



Carleton
University

Sprett
School of Business

**INTRODUCTION TO ORGANIZATION
THEORY**

BUSI 3103/F
WINTER 2025

Instructor:	Hadis Mohammadzadeh
Email:	hadismohammadzadeh@cunet.carleton.ca
Office Hours:	By appointment
TA:	TBD
Office Hours:	TBD
Email:	TBD
Modality:	In-person
Class Times:	Wednesday (6:05 pm – 8:55 pm)

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 and Precludes: second-year standing, and one of BUSI 2101, BUSI 2121, BUSI 2702, PSYC 2801.

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:

This is an introductory course in Organization Theory (OT). It covers basic theories and principles concerning the structuring of contemporary organizations in complex, dynamic,



uncertain, and competitive environments. The objective of this course is to provide the students with a number of conceptual frameworks in which to understand in greater depth the structure and processes within organizations. Organizations are seen as complex social systems comprised of people, tasks, technology, and structure working within the constraints of their environments; and this course will examine these interactions. There will be a range of topics explored in this course. Each is listed below under the Course Schedule. A variety of learning strategies will be employed, including case analyses, group discussions, small group activities, and lectures.

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 31st, 2025. The last day to withdraw from full winter courses is March 15th, 2025.

Learning Outcomes:

On completion of this course, it is expected that students will

1. be familiar with and able to critically examine concepts, models, and approaches in the current body of knowledge in organization theory;
2. have developed some diagnostic skills in evaluating organizational and managerial problems in analyzing organization structures and processes;
3. have acquired some applied problem-solving skills in deciding and understanding how to manage an organization to achieve its goals in the context of a variety of environments and under different organizational contexts.

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

Daft, R. L., Armstrong, A. (2021). Organization Theory and Design (4th Canadian Edition). Toronto: Cengage Learning/Nelson Education. ISBN: 9781774747285. **\$74.95**

Link to the publisher is:

<https://www.cengage.ca/c/organization-theory-and-design-4e-daftarmstrong/9780176915582/>

Additional reading material will be posted in Brightspace.

Methods of Evaluation / Grading Scheme / Course Completion Requirements

GROUP	Case Studies	20%
GROUP	Research Project Presentation	20%
INDIVIDUAL	Class participation	10%
INDIVIDUAL	Midterm Exam	20%
INDIVIDUAL	Final Exam	30%
	Total	100%

Case Studies (4*5%=20%):

Business cases are carefully written scenarios written by business professors for the purpose of teaching. These scenarios are almost always extracted from real business organizations. The case method is an effective way (cost and time saver) to provide students with experience of the “real world.” Like the real world, cases present us with ambiguities and incomplete information. Students will act like managers and try to understand the key issues facing the managers in the case. What do we know from the case? What don’t we know? What are some reasonable assumptions we can make in order to go on with the analyses? There will be four cases given during the semester. No makeup will be offered for missing a case study assignment. Cases are done in groups and one student should submit the report on behalf of all group members.

Research Project Presentation (20%):

Teams will be allowed to choose from any of the weekly topics covered in the course to decide what the main topic of their presentation will be. Instructions:

1. Choose any topic.
2. Interview someone in an organization who has experienced a challenge/problem that clearly relates to this topic.
3. Find out what the MAIN PROBLEM OR CHALLENGE this person/organization experienced. Make sure you clearly explain in your presentation how this challenge relates to the topic chosen.
4. What did this person or the organization do (steps, activities) to deal with this particular challenge? Describe this clearly in your report and presentation.
5. Explain the pros and cons of the way the challenge was dealt with by referring to the content of the course.
6. Provide and explain alternative strategies that could have been used to deal with the challenge, and present associated pros and cons by referring to the content of the course.
7. An activity to engage the class.

Midterm Exam (20%):

The midterm exam (format will be announced in the class) will cover **Chapters 1 to 6**. The exam will be 2 hours long, closed book, and will require you to answer a variety of questions related to the concepts discussed in the course.

