and Attitudes in Organizations <p>Individual Mini Case Analysis Exercise – 6%</p> | <ul style="list-style-type: none"> Chapter 4 Lecture Material |
| 4. January 26 | <ul style="list-style-type: none"> Motivation in Organizations | <ul style="list-style-type: none"> Chapter 5 Lecture Material |
| 5. February 2 | <ul style="list-style-type: none"> Leadership in Organizations | <ul style="list-style-type: none"> Chapter 10 Lecture Material |
| 6. February 9 | <p>Midterm Examination (in classroom) – 30% Chapters 1, 2, 3, 4, 5, 10, and Lecture Material</p> | |
| 7. February 16 | <ul style="list-style-type: none"> Conflict and Negotiation Power, Politics, and Decision Making Creativity and Problem Solving | <ul style="list-style-type: none"> Chapter 8 Chapter 9 Lecture material |
| <p>February 20 – 24 – Winter Reading Week (No classes)</p> | | |
| 8. March 2 | <ul style="list-style-type: none"> Group Behaviour and Teamwork Communication in Organizations | <ul style="list-style-type: none"> Chapter 6 Chapter 7 Lecture Material |
| 9. March 9 | <ul style="list-style-type: none"> Personnel Selection Systems | <ul style="list-style-type: none"> Lecture Material |
| 10. March 16 | <ul style="list-style-type: none"> Performance Management Systems <p>Group Case Analysis Report Due – 20%</p> | <ul style="list-style-type: none"> Lecture Material |
| 11. March 23 | <ul style="list-style-type: none"> Organizational Culture and Socialization Organizational Structure and Design | <ul style="list-style-type: none"> Chapter 11 Chapter 12 Lecture Material |
| 12. March 30 | <ul style="list-style-type: none"> Organizational Change | <ul style="list-style-type: none"> Chapter 13 Lecture Material |
| 13. April 6 | <ul style="list-style-type: none"> Course Review | |
| <p>Final Examination: Will include <u>all</u> chapters covered in the course and Lecture Material – 44%</p> | | |

Satisfactory In-Term Performance

The requirement for satisfactory in-term performance in this course is set at **50%** of all pre-final exam term work. Unsatisfactory in-term performance in this course will lead to a FND grade in this course in the event of a missed final exam.

Course Web Page

The URL for the course web page is <https://culearn.carleton.ca>. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the CuLearn Grade Book as soon as available. Final grades are subject to the Dean's approval.

Additional Information

Course Sharing Websites Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations. If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work. The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar, the letter grades assigned in this course will have the following percentage equivalents:

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| A+ = 90-100 | B+ = 77-79 | C+ = 67-69 | D+ = 57-59 |
| A = 85-89 | B = 73-76 | C = 63-66 | D = 53-56 |
| A - = 80-84 | B - = 70-72 | C - = 60-62 | D - = 50-52 |
| F = Below 50 | | | |

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, etc: University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here: <http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

*The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to*

ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

For Religious Obligations: Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy: Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity. Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure in the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Sprott Student Services. The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed!
<http://sprott.carleton.ca/students/undergraduate/support-services/> Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Medical certificate: Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. <http://www2.carleton.ca/registrar/forms/>

Note: - Students must always retain a hard copy of all work that is submitted. - All final grades are subject to the Dean's approval.

For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

Important Dates and Deadlines—Winter 2017

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| January 2, 2017 | University reopens. |
| January 5, 2017 | Winter term classes begin. |
| January 18, 2017 | Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses. |

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| | Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Winter 2017 and must register for the Winter 2017 term. |
| January 20-22, 27-29, 2017 | Fall term deferred final examinations to be held |
| January 31, 2017 | Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment. |
| February 1, 2017 | Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session. |
| February 17, 2017 | April examination schedule available online. |
| February 20, 2017 | Statutory holiday. University closed. |
| February 20-24, 2017 | Winter Break, no classes. |
| March 1, 2017 | Last day for receipt of applications from potential spring (June) graduates. Last day for receipt of applications to Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Journalism and Humanities, and the Bachelor of Music degree programs for the fall/winter session. Last day for receipt of applications for admission to an undergraduate program for the summer term. |
| | Last day for receipt of applications for admission from candidates who wish to be guaranteed consideration for financial assistance (including Carleton fellowships, scholarships and teaching assistantships) administered by Carleton University. Candidates whose applications are received after the March 1 deadline may be considered for the award of a fellowship, scholarship or teaching assistantship. (Graduate students only) |
| March 10, 2017 | Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines. |
| March 24, 2017 | Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar). |
| April 1, 2017 | Last day for receipt of applications for admission to an undergraduate program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1. |
| April 7, 2017 | Winter term ends. Last day of fall/winter and winter term classes. Last day for academic withdrawal from fall/winter and winter term courses. |
| | Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter term courses. |
| April 10-25, 2017 | Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week. |
| April 14, 2017 | Statutory holiday, University closed. |
| April 25, 2017 | All take home examinations are due on this day. |
| May 1, 2017 | Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session. |

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| May 12, 2017 | Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Spring 2017 and must register for the Summer 2017 term. |
| May 17-28, 2017 | Fall/Winter and Winter term deferred final examinations to be held |
| June 1, 2017 | Last day for receipt of applications for admission to an undergraduate program for the fall/winter session except for applications due February 1 or March 1 or April 1. |