



## BUSI 3602, Section A Designing Organizational Systems Winter 2025

<b>Instructor:</b>	Dr. Larry M. Coutts
<b>Class Time:</b>	In-Person, Mondays 2:35 – 5:25 p.m.
<b>Office:</b>	Room 7010 Nicol Building
<b>Office Hours:</b>	<b>By appointment only</b> on Mondays, 5:30-6:30 p.m.
<b>Course Web Page:</b>	<a href="https://brightspace.carleton.ca/d2l/home/282826">https://brightspace.carleton.ca/d2l/home/282826</a>
<b>Email &amp; Telephone:</b>	LarryCoutts@cunet.carleton.ca; Home Telephone: 613-830-2339
<b>Teaching Assistant:</b>	To Be Determined
<b>Additional Support:</b>	The Academic Writing Centre at <a href="http://www.carleton.ca/wts/">www.carleton.ca/wts/</a>

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### Course Description

Key models and theories of organizational strategy, structure, processes, effectiveness, and individual and group behavior in organizations. Organizational structure, goals, and effectiveness; leadership, motivation and job design.

**Precludes** additional credit for BUSI 2101, BUSI 2702, BUSI 2121. No credit for students in B.Com. or B.I.B. programs.

**Prerequisite(s):** third-year standing in the B.P.A.P.M. program.  
Lecture three hours a week.

### 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 fall courses is March 15<sup>th</sup>, 2025.

**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.**

## Course Textbook

The following textbook is required:

McShane, S. and Warner, M. (2024). *Canadian Organizational Behaviour* (12th Edition). McGraw-Hill Ryerson Limited. ISBN-13: 978-1-26-485449-3

### Note 1 (e-Textbook Purchase Option)

As an alternative to a hard copy of the textbook, you can purchase a less expensive online version of the book (eBook). To do so, please follow the instructions included in the **e-Textbook Purchase Instructions** document shown on the course web site.

## 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 as well as how organizations can influence their own effectiveness.
2. Explain how behavioral science research can be applied to specific organizational situations.
3. Apply your knowledge in real-life organizational situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

## Evaluation

1. Individual Mini Case Analysis Exercise	20%	January 27
2. Midterm Test ( <b>in classroom</b> )	30%	February 10
3. Group Case Analysis Report	20%	March 24
4. Final Exam	30%	Date/Time TBA

### Note 2

1. **Both the Mini Case Analysis Exercise and the Group Case Analysis Report must be submitted to me by email by 11:00 p.m. on the date they are due. My email address is [LarryCoutts@Cunet.Carleton.ca](mailto:LarryCoutts@Cunet.Carleton.ca)**
2. Deadlines are strict. Failure to meet deadlines will result in grade penalties of **5% per day**. Assignments more than 7 days late will not be graded.
3. You must retain a copy of all papers submitted.

### 1. Individual Mini Case Analysis Exercise (20%) – January 27

Twenty percent (20%) of your grade will be based on an Individual Mini Case Analysis Exercise. This assignment is due on **Monday, January 27 and must be emailed to me before 11:00 p.m. on the due date**. The Mini Case Analysis Exercise and instructions are presented on the course web site.

### 2. Midterm Test (in classroom) (30%) – February 10

The Midterm Test will be held in the classroom during the regularly scheduled class time on **Monday, February 10**. You must write this test at the scheduled time or present a medical certificate to explain why you can't. If you present a medical note for a missed midterm exam, a makeup exam will be provided for you. The test will cover all material in the textbook and lectures up to and including the class prior to the midterm test (i.e., **Chapters 1, 2, 3, 4, 5, 12, and lecture material**). At least 60% of the test will be based on the material covered in the lectures.

### 3. Group Case Analysis Report (20%) – March 24

For the Group Case Analysis Report, you **must** form groups of **4 or 5 students per group** and register the names of students in each group by **Monday, January 27** (class #4) using the **Excel Spreadsheet template presented on the course web site**. This spreadsheet must be emailed to me at [Larry.Coutts@Cunet.Carleton.ca](mailto:Larry.Coutts@Cunet.Carleton.ca).

