Carleton University
Sprott School of Business
BUSI 3602 A
Designing Organizational Systems: An Overview
Winter 2016

INSTRUCTOR: Dr. Robert Smart
CLASSROOM: 182 UC
CLASS TIME: Wednesdays 11:35am – 2:25pm.
OFFICE: 1013DT
OFFICE HOURS: Wednesdays 2:35am – 3:35pm or by appointment
E-MAIL: robert_smart@carleton.ca

COURSE WEB PAGE: CuLearn at https://www.carleton.ca/culearn/

Pre-requisites & precluded Courses:
Precludes additional credit for BUSI 2101 or BUSI 3103. B.P.A.P.M. students with a Minor in Business may count this course as a substitute for BUSI 2101.
Prerequisite(s): third-year standing in the B.P.A.P.M. program.
This course is a prerequisite to
1. BUSI 3102 (with a grade of D- or higher)
2. BUSI 4107 (with a grade of D- or higher)

COURSE DESCRIPTION
This course examines key theory and models from organizational behaviour and organizational theory and practice. Students are introduced to key models from these disciplines and encouraged to think strategically about concepts such as organization ideologies, values, motivation, power and influence, learning, group dynamics, organizational design and structures, change management, conflict resolution, problem-solving and organizational culture.

TEXT
The following texts are required:

COURSE APPROACH
The class will be held in an interactive format and your communication skills will be challenged and developed on a weekly basis. We will learn through lectures, readings, discussions, videos, class simulations, and individual assignments. Because this course is offered in a highly interactive format, the effectiveness of this course depends on your commitment to interaction. For this course to succeed, you must prepare for all classes, attend all classes, contribute to class discussions and exercises, and thoughtfully complete assignments.
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.
2. Explain how behavioral science research can be applied to specific business situations.
3. Describe how organizations use organizational theory in practice and the impact of these strategies at the individual, group and organizational level.
4. Use your understanding to appraise your own behavior in organizational settings.
5. Apply your knowledge in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

EVALUATION

<table>
<thead>
<tr>
<th>Evaluation Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Preparation &amp; Attendance</td>
<td>10%</td>
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<tr>
<td>Individual Learning Reflection</td>
<td>15%</td>
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<tr>
<td>Midterm Test</td>
<td>25%</td>
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<tr>
<td>Group Case Study</td>
<td>25%</td>
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<tr>
<td>Final Take Home Exam</td>
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Total 100%

1. Preparation & Attendance - worth 10% of your final grade.
Throughout the course you will be expected to write 10 quizzes designed to test your current understanding of the assigned course material (every week except week 1 and week 6). Each quiz will be given a weight of 1% and will represent a total of 10% of your final course grade. In order to gain this quiz mark is imperative that you attend class (on time) and arrive prepared to ensure this 10% as no make-up quizzes will be scheduled. Further details will be provided in class.

2. Reflection Assignment – worth 15% of your final grade.
In addition to weekly quizzes and lectures, some class time will be devoted to discussions and exercises that require students to use their skills. Throughout the semester you will be asked to reflect on your learning and apply the course content to your own experiences. See CuLearn to understand the criteria for evaluation on reflection papers.

3. Mid-Term Test – worth 25% of your final grade.
The mid-term test will be held in regularly scheduled course time. 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 text, lectures, in-class discussions and slide presentations, up to and including the class prior to the test. The test will consist of multiple choice and written answer questions.

4. Group Case Study – worth 25% of your final grade.
You may register your group by Class 4 (via e-mail to the instructor). Each group will not exceed 5 persons

Case studies are brief descriptions of a problem facing an organization at a point in time and provide the rationale for a recommended course of action. The main purposes of a case study is to identify the problem(s)/opportunities facing the organization and to utilize theories and concepts
from the fields of OB/OT you have learned in this course to analyze the situation and generate realistic alternatives, and ultimately, a recommended course of action. Some of what you consider to be key pieces of information may be missing, but this is part of reality. Management decisions are never made on the basis of complete information. You are expected to consult a variety of sources, that go beyond the text book and lecture materials, to find information on your chosen topic, including a description of the concept, its history, its relevance to managers, etc. Proper referencing of your sources is also required (APA format).

It is your responsibility to ensure that the case study is a group assignment and not an individual one, the effort is to be distributed evenly though the group. Each member of a group must evaluate the performance/contribution to the group report of all members of the group (including yourself). A peer-evaluation form will be provided on our course’s CuLearn site during the last week of the course. All evaluations will be kept confidential. I will take these Peer Evaluations into account when assessing individual contributions to the group projects. Because group projects are outcome-based, all members of your group will generally earn the same grade for your group project report. However, I reserve the right to assign different grades for different group members if I see an imbalance in individual contribution.

