



**Carleton**  
University

**Sprett**  
School of Business

## INTRODUCTION TO ORGANIZATIONAL THEORY

BUSI 3103, SECTION E  
WINTER 2025

<b>Instructor:</b>	Miguel Mejicano Q.
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<b>Email:</b>	TBD
<b>Modality:</b>	IN-PERSON
<b>Class Times:</b>	Friday, 8:35 - 11:25

**In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.**

**Pre-requisites:** Second year standing and one of BUSI 2101, BUSI 2121, BUSI 2702 or PSYC 2801

**Precludes:** N/A

**Course Calendar Description** (from the [2024/2025 University Calendar](#))

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.

**Course Description:**

Welcome to Introduction to Organizational Theory, or "OT" as you may have heard it referred to. This course will introduce you to the fundamental elements that explain how



organizations operate. You will also gain an understanding of the principles behind organizational strategies and structures in today's complex, dynamic, uncertain, and competitive environment.

### Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is January 31<sup>st</sup>, 2025. The last day to withdraw from full winter courses is March 15<sup>th</sup>, 2025.

### Learning Outcomes:

Upon successful completion of this course, students will be able to:

1. Explain and identify concepts of modern organization theory.
2. Analyze organizational structures and how they are represented in different organizations.
3. Apply concepts of the course to propose solutions to moderately complex organizational problems.
4. Analyze how organizations manage uncertainty in a changing environment.

### Reading(s)/Textbook(s)/Required Materials

- **Textbook:** DAFT, R.L. AND ARMSTRONG, A. (2021). ORGANIZATIONAL THEORY & DESIGN (4<sup>TH</sup> EDITION). CENGAGE CANADA. (ISBN 978-0-17-691585-2).

Prices at the 'The Bookstore' at Carleton University as of December, 2024 showed as: \$76.95, digital rent; \$145, used for sale; and \$193.25 new for sale.

### Grading Scheme

Quizzes	20%
Class Group Exercises	15%
Final Project	10%
Final Project Presentation	9%
Class Participation	6%
Final Exam	40% (Scheduled University Exam)
<b>TOTAL</b>	<b>100%</b>

### Quizzes

There will be six quizzes scheduled according to the established calendar below. The quizzes will consist of multiple-choice, true-false, or short-answer questions based on the corresponding textbook chapter topics. Quizzes will typically be given on Brightspace; however, only students attending class will receive grades.

Quiz Flexibility: despite their best efforts, and for good reasons, students might not be able to attend all quizzes classes. Therefore, there is the option to miss one quiz as only the five highest grades will be considered for the final assessment.

### **Class Group Exercises**

There will be seven group exercises to be completed in class, where students will provide their solutions to problems related to course concepts. All submissions must be made electronically through Brightspace; no hard copies or email attachments will be accepted. Further details of the exercises will be posted on Brightspace. As with the quizzes, only students attending the class will be graded.

Class Group Exercises Flexibility: similar to the quizzes, students have the option to miss one class group exercise, as only the six highest grades will be considered.

### **Final Project**

Students working in the previously mentioned groups will complete a final project. All relevant details, including instructions, the rubric, and the format, will be provided on Brightspace. Additionally, all required documents for the final project should be submitted through Brightspace.

### **Final Project Presentation**

Each group will create a video to present their final project. As with the final project, the video instructions, the rubric, and other relevant materials will be posted on Brightspace. Additionally, the video should be submitted through Brightspace.

### **Class Participation**

Class participation will be graded based on students' contributions to relevant course topics and their responses to questions posed by the instructor during class. Participation depends entirely on students' active engagement and discussion of course concepts, not on attendance.

### **Midterm and Final Exam**

#### Midterm

There will be no midterm exam during the course; only a final exam will be scheduled, as described below.

#### Final Exam

The final exam will be scheduled according to the school guidelines and will cover the key concepts presented and discussed in class. The exam consists of two sections: one with True/False and Multiple Choice (TF/MC) questions worth 20% of the exam grade, and another

with short answer (SA) questions worth the remaining 80%. The TF/MC questions will be similar to those from the quizzes, and the short answer questions will be similar to those from the group exercises and class slides discussed by the instructor.

The exam will cover all course content and will be a closed-book exam. Additionally, the exam will be conducted online and will be e-proctored.