An electronic copy of The Group Case Analysis Report must be emailed to me **before 11:00 p.m.** on the due date, **Monday, March 24**.

The Group Case Analysis Exercise and instructions are presented on the course web site. In addition, some additional articles to get you started on the case analysis exercise are provided on the course web site. However, you should also cite other research articles as appropriate.

### 4. Final Exam (30%) – Date, Time, and Location TBA

The final exam will be administered during the formal examination period (TBA). If you present a medical note for a missed final exam, a makeup exam will be provided for you. The final exam will be based on all material covered **after** the midterm test including both the textbook and lectures (i.e., **Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material**). At least 60% of the final exam will be based on the material covered in the lectures.

#### Note 3

**Deferred Final Exam:** If you need to defer a **Formal Final Exam**, you must contact 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.

## Course Schedule

Week	Topic	Resource Material
1. January 6	<ul style="list-style-type: none"> <li>Review of Course Outline</li> <li>Introduction to Organizational Behaviour</li> <li>Research Methods</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 1</li> <li>Lecture Material</li> </ul>
2. January 13	<ul style="list-style-type: none"> <li>Self-Concept and Personality</li> <li>Social Perception, Attribution, and Judgment of Others</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Chapter 3</li> <li>Lecture Material</li> </ul>
3. January 20	<ul style="list-style-type: none"> <li>Motivation in Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Lecture Material</li> </ul>
4. January 27	<ul style="list-style-type: none"> <li>Values, Emotions, and Attitudes in Organizations</li> </ul> <p><b>Individual Mini Case Analysis Exercise – 20%</b></p>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Chapter 4</li> <li>Lecture Material</li> </ul>
5. February 3	<ul style="list-style-type: none"> <li>Leadership in Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 12</li> <li>Lecture Material</li> </ul>
6. February 10	<p><b>Midterm Examination – 30% (in classroom)</b>  <b>(Chapters 1, 2, 3, 4, 5, 12, and Lecture Material)</b></p>	
<p><b>February 17–21 Winter Break (No classes)</b></p>		
7. February 24	<ul style="list-style-type: none"> <li>Conflict and Negotiation</li> <li>Power and Politics</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 11</li> <li>Chapter 10</li> <li>Lecture Material</li> </ul>
8. March 3	<ul style="list-style-type: none"> <li>Decision Making and Creativity</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Lecture Material</li> </ul>
9. March 10	<ul style="list-style-type: none"> <li>Group Behaviour and Teamwork</li> <li>Communication in Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8</li> <li>Chapter 9</li> <li>Lecture Material</li> </ul>
10. March 17	<ul style="list-style-type: none"> <li>Personnel Selection Systems</li> </ul>	<ul style="list-style-type: none"> <li>Lecture Material</li> </ul>
11. March 24	<ul style="list-style-type: none"> <li>Fairness in Employee Selection</li> </ul> <p><b>Group Case Analysis Report Due – 20%</b></p>	<ul style="list-style-type: none"> <li>Lecture Material</li> </ul>
12. March 31	<ul style="list-style-type: none"> <li>Organizational Structure and Design</li> <li>Organizational Culture and Socialization</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 13</li> <li>Chapter 14</li> <li>Lecture Material</li> </ul>
13. April 7	<ul style="list-style-type: none"> <li>Organizational Change</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 15</li> <li>Lecture Material</li> </ul>
<p><b>Final Examination – 30% (Date, Time, Location TBA)</b>  The final exam will be based on all material covered <b>after the midterm test</b> including both the textbook and lectures (i.e., <b>Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material</b>).</p>		

### 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
<b>CHECK (X) ONE PER ROW</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>B15 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>X</b>			

## 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 failure grade in this course in the event of a missed final exam.

## Course Web Page

The URL for the course web page is **<https://brightspace.carleton.ca/d2l/home/282826>**. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the course Grade Book as soon as available. Final grades are subject to the Dean's approval.