Final Exam (30%):

The final exam will be 2 hours long, closed book, and will require you to answer a variety of questions related to the concepts discussed in the course, the cases and exercises dealt with in class, and/or a new case. The date, time, and location of the final exam will be announced by the university which may be scheduled to be taken online (details will follow). The Registrar’s Office will determine the student’s eligibility for a deferred final examination following the rules of the

University. Students are advised that exam papers will not be returned back to them after being marked. They will be available for consultation only at the instructor's office during office hours.

Class Participation (10%):

Class attendance is essential for engaging with the course materials and interacting with the instructor and classmates. Students need to attend classes and answer the attendance questions. Students will learn the topics gradually during the course and they are expected to complete their assignment on time.

Communications:

Information will be communicated regularly during class. In addition, this information will be posted on Brightspace. This site will be the primary source for course materials, including announcements, assignments, supplemental lecture slides, etc. Therefore, please check the course Brightspace site very regularly. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on Brightspace as soon as possible.

Email Policy:

Note that I will not monitor or reply to Brightspace chats. I generally answer emails within 24 hours. However, for questions already covered in class, please review the course outline and other documents posted on Brightspace. Note that Carleton University requires that you use your Carleton email account. Indicate the course and section in the subject line to speed up replies. I expect professionally written business emails. Inappropriate emails will be returned, unanswered, to the sender.

Late Assignments:

All assignments will be due online, with no email submissions. All deadlines need to be respected, and exceptions will be granted only in extraordinary cases. No make-up case study, no make-up assignment. Submission of late assignments requires the prior consent of the instructor otherwise the penalty on late assignments is a grade loss of 10% per day up to a maximum of 3 days, after that assignments will not be accepted. The penalty for late case studies is a grade loss of 10% per hour up to a maximum of 3 hours, after that case studies will not be accepted. Please Note Computer failure, printing problems, work for other classes and many other excuses are not acceptable. You may not miss a day when you are scheduled for an exam.

Deferred Examinations:

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.

Deferred Midterm Date: February 10th

Students who miss the deferred midterm will receive a zero. The ONLY date for a deferred midterm

will be held on Monday, February 10th at 7:15 am in NI 4030. No other deferral options will be considered.

Course Schedule

Lecture	Date	Topics/Agenda	Note
1	Jan 08	<ul style="list-style-type: none"> • Introduction and Class Organization • Organizations and Organization Theory 	Chapter 1
2	Jan 15	<ul style="list-style-type: none"> • The External Environment • Strategy, Organizational Design, and Effectiveness 	Chapters 2 & 3
3	Jan 22	<ul style="list-style-type: none"> • Fundamentals of Organizational Structure • Designing Organizations for Social and Environmental Purpose 	Chapters 4 & 5
4	Jan 29	<ul style="list-style-type: none"> • Interorganizational Relationships 	Chapter 6
5	Feb 05	<ul style="list-style-type: none"> • Midterm Exam 	Chapters 1 to 6
6	Feb 12	<ul style="list-style-type: none"> • Designing Organizations for the International Environment • Organization Size, Life Cycle, and Decline 	Chapters 7 & 8
7	Feb 19	Fall Break	
8	Feb 26	<ul style="list-style-type: none"> • Organizational Culture and Ethics • Manufacturing and Service technologies and Digitalization 	Chapters 9 & 10
9	Mar 05	<ul style="list-style-type: none"> • Innovation and Change 	Chapter 11
10	Mar 12	<ul style="list-style-type: none"> • Conflict, Power, and Politics 	Chapter 12
11	Mar 19	<ul style="list-style-type: none"> • Decision-Making Processes 	Chapter 13
12	Mar 26	<ul style="list-style-type: none"> • Project Presentations 	
13	Apr 02	<ul style="list-style-type: none"> • Project Presentations 	
	TBD	<ul style="list-style-type: none"> • Final Exam (Scheduled University Exam) (please check https://carleton.ca/ses/examination-services/exam-schedule/) 	Chapters 7 to 13

Contribution to Learning Goals of the Program (BCom, BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				✓
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>			✓	
BC3 Critical Thinking <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>			✓	
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>			✓	
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			✓	

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).

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

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.

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 or at 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.

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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