Special Notes regarding individual and group assignments
- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days (1 week) late will be considered missed.
- The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at www.carleton.ca/wts/

5. Take-home final examination - Worth 25% of your final grade. Students will be required to write a take-home final examination that will be handed out in the last class of the semester. While students are encouraged to work together on what aspects might go into answering each question, ultimately the grading of the examination will be based on the INDIVIDUAL ability to convey course ideas in a coherent fashion. Students will be responsible for being able to integrate lecture notes, guest speaker presentations, textbook readings, and readings posted to CuLearn in order to adequately answer the questions on the final exam. The take-home final examination is due on Monday, April (TBA) by 12 noon, and must be handed in, online and in-person, to me in my office (1013DT). Late examinations will NOT be marked.

Staying on top of your deadlines (CuLearn).
Information on weekly assignments and other general information will be communicated during class on a regular basis. However, weekly readings, critical additional information, updates about the class and details regarding upcoming assignments will be posted to the course webpage (https://www.carleton.ca/culearn/). It is your responsibility to visit CuLearn regularly.
## Satisfactory In-term Performance

1. The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project) Yes □ No □ FND grade in this course (in case of missed Final exam or project) Yes □ No □

## COURSE AGENDA

<table>
<thead>
<tr>
<th>Week / Dates</th>
<th>Topic</th>
<th>Readings/Assignments</th>
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<tbody>
<tr>
<td>Week 1 (Jan 13)</td>
<td>▪ Introduction to Organizational Systems</td>
<td>Chapter 1 &amp; 2</td>
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<td>▪ Theories of Managing People</td>
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<td>▪ The Psychological Contract</td>
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<td>Week 2 (Jan 20)</td>
<td>▪ Decoding Human Behaviour</td>
<td>Chapters 4 &amp; 9</td>
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<td>▪ Personality, Perception and Values</td>
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<td>Week 3 (Jan 27)</td>
<td>▪ Learning &amp; Personal Growth</td>
<td>Chapters 3</td>
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<td>▪ Work Stress</td>
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<td>Week 4 (Feb 3)</td>
<td>▪ Motivation</td>
<td>Chapters 5</td>
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<td>▪ The nature of work</td>
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<td>▪ Job design</td>
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<td>Week 5 (Feb 10)</td>
<td>▪ Communication &amp; Teaming</td>
<td>Chapters 8 &amp; 10</td>
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<td>Reflection Point</td>
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<td>Feb 15th – Feb 19th</td>
<td>Winter Reading Week</td>
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<td>No Classes</td>
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<td>Week 6 (Feb 24)</td>
<td>Midterm Exam</td>
<td>Midterm Exam</td>
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<td>▪ In-Class</td>
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<td>Week 7 (Mar 2)</td>
<td>▪ Power &amp; Conflict</td>
<td>Chapters 18 &amp; 13</td>
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<td>▪ Politicking</td>
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<td>▪ Conflict</td>
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<td>Week 8 (Mar 9)</td>
<td>▪ Organizational Culture</td>
<td>Chapter 16</td>
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<td>Week 9 (Mar 16)</td>
<td>▪ Decision Making</td>
<td>Chapter 17</td>
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<td></td>
<td>▪ Organizational Decision Making</td>
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<td>Week 10 (Mar 23)</td>
<td>▪ Managing Change &amp; Innovation</td>
<td>Chapters 22</td>
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<td></td>
<td>▪ Creativity</td>
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<td>▪ Diversity</td>
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<td>Week 11 (Mar 30)</td>
<td>▪ Organizational Design</td>
<td>Chapter 21</td>
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<td>▪ Case Study Report Due</td>
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**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 (p 34), the letter grades assigned in this course will have the following percentage equivalents:

- **A+** = 90-100
- **A** = 85-89
- **A -** = 80-84
- **B+** = 77-79
- **B** = 73-76
- **B -** = 70-72
- **C+** = 67-69
- **C** = 63-66
- **C -** = 60-62
- **D+** = 57-59
- **D** = 53-56
- **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/](http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/)

**Requests for Academic Accommodations**
*For Students with Disabilities:*
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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

**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.
Acmodation 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/](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/](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.

**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, 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/

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**Important Dates and Deadlines – Winter 2016**

**Fall term: January 4th, 2016 – April 8th, 2016**

**December 25 to January 3** - University closed

**January 4** - University reopens

**January 6** - Winter-term classes begin.

**January 19** - Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses. Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

**January 31** - Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

**February 12-20** - April examination schedule available online. Fall-term deferred examinations will be held.

**February 15** - Statutory holiday, University closed.

**February 15-19** - Inter Break. Classes are suspended.

**March 6** - Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for April examinations.

**March 24** - Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

**March 25** - Statutory holiday, University closed.

**April 1, 2016** - 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 8** - 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 9-10** - No classes or examinations take place
April 11-23
Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.