## 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 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.

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 Exenuating 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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## Important Dates: Winter Term 2025

December 30, 2024	Deadline for course outlines to be made available to students registered in full winter and early winter term courses.
January 3, 2025	University reopens.
January 6, 2025	Winter term begins. Full winter and early winter classes begin.
January 10, 2025	Last day for registration and course changes (including auditing) in early winter courses.
January 17, 2025	Last day for registration and course changes (including auditing) in full winter and late winter courses.
	Last day to withdraw from early winter courses with a full fee adjustment.
	Graduate students who have not electronically submitted their final thesis copy to Graduate Studies will not be eligible to graduate in winter 2025 and must register for the winter 2025 term.
January 24-26, January 31-February 2, 2025	Full fall and late fall term deferred final examinations will be held.
January 31, 2025	Last day to withdraw from full winter courses and the winter portion of fall/winter courses with a full fee adjustment.
February 1, 2025	Last day for academic withdrawal from early winter courses.
	Last day to request Formal Examination Accommodations for Feb/Mar final examinations from the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
February 7, 2025	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in early winter term undergraduate courses, before the official Feb/Mar final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

February 14, 2025	Last day of early winter classes.
	Last day for final take-home examinations to be assigned in early winter courses, with the exception of those conforming to the examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.
	Last day that can be specified by an instructor as a due date for term work for early winter courses.
	April examination schedule available online.
February 17, 2025	Statutory holiday. University closed.
	Deadline for course outlines to be made available to students registered in late winter courses.
February 17-21, 2025	Winter break, no classes.
February 22-23, March 1-2, 2025	Final examinations in early winter undergraduate courses will be held.
February 24, 2025	Late winter classes begin.
March 1, 2025	Last day for receipt of applications to Bachelor of Architecture, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Music and Bachelor of Social Work degree programs for the fall/winter session.
	Last day for receipt of applications for admission to an undergraduate program for the summer term.
	Last day for receipt of applications for admission from candidates who wish to be guaranteed consideration for financial assistance (including Carleton fellowships, scholarships and teaching assistantships) administered by Carleton University. Candidates whose applications are received after the March 1 deadline may be considered for the award of a fellowship, scholarship or teaching assistantship (Graduate students only).

March 7, 2025	Last day to withdraw from late winter term courses with a full fee adjustment.
March 14-16, 2025	Early winter undergraduate deferred final examinations will be held.
March 15, 2025	Last day for academic withdrawal from full winter, late winter, and fall/winter courses.
	Last day to request Formal Examination Accommodations for April full winter, late winter, and fall/winter final examinations from the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
March 25, 2025	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in full winter term or fall/winter undergraduate courses, before the official April final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).
April 1, 2025	Last day for graduate students to submit their supervisor-approved thesis, in examinable form to the department.
	Last day for receipt of applications for admission to an undergraduate degree program for the fall/winter session from applicants whose documents originate from outside Canada or the United States, except for applications due March 1.
	Last day for receipt of applications from potential spring (June) graduates.
	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in late winter term undergraduate courses, before the official final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).
April 8, 2025	Winter term ends.
	Last day of full winter, late winter, and fall/winter classes.
	Last day for final take-home examinations to be assigned, with the exception of those conforming to the examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

	Last day that can be specified by an instructor as a due date for term work for full winter and late winter courses.
April 9-10, 2025	No classes or examinations take place.
April 11-26, 2025	Final examinations in full winter, late winter, and fall/winter courses will be held. Examinations are normally held all seven days of the week.
April 18, 2025	Statutory holiday. University closed.
April 26, 2025	All final take-home examinations are due on this day, with the exception of those conforming to the examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.
May 1, 2025	Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session.
May 9, 2025	Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in spring 2025 and must register for the summer 2025 term.
May 16-28, 2025	Full winter, late winter, and fall/winter deferred final examinations will be held.
June 1, 2025	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session except for applications due March 1 or April 1.
June 15, 2025	Last day for receipt of applications for undergraduate degree program transfers for the fall term.