



**CARLETON UNIVERSITY  
BUSI 3103, SECTION F  
WINTER 2019  
INTRODUCTION TO ORGANIZATIONAL THEORY**

**Instructor:** Christopher Smith  
**Office:** 1002 Dunton Tower  
**Office Hours:** Thursday, Noon-2:00 (DT 1009A)  
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**Course meets: Tuesdays 6:05pm-9:00pm**

**Pre-requisites & precluded Courses:** Precludes additional credit for BUSI 3602. Prerequisites include second-year standing and BUSI 2101 or BUSI 2702. The Sprott School of Business enforces all prerequisites.

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**Textbook:** Daft, R.L. and Armstrong, A. (2015). Organizational Theory & Design (3rd Edition). Nelson Publishing. (ISBN 978-0-17-653220-8)

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**Calendar description:**

Macro-organization theory. Structuring of organizations in a complex global economy. Effects of the external environment, technology, culture and organizational goals on the structure, processes and effectiveness of the organization.

**Course Description and Objectives:**

This is an introductory course in Organization Theory. It covers the basic theories and principles of the structuring of contemporary organizations in a complex, dynamic, uncertain, and competitive environment. It examines the effects of both the internal and external environment on managerial choices for the structuring of organizations. The course focuses on:

- the importance of organizational structure and design on internal organizational processes and overall effectiveness.
- the relationships between organization structure and the behavior of those who work in them or otherwise interact with them.
- the managerial implications of organizational design and change and how these are informed by the relevant theories.

- the impact of advanced technologies on the strategy and structure of organizations and how to address the changes implied by the adoption of these technologies.
- analyzing the design and structure of organizations through a combination of lectures, examples and cases.
- developing managerial ability and writing skills.

### Course Requirements & Methods of Evaluation:

Major Assignment Group	25%
Mid-term Exam	25%
Final Exam	25% (Scheduled University Exam)
Participation/participation assignments.	25%
<b>TOTAL</b>	100%

**Late assignments will be penalized as follows (unless valid reason provided): Within the first 24 hours 10% grade reduction, within 48 hours 20% grade reduction, after which the assignment will not be accepted for grading.**

### EXAMS and GRADES:

There will be a midterm exam and a final exam. You must be present to write the midterm exam or present a doctor's note (or other valid explanation according to university protocol) to explain your absence **IN ADVANCE OF THE EXAM** unless absence is due to a documented emergency. The final exam will be held during the official exam time. Exams will test students on all materials covered in class i.e. text material, all assigned additional readings, videos clips etc. **NB: Students must do all assignments and the two exams (midterm and final) in order to pass this course.**

### Grading Concerns:

It is possible a paper/exam will be fully regraded if a grading concern is submitted to the professor particularly if the concern(s) raised is/are frivolous, unsubstantiated or excessive. If the concern is more general (e.g. how can I improve my exam or paper grade in the future) then an appointment should be made with the professor/or TA to discuss this issue further. If you have concerns/questions about course content, the syllabus, an assignment or material taught in the class these concerns are best handled through discussion with the professor to avoid misunderstandings.

**NOTE: You are responsible for maintaining copies of all your assignments and midterm until you have received your final grade. You may be required to resubmit your assignment or exam in the event of a grade dispute or grade reevaluation.**

**Participation In-class hand-in:** There will be participation activities held during the course. Students will be required to form groups for the participation activities. The questions for the

participation activity will be handed out during class. The activities will require a hand-written hand-in due during the class. On the last day of class a make-up session will be held for the participation in-class hand-in for students who have missed an earlier session. Only one make-up will be offered.

**Participation in class:** There is five per cent of your grade given to in class participation. Opportunities will be given at the time of the participation activities for participation. In class participation is also encouraged as long as it is focused and relevant.

**COURSE SCHEDULE (TENTATIVE):**

<b>Topic</b>	<b>Date</b>	<b>Readings/Assignment</b>
Class 1	<ul style="list-style-type: none"> <li>• Introduction and Class organization</li> <li>• Organizations and Organizational theory</li> </ul>	Jan 8 Chapter 1
Class 2	<ul style="list-style-type: none"> <li>• Strategy, Organizational Design and Effectiveness</li> </ul>	Jan 15 Chapter 2 <b>Participation in-class hand-in</b>
Class 3	<ul style="list-style-type: none"> <li>• Fundamentals of Organizational Structure</li> </ul>	Jan 22 Chapter 3
Class 4	<ul style="list-style-type: none"> <li>• The External Environment</li> </ul>	Jan 29 Chapter 4 <b>Participation in-class hand-in</b>
Class 5	<ul style="list-style-type: none"> <li>• Interorganizational Relationships</li> </ul>	Feb 5 Chapter 5
Class 6	<ul style="list-style-type: none"> <li>• <b>Mid Term Exam</b></li> </ul>	Feb 12 <b>Chapters 1-5</b>
<b>READING WEEK – NO CLASS</b>		Feb 19
Class 7	<ul style="list-style-type: none"> <li>• Designing Organizations for the International Environment</li> </ul>	Feb 26 Chapter 6
Class 8	<ul style="list-style-type: none"> <li>• Manufacturing and Service Technologies</li> </ul>	Mar 5 Chapter 7
Class 9	<ul style="list-style-type: none"> <li>• Organization Size, Life Cycle, and Decline</li> </ul>	Mar 12 Chapter 8 <b>Participation in-class hand-in</b>
Class 10	<ul style="list-style-type: none"> <li>• Organizational Culture and Ethics/Values</li> </ul>	Mar 19 Chapter 9 <b>Participation in-class hand-in</b>
Class 11	<ul style="list-style-type: none"> <li>• Innovation and Change</li> </ul>	Mar 26 Chapter 10
Class 12	<ul style="list-style-type: none"> <li>• Decision-Making processes</li> </ul>	April 2 Chapter 11
Class 13	<ul style="list-style-type: none"> <li>• Conflict, Power, and Politics</li> </ul>	April 9 Chapter 12
<b>TBA</b>	<b>Scheduled Final Exam</b>	<b>TBA</b> <b>Chapters 6-12</b>

**ADDITIONAL INFORMATION**

### **Course Sharing Websites**

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 (p 34), the letter grades assigned in this course will have the following percentage equivalents:

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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### **Academic Regulations**

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/>

### **Requests for Academic Accommodation**

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

### **Pregnancy obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **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 on 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: <https://carleton.ca/registrar/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 are 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/learning-support/>

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- 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, in order to respond to your inquiries, please send all email from your Carleton CMail 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/>
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