



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

BUSI 3602, Section A
Designing Organizational Systems
Winter 2020

Instructor: Dr. Larry M. Coutts
Class Time: Fridays, 8:35 – 11:25 a.m.
Office: Rm 1009A Dunton Tower
Office Hours: Fridays, 11:30 – 1:00 p.m. **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. Precludes additional credit for BUSI 2101, BUSI 2702, BUSI 2121. No credit for students in B.Com. or B.I.B. programs. 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:

McShane, S., Tasa, K., Steen, S. (2018). *Canadian Organizational Behaviour* (10th Edition). McGraw-Hill Ryerson Limited. ISBN-13:978-1-25-927130-4

Note

As an alternative to a hard copy of the textbook, you can purchase a less expensive online version of the book (eBook). To do so, please follow the following instructions:

Connect Course URL: <https://connect.mheducation.com/class/l-coutts-winter-2020>

eBook Registration Instructions

1. Go to the Connect course URL noted above.
2. Enter your **school email address** and complete the brief online registration form that follows.
3. You have three registration options.
 - **Connect Code:** Enter your **Connect access code** and click **Redeem**.
 - **Purchase Online:** Click **Buy It** to use a credit card or PayPal.
 - **Temporary Access:** Click **Access Now** for FREE, two-week access.

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 organizational 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

1. Five Written Thought Piece Questions (in-class)	5%	Throughout Course
2. Individual Mini Case Analysis Exercise	10%	January 31
3. Midterm Test	25%	February 14
4. Group Case Analysis Report	30%	March 20
5. Final Exam	30%	Date/Time TBA

Note

1. 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.
2. Please attach a signed copy of the Sprott School's **Declaration of Academic Integrity** to both your written assignments. This form is available on the course web site.
3. 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.
4. You must retain a hard copy of all papers submitted.

1. In-Class Written Thought Piece Questions (5%) – Throughout the course

During seven of the lectures you will be asked to **write a brief response** to a “Thought Piece” question presented in class (either at the beginning of class or after the break). Your responses do not need to be more than a paragraph or two. Only five (5) of your seven written responses will be counted toward your final grade (i.e., a total of 5% whereby each written response is worth 1%). **Your written responses must be submitted in hard copy during the classes in which the thought piece questions are presented.** A form that you can print for providing your response to each question is provided on the course web site. Please bring a pen to each class.

2. Individual Mini Case Analysis Exercise (10%) – January 31

Ten percent (10%) of your grade will be based on an Individual Mini Case Analysis Exercise. This assignment (paper copy) is due at the start of class on **Friday, January 31**. The Mini Case Analysis Exercise and instructions are presented on the course web site.

3. Midterm Test (25%) – February 14

The Midterm Test will be held in our regularly scheduled class time on **Friday, February 14** 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, 12, and lecture material**). At least 60% of the test will be based on the material covered in the lectures.

4. Group Case Analysis Report (30%) – March 20

For the Group Case Analysis Report you **must** form groups of **4 or 5** students per group and register the names of students in each group by **Friday, January 31** (class 4) via an **Excel Spreadsheet emailed to me at Larry.Coutts@Carleton.ca**.

The Excel spreadsheet to be used is shown on the course web site. The Group Case Analysis Report (paper copy) is due at the start of class on **Friday, March 20**.

The Group Case Analysis Exercise and instructions are presented on the course web site. In addition, some additional articles to get you started on the case analysis exercise are provided on the course web site.

5. Final Exam (30%) – Date and Time TBA

The final exam will be held during the formal examination period (TBA). The final exam will be based on all material covered after the midterm test including both the textbook and lectures (i.e., **Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material**). At least 60% of the final exam will be based on the material covered in the lectures.

Course Schedule

Week	Topic	Resource Material
1. January 10	<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 17	<ul style="list-style-type: none"> Self-Concept and Personality Social Perception, Attribution, and Judgment of Others 	<ul style="list-style-type: none"> Chapter 2 Chapter 3 Lecture Material
3. January 24	<ul style="list-style-type: none"> Motivation in Organizations 	<ul style="list-style-type: none"> Chapter 5 Lecture Material
4. January 31	<ul style="list-style-type: none"> Values, Emotions, and Attitudes in Organizations <p>Individual Mini Case Analysis Exercise – 10%</p>	<ul style="list-style-type: none"> Chapter 2 Chapter 4 Lecture Material
5. February 7	<ul style="list-style-type: none"> Leadership in Organizations 	<ul style="list-style-type: none"> Chapter 12 Lecture Material
6. February 14	<p>Midterm Examination (in classroom) – 25% (Chapters 1, 2, 3, 4, 5, 12, and Lecture Material)</p>	
<p>February 17– 21 – Winter Break (No classes)</p>		
7. February 28	<ul style="list-style-type: none"> Power, Politics, and Decision Making Conflict and Negotiation 	<ul style="list-style-type: none"> Chapter 7 Chapter 10 Chapter 11 Lecture material
8. March 6	<ul style="list-style-type: none"> Group Behaviour and Teamwork Communication in Organizations Creativity and Problem Solving 	<ul style="list-style-type: none"> Chapter 8 Chapter 9 Lecture Material
9. March 13	<ul style="list-style-type: none"> Personnel Selection Systems 	<ul style="list-style-type: none"> Lecture Material
10. March 20	<ul style="list-style-type: none"> Fairness in Employee Selection <p>Group Case Analysis Report Due – 30%</p>	<ul style="list-style-type: none"> Lecture Material
11. March 27	<ul style="list-style-type: none"> Organizational Structure and Design Organizational Culture and Socialization 	<ul style="list-style-type: none"> Chapter 13 Chapter 14 Lecture Material
12. April 3	<ul style="list-style-type: none"> Organizational Change 	<ul style="list-style-type: none"> Chapter 15 Lecture Material
<p>Final Examination: The final exam will be based on all material covered after the midterm test including both the textbook and lectures (i.e., Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material). The Final Exam is worth 30%</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 failure 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

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

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

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 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

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 its 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

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

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.

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/>

Important Dates: Winter Term 2020

January 17, 2020 Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

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 2020 and must register for the winter 2020 term.

January 17-19 and 24-26, 2020 Fall term deferred final examinations will be held.

January 31, 2020	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment. Withdrawals after this date will result in a permanent notation of WDN on the official transcript.
February 1, 2019	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 14, 2020	April examination schedule available online.
February 17, 2020	Statutory holiday. University closed.
February 17-21, 2020	Winter Break, no classes.
March 1, 2020	Last day for receipt of applications from potential spring (June) graduates.
	Last day for graduate students to submit their supervisor-approved thesis in examinable form to the department.
	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 13, 2020	Last day to request Formal Examination Accommodation Forms 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, 2020	Last day for summative tests or examinations - or for formative and/or practical tests or examinations totaling more than 15% of the final grade - before the official examination period (see Examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).
April 1, 2020	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, 2020	Winter term ends. Last day of fall/winter and winter term classes.
	Last day for take-home examinations to be assigned, with the exception of those conforming to the Examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar. 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 8-9, 2020	No classes or examinations take place.
April 10, 2020	Statutory holiday. University closed.
April 13-25, 2020	Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.
April 25, 2020	All take-home examinations are due on this day, with the exception of those conforming to the Examinations regulations in the Academic Regulations of the

University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

May 1, 2020 Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session.

May 8, 2020 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 2020 and must register for the summer 2020 term.

May 15-27, 2020 Fall/winter and winter term deferred final examinations will be held.

June 1, 2020 Last day for receipt of applications for admission to an undergraduate program for the fall/winter session except for application due February 1 or March 1 or April 1.