BUSI 3602, Section A  
Designing Organizational Systems  
Fall 2013

Instructor: Dr. Larry M. Coutts  
Class Time: Mondays, 11:35 – 2:25 p.m.  
Classroom: Southam Hall, Room 520  
Office: Room 1009A, Dunton Tower  
Office Hours: Mondays, 9:30-11:00 a.m. or by appointment  
Course Web Page: CuLearn at https://culearn.carleton.ca  
E-Mail: Larry_Coutts@carleton.ca

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

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, leadership, group dynamics, organizational design and structures, change management, conflict resolution, problem-solving and organizational culture.

Course Textbook

The following textbook is required:


Learning Outcomes

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

1. Understand the theoretical underpinnings of human behaviour in organizations as well as how organizations can influence their own effectiveness.  
2. Apply your theoretical knowledge to real-life business situations.
Evaluation

1. Individual Mini Case Analysis Exercise 6% September 23
2. Midterm Test 30% October 21
3. Group Case Analysis Report 20% November 25
4. Final Exam 44% TBA

Note

1. All assignments must be submitted in hard copy during the class in which they are due.
2. You must attach a completed copy of the Sprott School’s Declaration of Academic Integrity to all your written assignments. This form will be available on our course’s CuLearn 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 be not be graded.

1. Individual Mini Case Analysis Exercise (6%)

Six percent (6%) of your grade will be based on an individual Mini Case Analysis Exercise (see course web site for the actual case and instructions). This assignment is due on Monday, September 23.

Detailed instructions for the Mini Case Analysis Exercise are presented on the course web site.

2. Midterm Test (30%)

The Midterm Test will be held in our regularly scheduled class time on Monday, October 21 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%)

For the Group Case Analysis Report you must form groups of between 4 and 6 students per group and register the names of students in each group by Monday, September 23 (class 3) via electronic copy (an Excel Spreadsheet) emailed to me at Larry_Coutts@Carleton.ca. The Group Case Analysis Report is due at the start of class on Monday, November 25.

Detailed instructions for the Group Case Analysis Report are presented on the course web site.

4. Final Exam (44%)

The final exam will be held during the formal examination period. 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. Writing the final exam is mandatory for passing the course.
# Course Schedule

<table>
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<tr>
<th>Week</th>
<th>Topic</th>
<th>Resource Material</th>
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| 1. September 9 | • Review of Course Outline  
• Introduction to Organizational Systems  
• Research Methods | • Chapter 1  
• Lecture Material |
| 2. September 16 | • Social Perception, Attribution, and Judgment of Others  
• Self-Concept, Personality, and Emotions | • Chapter 2  
• Chapter 3  
• Lecture Material |
| 3. September 23 | • Values and Attitudes in Organizations  
**Individual Mini Case Analysis Exercise – 6%** | • Chapter 4  
• Lecture Material |
| 4. September 30 | • Motivation in Organizations | • Chapter 5  
• Lecture Material |
| 5. October 7 | • Leadership in Organizations | • Chapter 10  
• Lecture Material |

**October 14, Statutory Holiday – No Class**

| 6. October 21 | **Midterm Examination (in classroom) – 30%**  
Chapters 1, 2, 3, 4, 5, 10, and Lecture Material |
|----------------|------------------------------------------------|

**October 28 – November 1 – Fall Break**

| 7. November 4 | • Conflict and Negotiation  
• Power, Politics, and Decision Making  
• Creativity and Problem Solving | • Chapter 8  
• Chapter 9  
• Lecture material |
| 8. November 11 | • Group Behaviour and Teamwork  
• Communication in Organizations | • Chapter 6  
• Chapter 7  
• Lecture Material |
| 9. November 18 | • Personnel Selection Systems | • Lecture Material |
| 10. November 25 | • Performance Management Systems | • Lecture Material |

**Group Case Analysis Report Due – 20%**

| 11. December 2 | • Organizational Culture and Socialization  
• Organizational Structure and Design | • Chapter 11  
• Chapter 12  
• Lecture Material |
| 12. December 9 | • Organizational Change | • Chapter 13  
• Lecture Material |

**Final Examination: Will include all chapters covered in the course and Lecture Material – 44%**

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.
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.

Important Additional Information

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.

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/

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. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (if applicable).

Religious observance
Students requesting academic accommodation on the basis of religious observance 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 academic 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.

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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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/.

Important Dates and Deadlines—Fall 2013

August 30, 2013
Deadline for fee payment or assignment of funding to ensure payment is processed to your account without incurring a late charge.

September 1, 2013
Last day for receipt of applications from potential fall (November) graduates.

September 2, 2013
Statutory holiday, University closed.

September 3, 2013
Fall term begins.
Orientation for Teaching Assistants.

September 3-4, 2013
Academic Orientation. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 5, 2013
Fall and Fall/Winter classes begin.

September 18, 2013
Last day for registration for fall term and fall/winter courses.
Last day to change courses or sections (including auditing) for fall/winter and fall 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.

September 30, 2013
Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.

October 14, 2013
Statutory holiday, University closed.

October 28-November 1, 2013
Fall break, no classes.

December 1, 2013
Last day for receipt of applications from potential winter (February) graduates.
Last day for submission to the thesis supervisor of (6) examination copies of Master’s and Ph.D. theses for winter graduation.

December 9, 2013
Fall term ends.
Last day of fall term classes.
Last day for academic withdrawal from fall term courses.

December 10, 2013
No classes or examinations take place.
December 11-22, 2013
Final examinations in fall term courses and mid-term examinations in fall/winter courses will be held. Examinations are normally held all 7 days of the week.

December 16, 2013
Fall Co-op Work Term Reports due.

December 25, 2013 to January 1, 2014
University closed.

December 31, 2013
Deadline for fee payment or assignment of funding to ensure payment is processed to your account without incurring a late charge.