COURSE OUTLINE

INTRODUCTION TO ORGANIZATION THEORY
BUSI 3103A (SUMMER 2013)

Course Instructor: Harinder (Harry) Chhina
Time/Location: Tuesday and Thursday: 18:05 – 20.55: Azrieli Pav # 132
Email: harinder.chhina@carleton.ca
Office Hours: Tuesday & Thursday: 5:00 – 6:00 PM, or by appointment
Office Room No.: DT 1021
Course Webpage: cuLearn

COURSE 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.

Precludes additional credit for BUSI 3602.

Prerequisites: second-year standing, and BUSI 2101 or BUSI 2702.
The Sprott School of Business enforces all prerequisites.

COURSE OBJECTIVES:
This is an introductory course in organizational theory. It covers the basic theories and principles of structuring contemporary organizations in a complex, dynamic, and competitive environment. The course focuses on:

- The importance of organizational structure and design on internal organizational processes and overall effectiveness.
- The relationships between organizational structure and the behavior of those who work in organizations or otherwise interact with these.
- 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.

TEXTBOOK:
The prescribed textbook for this course is:

EVALUATIONS, EXAMS & GRADES:

<table>
<thead>
<tr>
<th>Evaluative Component</th>
<th>Proportion of Total Evaluation</th>
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<tbody>
<tr>
<td>Class Preparation, Participation and Contribution</td>
<td>20%</td>
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<tr>
<td><em>(Assessed Each Session Throughout the Semester)</em></td>
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<tr>
<td>Individual Assignment</td>
<td>20%</td>
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<td><em>(Due Aug 06, 2013)</em></td>
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<tr>
<td>Group Assignment</td>
<td>25%</td>
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<tr>
<td><em>(Due Aug 13, 2013)</em></td>
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<tr>
<td>Final Examination</td>
<td>35%</td>
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<tr>
<td><em>(University-Scheduled Examination)</em></td>
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Class participation is essential. It will be helpful if you come to class having browsed the chapters from textbook for that day. Your contribution in class will be judged by way of quizzes and class activity. 20% of marks will be sub-distributed in the following manner:
- Five quizzes (15%); these will be short, simple quizzes held on randomly selected days. If you miss the class on the day the quiz is held, you miss potentially 3% of the overall marks!
- 5% for attendance and active participation (Loss of 1% per absence, unless explained by way of medical or other emergencies).

Assignment 1 (Individual)
To give you an insight in the way the real-world organizations work, you will choose a large organization. You will collect information about this company (primarily from the web, supported by published material in business journals such as Fortune and Bloomberg); analyze various aspects in relation to the concepts of design, structure, growth, ethics etc. that you will learn in the class; and prepare/submit a written report. Detailed instructions on this assignment will be posted on cuLearn.
Assignment 2 (Group):
For this assignment, we will form groups in the class. Group size will be 5-6 students. Since in real life you will rarely get to choose your colleagues in the organization that you will work in, the groups will be formed at random: it is part of the learning process to prepare you for the global, multi-cultural organizations that you are likely to be part of.

Each group will choose a local organization. You should develop a research paper to include: organizational profile, personal interviews, academic research, and an action plan. You will be required, as a group, to present your report to the class towards the end of course. Details will be posted on cuLearn.

Grading of Assignments
A hard copy of each of the assignments should be handed over to the instructor at the beginning of class on the due date. The penalty for late submissions is related to how much you delay: you will lose 20% marks for the first 24 hours of delay, 40% for additional 24 hours, after which the assignment will not be accepted for grading.

Personal grades for the group assignment will be affected by how your peers in the group evaluate your contribution.

Exam
There will be one written exam at the end of the term as scheduled by the University. You must be present to write this 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 such absence is due to a documented emergency). Exam will test students on all materials covered in class i.e. lectures, textbook material, all assigned additional readings etc.

Students must do both the assignments and the exam to pass this course.

Grading Concerns:
Students having concerns about a grade are required to write on the inside page of the exam booklet or assignment an explanation of your concern. Sign and date your signature at the bottom of the explanation. Give the paper directly to the instructor.

The concern will be addressed either by the TA or the instructor. A comment will be included outlining the action taken and the paper/exam will be returned to the student.

It is possible that a paper will be fully re-graded if a grading concern is submitted (particularly if the concern(s) raised is/are deemed 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 instructor/or TA to discuss this issue further. To better facilitate this discussion the student
should provide a previous example of their work (e.g. an exam or paper) to the instructor (or TA) in advance to permit adequate time for consideration. 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 instructor to avoid misunderstandings.

NOTE: Please keep copies of all your assignments and exam 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 revaluation.

