

Introduction to Organizational Theory

BUSI 3103/SECTION G
WINTER 2025

Instructor:	Tasnuva Chaudhury
Email:	tasnuvachaudhury@cmail.carleton.ca
Office:	via Zoom Meeting
Office Hours:	By appointment
TA:	TBD
Office Hours:	TBD
Email:	TBD
Modality:	In-person
Class Times:	Tuesdays, 14:35-17:25

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

Precludes: NA

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 and Design. It is concerned with the groups and the subgroups in the organization and the differences in structure and behaviour at the organizational level. The course covers basic theories and principles concerning the

structuring of contemporary organizations in complex, dynamic, uncertain, and competitive environments. The course uses an experiential learning approach by utilizing lectures, case studies, reflections, and collaborative projects to develop deep learning and engagement with the content.

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

Learning Outcomes:

1. Apply key organizational theories to explain organizational structures, processes, and effectiveness
2. Demonstrate an understanding of organizational design and develop structural recommendations.
3. Assess the role of organizational culture in shaping behaviours and outcomes.
4. Critically evaluate the impact of technology and changes in the organization.
5. Develop skills to evaluate organizational scenarios and apply decision-making processes to a range of organizational challenges.

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

Daft, R. L., Armstrong, A. (2021). Organization Theory and Design (4th Canadian Edition). Nelson Cengage. ISBN: 9781774747285 (As indicated on the website, the e-textbook costs \$74.95)

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

Additional reading materials will be available to students in Brightspace.

Course Completion Requirements

Class Contribution	10%
Midterm Exam	20%
Final Exam	30%
Case Analysis Report	10%
Group Term Project	30%
Total:	100%

Midterm and Final Exam

The closed-book **midterm exam** will be 2 hours long. It will be held during regular class time. The midterm will be based on the textbook chapters, all lectures and materials covered in class. The details will be discussed in class prior to the exam.

The closed-book **final exam** will be 2 hours long. It will be held during the formal final examination period. The exam will be based on all the topics covered in the course (text, lectures, videos, in-class discussions, presentations, etc.). The details will be discussed in class prior to the exam.

Case Analysis Report

Students will form teams of five people and work together to analyze a case. The case study will require you to analyze multi-faceted business problems, include in-depth analysis that synthesizes an understanding of multiple course concepts, and draw insightful conclusions that are defended by evidence and examples. The case study, along with guidelines to prepare for the case, will be available on the course page.

Group Term Project

In the workplace, teams are often used to solve the most complex business problems. In this project, teams will apply theoretical concepts and research skills to address concurrent issues in the organization that require critical thinking, innovative solutions, and collaborative effort. You will be evaluated competitively with the other project teams in the class. The project consists of several components, including a project proposal, term report, and peer evaluation.

Proposal: Each team must upload a copy of the proposal before the deadline. The proposal should indicate the proposed organization you plan to and how you plan to divide the work among the members.

Report: You will be expected to go beyond a basic understanding of the theory and demonstrate your ability to apply the course materials to real-life experiences. Each team must upload the final report on Brightspace as indicated on the course schedule. The instructions and guidelines for submission will be discussed in class and also posted on Brightspace.

Peer Evaluation: Each student must also upload a peer evaluation form on Brightspace before the deadline. The form will be available on Brightspace. The peer evaluation form is strictly confidential.

Class Contribution

Class Discussion: This course uses learning from a variety of approaches (lectures, videos, in-class exercises, cases, debates, etc.) You are expected to attend classes on time and actively participate in each class session.

In-class exercise: Various group in-class exercises and debates will be held throughout the term. Submissions of activities must be completed in class and uploaded in Brightspace by the end of

the class. There will be NO make-up of any in-class activities. The submission with the lowest score will be excluded from your final grade.

Deadlines and Late Submissions:

You are expected to submit all of your assignments on time. There will be no makeup of case study, in-class exercises, or term projects. In the event that you do not submit an assignment on time, you will lose 10% per day that your assignment is late. After 72 hours of the deadline, the submission will no longer be accepted.

The only valid excuse for missing a deadline is for medical reasons or death in the family, and it must be documented with a medical certificate within 48 hours from the deadline. In such circumstances, separate arrangements may be made, which will likely be different from what was assigned to the team. Any other reason (such as travel, etc..) will not be considered.

When you upload submissions on Brightspace, please ensure that all files work properly. Also, ensure all submissions include name, student number, and team name.

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 her 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 24th

A deferred midterm exam will be arranged only in case of medical reasons. You must submit proper documentation and notify the instructor within 48 hours from the scheduled midterm date to be considered for a deferral.

The ONLY date for a deferred midterm will be on Monday, February 24th, at 7:15 a.m. in NI 4030. No other deferral options will be considered.

Course Expectations

Course page

All the relevant information, course materials, class announcements, project instructions, rubrics, and supplementary reading materials will be available on the course page in Brightspace. I will post important information on the announcement forum of the course page, and it will be your responsibility to check messages and remain informed. Additionally, please note that for any class cancellation due to inclement weather, an announcement will be posted on Brightspace as soon as possible.

