BUSI 2101, Section A  
Introduction to Organizational Behaviour  
Summer 2013

Instructor: Dr. Larry M. Coutts
Class Time: Tuesdays and Thursdays, 6:00 p.m. – 9:00 p.m.
Classroom: Minto Centre, Room 5050
Office: Room 1009A, Dunton Tower
Office Hours: Tuesdays, 4:30-5:30 p.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 theories and research pertaining to individual and small group behaviour in organizations. Students are encouraged to think strategically about concepts such as perception, emotions, values, motivation, leadership, group dynamics, communication, conflict, power, and change in order to develop a better understanding of employee and managerial behaviour. While practical application of the concepts will be emphasized, the content of this course is very often theoretical. This course is concerned with the foundational human behaviour skills needed to be both an effective employee and manager. In addition, the course provides students with an opportunity to work in small teams in order to develop group work skills that are essential to success in corporations.

Course Textbook

The following textbook is required:


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 OB theory in practice and the impact of these strategies at the individual, group and organizational level.
4. Use your understanding of OB to appraise your own behavior in organizational settings.

School web site: http://sprott.carleton.ca
5. Apply your knowledge in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

**Evaluation**

1. **Mini Assignment**
   - 5% May 14
2. **Midterm Test**
   - 30% May 23
3. **Group Case Analysis Report**
   - 20% June 6
4. **Group Case Analysis Presentation**
   - 5% June 11 and 13
5. **Final Exam**
   - 40% 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. **Mini Assignment (5%)**

   Five percent (5%) of your grade will be based on a Mini Assignment (see instructions below). This assignment is due on **Tuesday, May 14**.

2. **Midterm Test (30%)**

   The Midterm Test will be held in our regularly scheduled class time on **Thursday, May 23**. 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, 11 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 **Tuesday, May 14** (class 3) via hard copy submitted in class. The Group Case Analysis Report is due at the start of class on **Thursday, June 6**.

   Each group will be required to research and write a case analysis illustrating a problem or concept in organizational behaviour. You are required to locate a work setting, interview one or more persons in that setting, develop a case about a problem experienced in that setting, develop potential solutions to the problem, and present the case in a written format. Detailed instructions for the Group Case Analysis Report are presented below.

School web site: http://sprott.carleton.ca
4. Group Case Analysis Presentation (5%)  

Each group will give a **10-minute presentation** in class of their Case Analysis Report. All members of the team must actively participate in the presentation. Students who are not present for their presentation will receive a grade of zero for this component. Presentations will occur during the last two weeks of class (i.e., **June 11 and 13**).

**Final Exam (40%)**

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, 14) and lecture material. Writing the final exam is mandatory for passing the course.

---

**Instructions for Mini Assignment – Personality (5%)**

Write a short reflection piece based on one of your personality assessment scores based on the personality scales provided in the textbook on the following pages:

- Machiavellianism (p. 70)
- Self-Monitoring (p. 71)
- Risk Taking (p. 72)
- Type A vs. Type B (p. 74)

Select a personality trait measure score that you feel is an accurate description of one dimension of your personality and write a reflective response to address the following questions.

1. Why do you feel this personality trait score accurately describes you and your patterns of behaviour? You **must** be specific and give examples of your behaviour related to the personality trait.

2. How do you feel this personality trait will influence your success in your first job (or current job)?

The answer should be no more than 400 words (longer submissions will not be graded).

The deadline for submission is **Tuesday, May 14**.

**You MUST submit your assignment in hard copy (typed) during the class in which it is due.**
Instructions for Group Case Analysis Report

1. The purpose of the case analysis is to apply various theories and methods of organizational behaviour toward the understanding and suggested resolution of an actual organizational issue or problem. It may be an issue regarding employee motivation, job attitudes, job satisfaction, leadership, teamwork, communication, decision making, power and politics, etc.

2. The situation must be real. You must learn about it first hand from individual(s) who are involved in the issue or problem. The situation must take place in an organizational setting (private sector, public sector, volunteer sector, etc.).

3. Use your personal contacts to request an interview with someone who works in an organization. This may be a manager, supervisor, employee, owner, or union representative. The size of the organization is not important.

4. The person(s) involved must be willing to cooperate with you on this assignment. You need written informed consent from the person(s) involved. The person(s) must be assured the case will be anonymous and the name of the organization and the person(s) involved will be disguised. Should the person(s) you approach have any questions that you are unable to address, please ask them to contact me directly?

5. Obtain sufficient background information about the organization relevant to the case, including but not limited to the following:

   - Overview of the organization (business, structure, etc.)
   - Position of the interviewee(s) (duties, responsibilities, etc.)
   - The positions and jobs of other employees relevant to the case
   - The organizational relationship between the interviewee(s) and the other personnel relevant to the case
   - Employee policies, work policies, job satisfaction, etc.

6. Ask the person to describe a major issue, problem, or conflict which he/she has (or had) regarding work in the organization. This may be a current problem or one which the person has experienced in the past. Try to get as much specific information about the problem as possible including:

   - Who is/was involved?
   - When and where did it occur, over what period of time?
   - What were the circumstances leading to the problem?
   - What decision or action is/was required of the person?
   - What are/were some alternatives open to the person?
   - What are/were possible consequences of the problem?