The minimum computing requirements for e-proctoring service are as follows:

- Hardware: Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Chromebooks, tablets (Android, iOS, Windows), and smartphones are not supported by CoMaS at this time. You must complete your exams using Windows-based or MacOS computers.

### **Late Assignments:**

Assignments (either the Final Project or the Project Presentation) submitted after the due date will incur a penalty of 5% per day. Assignments not submitted within 7 days past the due date will receive a grade of 0.

As with previous cases, there is flexibility in this policy. Exceptions may be granted for proper and justified requests, provided they are communicated directly to the course instructor within three (3) business days following the due date.

### **Deferred Examinations/Assignments:**

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

Please note that the deferred exam will follow the format of the Final Exam.

### **Preparation and Participation:**

Students are expected to read the class topics in advance. The schedule below details when each book chapter will be discussed in class, allowing students to come prepared. As mentioned earlier, class participation is part of the course grade. Additionally, attendance in class is required to have both the quizzes and group exercises grades considered.

## Course Schedule

Topic	Date	Readings
Class 1	<ul style="list-style-type: none"> <li>Introduction and Class organization</li> <li>Organizations and Organizational theory</li> </ul>	Jan. 10 Chapter 1
Class 2	<ul style="list-style-type: none"> <li>The External Environment</li> </ul>	Jan. 17 Chapter 2
Class 3	<ul style="list-style-type: none"> <li>Strategy, Organizational Design and Effectiveness</li> </ul>	Jan. 24 Chapter 3
Class 4	<ul style="list-style-type: none"> <li>Fundamentals of Organizational Structure</li> <li>Designing Organizations for Social and Environmental Purpose</li> </ul>	Jan. 31 Chapter 4 & Chapter 5
Class 5	<ul style="list-style-type: none"> <li>Interorganizational Relationships</li> <li>Designing Organizations for the International Environment,</li> </ul>	Feb. 7 Chapter 6 & Chapter 7
Class 6	<ul style="list-style-type: none"> <li>Organization Size, Life Cycle, and Decline</li> </ul>	Feb. 14 Chapter 8
Class 7	<ul style="list-style-type: none"> <li>Organizational Culture and Ethics/Values</li> </ul>	Feb. 28 Chapter 9
Class 8	<ul style="list-style-type: none"> <li>Manufacturing and Service Technologies</li> </ul>	Mar. 7 Chapter 10
Class 9	<ul style="list-style-type: none"> <li>Innovation and Change</li> </ul>	Mar. 14 Chapter 11
Class 10	<ul style="list-style-type: none"> <li>Conflict, Power, and Politics,</li> <li>Decision-Making processes</li> </ul>	Mar. 21 Chapter 12 Chapter 13
Class 11	<ul style="list-style-type: none"> <li>Video Presentations Part I</li> </ul>	Mar. 28
Class 12	<ul style="list-style-type: none"> <li>Video Presentations Part II</li> </ul>	Apr. 5

## Quizzes and Exercises Schedule

Following is the initial course schedule, any updates will be provided during the class and posted on Brightspace. Please consider it as the initial proposal.

Date	Session, Quiz or Assignment
Jan. 17	Quiz #1 Chapter 1 Concepts. Exercise 1, Chapters 1 and 2
Jan. 31	Quiz #2 Chapter 3 Concepts; Exercise 2, Chapters 3 and 4
Feb. 14	Quiz # 3 Chapter 4 Concepts; Exercise 3, Chapters 5 and 6
Feb. 28	Exercise 4, Chapter 7
Mar. 7	Quiz #4 Chapter 7 Concepts; Exercise 5, Chapters 8 and 9
Mar. 14	Exercise 6, Chapter 10
Mar. 21	Quiz #5 Chapter 8; Video for Final Project Presentation Submission
Mar. 28	Exercise 7, Chapter 11 and Chapter 12; Quiz # 6 Chapter 10; Videos presentation, part 1
Apr. 7	Videos presentation, part 2; Final Project Submission

**Scheduled Final Exam: TBD** (please check <https://carleton.ca/ses/final-exam-schedule/>)

**Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				<b>X</b>
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>	<b>X</b>			
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>X</b>			

## 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, 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. 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.

### Grading

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

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes,

including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy Accommodation**

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](https://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](https://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](mailto: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](https://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](https://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](https://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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

## 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](http://carleton.ca/csas).

## Important Information:

- Students must always retain a 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 <https://carleton.ca/its/get-started/new-students-2/>
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