Class Preparation and Teaching Approach

You are responsible for your own learning, which is dependent on your basic skills, needs, readiness, and the relationships you develop with other members of the class. Your learning and grade also depend largely on the investment that you are willing to make in this course. It is

important that you review and complete the weekly course materials before attending class. As a facilitator, my role is to cover major topics of the weekly lecture and address any questions you may have. It is recommended that you take notes in class and actively interact with the instructor and the members of the class to enhance your learning. You will also use the class time to participate in various exercises.

Please feel free to email me or set up an appointment if you need further clarification about the expectations of submission or if you are having trouble coping with the lectures. I am also generally available right after class for consultation.

Classroom norms

I expect you to be respectful toward your peers and myself in the class. This means arriving to class on time, remaining in the class during the entire session, and avoiding any behaviour that disrupts the learning environment. I expect you to be open, courteous, and empathetic to diverse perspectives while engaging with your colleagues in classroom discussions.

Laptop Usage Policy

Laptop (or tablet) use in class is allowed for activities related to the class only. Please refrain from using your laptop for any other purposes (e.g., surfing, emailing, watching videos on YouTube, etc.), which can distract you and those around you. Inappropriate use of your laptop in class will be noted and it will affect your participation grade.

Email Policy

The best way to contact me is to send me an email. Please always add **BUSI 3103G in your email's subject line** and include your full name and student number in the text of the email. For questions that have already been covered in class, please review the course outline and other documents posted on Brightspace and use the Brightspace discussion forum to find out whether your classmates can assist you. As per Carleton policy, the Carleton email must be used for any inquiries which involve confidential student information (e.g., about grades or health issues). Please allow me at least 48 hours to respond to your emails. I do not respond to emails over the weekend.

Cellular Phone Usage Policy

The use of cellular phones is not permitted in this class. It is disruptive to the instructor and other class members. If you carry a phone to class, please make sure it is turned off or put on silent mode. If an emergency situation requires you to keep your cell phone turned on, please discuss this with the instructor prior to the class.

Recording or Videotaping Policy

Students are NOT permitted to audio or video record any portion of the class lectures, nor are they permitted to make digital images of the lecture slides. If you feel you require this form of accommodation, please contact Paul Menton Centre to formally request accommodation.

Copy of Submissions

You are responsible for maintaining copies of all your assignments and midterm 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 reevaluation.

Academic Integrity and Use of AI

Unless otherwise indicated in the assignment instructions, the use of AI tools to generate the contents of the assignment is NOT permitted in this course. Consistent with Carleton's policy on academic integrity and AI, unauthorized use of AI tools will result in penalization (see page 10 of the course outline for details). Submissions must reflect the student's individual effort, critical insights and understanding.

Remarking Policy

Students sometimes have legitimate concerns about marks that they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any paper handed back to you has not been marked appropriately for the work you have submitted.

If you ever feel this way during this course, you must start the following procedure **within one week** of the paper being handed back in class:

1. Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say, "I think I deserve more marks." You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpts in the textbook, etc., supporting your claim.
2. After completing #1 above, you must submit the paper with your comments back to me **within one week** of the paper being handed back in class. If you did not pick up the paper when it was handed back, you still have only one week from the original hand-back date to request a remark.
3. If a paper is not resubmitted following the above guidelines, I will regard the mark as originally assigned to be final. NO MARKS will be changed at a later date.

It is important to note that I reserve the right to remark the entire paper in question and to either leave the mark as it is or to change it positively or negatively as required.

Course Schedule

Week #	Date	Topic	Readings/Due Date
1	January 7	Introduction & Course Outline Review Organizations and Organizational Theory	Chapter 1
2	January 14	Strategy, Organizational Design, and Effectiveness Term Report and Project Proposal Discussion	Chapter 2 -Team Formation
3	January 21	Fundamentals of Organizational Structure The External Environment	Chapters 3 & 4
4	January 28	Interorganizational Relationships	Chapter 5 -Project Proposal Due
5	February 4	Designing Organizations for the International Environment Review for the Midterm Exam	Chapter 6
6	February 11	Midterm Exam (In-person)	
Winter Break (No Class)			
7	February 25	Manufacturing & Service Technologies	Chapters 7 -Case Analysis Due
8	March 4	Organizational Size, Life Cycle, and Decline	Chapter 8
9	March 11	Organizational Culture and Ethical Values	Chapter 9
10	March 18	Innovation and Change	Chapter 10
11	March 25	Decision-Making Process	Chapter 11
12	April 1	Conflict, Power, and Politics	Chapter 12 -Term Project Due -Peer Evaluation Due
13	April 8	Review for Final Exam	
University Scheduled Final Exam			

***Submissions are due by 11:00 pm on the date indicated on the course schedule**

*While every attempt will be made to keep to the schedule above, unforeseen circumstances may necessitate modifications during the semester. Any changes will be promptly notified via the course web page

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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