7. Write up the case analysis. Your first goal is to give the reader a thorough understanding of the organizational problem and the role of the person(s) involved. Your second goal is to provide suggestions based on the course material for resolving the problem. Explain what you would do and why. If the problem has already been dealt with in a particular manner by the person or organization, describe what was done in terms of the concepts presented in the course and/or provide alternative means by which the problem might (or should) have been handled.
8. You are expected to consult a variety of sources that go beyond the textbook and lecture materials to find information on your chosen topic, including a description of the issue addressed and its relevance to managers and organizations. Proper referencing of your sources is required (APA format).

9. Your Group Case Analysis Report should be between 8 and 10 typed pages, double spaced.

10. It is your responsibility to ensure that the Case Analysis Report is a group effort and not an individual one; the work must be distributed evenly through the group.

11. **Evaluation criteria** for the Group Case Analysis include the following:

   - The problem(s) is/are well defined; the elements of the problem(s) are explicitly presented.
   - The causes of the problem(s) identified are explicitly related to the relevant theories and research findings of organizational behaviour.
   - The actual and potential consequences of the problem(s) are identified.
   - The actual or proposed solutions to the problem(s) are presented with reference to the relevant concepts, theories, and research of organizational behaviour.
   - The quality of the report is appropriate with regard to:
     - Its structure and format
     - Logical sequence of ideas
     - Grammar, spelling, and punctuation.

   **The deadline for submission is Thursday, June 6.**

**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.
# Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Resource Material</th>
</tr>
</thead>
</table>
| 1. May 7 | Review of Course Outline  
Introduction to Organizational Behaviour  
Research Methods | Chapter 1  
Lecture Material |
| 2. May 9 | Personality  
Perception, Attribution, and Judgment of Others  
Emotions | Chapter 2  
Lecture Material |
| 3. May 14 | Values and Attitudes in the Workplace  
**Mini Assignment - Personality** | Chapter 3  
Lecture Material |
| 4. May 16 | Theories of Motivation  
Motivation in Action | Chapter 4  
Chapter 5  
Lecture Material |
| 5. May 21 | Leadership | Chapter 11  
Lecture Material |
| 6. May 23 | **Midterm Examination (in classroom)**  
Chapters 1, 2, 3, 4, 5, 11, and Lecture Material | |
| 7. May 28 | Groups and Teamwork  
Decision Making and Ethics | Chapter 6  
Chapter 12  
Lecture Material |
| 8. May 30 | Communication  
Creativity and Problem Solving | Chapter 7  
Chapter 12  
Lecture material |
| 9. June 4 | Power and Politics | Chapter 8  
Lecture Material |
| 10. June 6 | Conflict and Negotiation  
**Group Case Analysis Report Due** | Chapter 9  
Lecture Material |
| 11. June 11 | Organizational Culture and Change  
**Group Case Analysis Presentations** | Chapter 10  
Chapter 14  
Lecture Material |
| 12. June 13 | **Group Case Analysis Presentations** | |

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

Plagiarism
The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another.” Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult: [http://www1.carleton.ca/studentaffairs/academic-integrity/]

School web site: http://sprott.carleton.ca
Important Dates and Deadlines—Summer 2013

May 1, 2013
Last day for receipt of applications for undergraduate degree program transfers for the summer 2013 term.

May 3, 2013
Deadline for fee payment or assignment of funding to ensure payment is processed to your account without incurring a late charge.

May 6, 2013
Early summer and full summer classes begin.

May 13, 2013
Last day for registration and course changes for early summer courses.

May 17, 2013
Last day for registration and course changes for full summer courses.

May 20, 2013
Statutory holiday. University closed.

May 31, 2013
Last day to withdraw from early summer courses with full fee adjustment.

June 7, 2013
Last day to withdraw from full summer courses with a full fee adjustment
Last day to submit to the Paul Menton Centre for Students with Disabilities, formal Examination Accommodation Forms for June examinations.

June 10-20, 2013
Fall/winter and winter term deferred final examinations will be held. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

June 11, 2013
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 this Calendar).

June 18, 2013
Last day of early summer classes (NOTE: Full summer classes resume July 2).
Last day for academic withdrawal from early summer courses.
Last day for handing in term assignments, subject to any earlier course deadline.

June 21-26, 2013
Early summer examinations may be held. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

June 30, 2013
Final deadline for summer term fee payment.

July 1, 2013
Statutory holiday. University closed.

July 2, 2013
Late summer classes begin. Full summer classes resume.

School web site: http://sprott.carleton.ca
July 9, 2013  
Last day for registration and course changes for late summer courses.

July 19, 2013  
Last day for withdrawal from late summer courses with full fee adjustment.

July 26, 2013  
Last day to submit to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for August examinations.

August 5, 2013  
Statutory Holiday - University closed.

August 7, 2013  
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 this Calendar).

August 14, 2013  
Last day of late summer and full summer classes. 
Last day for academic withdrawal from late summer and full summer courses and any other courses that end this term. 
Last day for handing in term assignments, subject to any earlier course deadline.

August 16, 2013  
Summer Co-op Work Term Reports are due.

August 17-22, 2013  
Summer examinations may be held. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

September 27-28, 2013  
Summer term deferred final examinations will be held. Examinations are normally held in the day and evening.

September 30, 2013  
Last day for receipt of applications for review of final grades for summer term courses.