Tentative Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
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<tbody>
<tr>
<td>Class 1</td>
<td>Jul 4</td>
<td>1. Introduction and Class Organization  2. Organizations and Organizational Effectiveness</td>
</tr>
<tr>
<td>Class 2</td>
<td>Jul 9</td>
<td>Organizational Stakeholders, Management and Ethics</td>
</tr>
<tr>
<td>Class 3</td>
<td>Jul 11</td>
<td>Organizational design</td>
</tr>
<tr>
<td>Class 4</td>
<td>Jul 16*</td>
<td>Organizational structure</td>
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<tr>
<td>Class 5</td>
<td>Jul 18</td>
<td>Organizational culture</td>
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<tr>
<td>Class 6</td>
<td>Jul 23*</td>
<td>Organizational Strategy</td>
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<tr>
<td>Class 7</td>
<td>Jul 25</td>
<td>Organizational Design, competencies &amp; technology</td>
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<tr>
<td>Class 8</td>
<td>Jul 30*</td>
<td>Organizational change &amp; Transformation</td>
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<tr>
<td>Class 9</td>
<td>Aug 01*</td>
<td>Decision making, learning, knowledge management and information technology</td>
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<tr>
<td>Class 10</td>
<td>Aug 06</td>
<td>Innovation, intrapreneurship, and creativity</td>
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<tr>
<td>Class 11</td>
<td>Aug 08*</td>
<td>Managing Conflict, Power and Politics</td>
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<td>Class 12</td>
<td>Aug 13</td>
<td>Group Presentations</td>
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ACADEMIC DEADLINES

June 30 – Final deadline for summer term fee payment

July 1 – Statutory holiday, University closed. Holds will be placed on unpaid summer accounts, which will prevent access to marks and/or registration for the 2013-13 Fall/Winter course selection.

July 3 – Late summer courses begin and Full summer courses resume.

July 4 – Late Registration charges take effect at 12:00 a.m. (midnight) for students registering only in Late Summer courses (July-August courses)

July 5 – Carleton Central opens for registration for new and returning graduate students (including graduate exchange students and joint programs) (see Timeticket schedule for your registration start time).

July 9 – Last day for registration and course changes for late summer courses.

July 19 Last day for a full fee adjustment when withdrawing from late Summer courses (financial withdrawal)

July 26 – Last day to submit to the Paul Menton Centre, for Students with Disabilities, formal examination accommodation forms for August examinations.

August 1 – Last day for all graduate students to submit six (6) examination copies of Master’s and PhD theses to their thesis supervisor for Fall graduation. ALSO, the new electronic thesis deposit system (ETD) launches for Final thesis deposits.

August 5 – Civic holiday, University closed. No CUOL course broadcast

August 15 – Classes follow a Monday schedule.

Last day of late and full summer term classes. 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 courses that end on this day. Last day for academic withdrawal from late summer and full summer courses and any other courses that end this term.
IMPORTANT ADDITIONAL INFORMATION

REQUIRED CALCULATOR IN BUSINESS COURSE EXAMINATIONS

Only Texas Instruments BA II Plus calculators are permitted in all Business course examinations. This calculator is available in the campus bookstore (1st floor, University Centre) and at various other off-campus retail stores.

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, followership 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. If you have a group assignment you may find the resources at http://sprott.carleton.ca/academic_programs/groupwork useful.

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem relates to 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 ACCOMMODATION

You may need special arrangements to meet your academic obligations during the term because of disability, pregnancy or religious obligations. Please review the course outline promptly and write to me 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.

Students with disabilities requiring academic accommodations in this course must register with the Paul Menton Centre for Students with Disabilities (PMC) for a formal evaluation of disability-related needs. Documented disabilities could include, but are not limited to, mobility/physical impairments, specific Learning Disabilities (LD), psychiatric/psychological disabilities, sensory disabilities, Attention Deficit Hyperactivity Disorder (ADHD), and chronic medical conditions. Registered PMC students are required to contact the PMC, 613-520-6608, every term to ensure that your Instructor receives your Letter of Accommodation, no later than two weeks before the first assignment is due or the first in-class test/midterm requiring accommodations. If you only require accommodations for your formally scheduled exam(s) in this course, please submit your request for accommodations to PMC by the last official day to withdraw from classes in each term.

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the Late Summer August exam period is July 26, 2013.
You can visit the Equity Services website to view the policies and to obtain more detailed information on academic accommodation at http://carleton.ca/equity/accommodation

**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 – YOUR RESPONSIBILITY!**

Using, summarizing or copying directly from another person’s work, without identifying the name of the original thinker, is considered a form of cheating called “plagiarism”. Plagiarism has serious consequences and can result in course / assignment failure and/or academic suspension.

When using, and/or summarizing the ideas and words of another, be it from a web site, a written text, lecture or discussion group, you must identify the source. Should you choose to use the exact words of another, you must acknowledge these words as such by enclosing them within quotation marks. However, be aware that it is not acceptable to copy large chunks from a source, even if you reference it correctly.

Examples of plagiarism and other instructional offences are identified in the Undergraduate Calendar (section 14), parts of which read:

*Examples of plagiarism include*

- Submitting a take-home examination, essay, laboratory report, or another assignment, written, in whole or in part, by someone else.
● Using ideas or direct verbatim quotations, paraphrased material, algorithms, formulae, scientific or mathematical concepts, or ideas without appropriate acknowledgements in academic assignments
● Using another’s data or research findings
● Failing to acknowledge sources through the use of proper citations when using another’s works and/or failing to use quotation marks.

Unauthorized Cooperation or Collaboration

● ...... students shall not cooperate or collaborate in the completion of an academic assignment in whole or in part, when the instructor has indicated that the assignment is to be completed on an individual basis. Failure to follow the instructor’s direction regarding which assignments, or parts of assignments, should be completed by the individual alone will be considered violation of the standards of academic integrity.
● Answering with another students’ clicker is also a violation that can lead to severe sanctions.