



## BUSI3103: Introduction to Organization Theory

### FALL 2025

|                        |                               |
|------------------------|-------------------------------|
| <b>Instructor</b>      | Cheng Zheng                   |
| <b>Email Address</b>   | Chengzheng4@cunet.carleton.ca |
| <b>Class Times</b>     | Friday 11:35-14:25            |
| <b>Modality</b>        | In-person                     |
| <b>Office Hours</b>    | By appointment                |
| <b>Office Location</b> | N/A                           |
| <b>TA Name/Email</b>   | N/A                           |

#### Pre-Requisites & Preclusions:

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

Preclusions:

#### Course Description/Instructor's Statement

##### Carleton Calendar 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.

##### Instructor's Description:

Although this is a theory-based course, it also considers practices. In this course, we will discuss the impact of both internal and external factors on the organization. Students will also have chance to apply what they have learned to real-world cases and demonstrate their critical thinking.

##### Course Learning Objectives:

1. Discuss the importance of organizations in modern society and how they respond to external factors.
2. Explain why an organization should invest resources to help achieve its social/environmental goals.
3. Identify the roles of the major players in an ecosystem.
4. Define types of organizational culture and discuss its relationships with corporate values and performance.
5. Critically evaluate the effectiveness of practices taken by a specific organization during an organizational change.
6. Analyze the major aspects of an organization based on your own understanding of the organization theory.

#### Required/Optional Materials & Prices

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**Title of Textbook**

- Title: Organization theory and design
- Author: Draft & Armstrong
- Publisher: Toronto: Cengage Canada
- Publication Date: 2022
- ISBN: 0176915583
- *PRICE* \$ 180.95

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

**Grading Scheme**

|                                  |             |
|----------------------------------|-------------|
| Two reflection papers (10% each) | 20          |
| Midterm Exam                     | 35          |
| Peer evaluation                  | 5           |
| Group presentation               | 15          |
| Final Group Project              | 25          |
| <b>TOTAL</b>                     | <b>100%</b> |

**Important Dates to Note**

|                    |                                   |
|--------------------|-----------------------------------|
| Reflection Papers  | October 17th; November 21st, 2025 |
| Midterm Exam       | October 10 <sup>th</sup> , 2025   |
| Group project      | December 5 <sup>th</sup> , 2025   |
| Group presentation | November 21st, 28th, 2025         |

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

**Policies & Accommodations**

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



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**Midterm**

The midterm will be held on October 10<sup>th</sup>. It will be based on textbook chapters and all lectures and materials (e.g., slides) covered in class up to week 5 (Chapters 1-5). The midterm examination is 3 hours long. The exam will mainly be based on multiple choice questions; it also has two to three short answer questions.

**Late Assignments:**

All deadlines are firm deadlines. After the deadline, you will have a 48-hour window to submit your work but will be penalized 10% per 24-hour delay (any delay less than 24 hours will be count as 24 hours). Any submission after the 48-hour window will not be accepted.

**Deferred Examinations/Assignments:**

In the event that you are unable to write a midterm, test, or other scheduled assessments due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing an assessment will receive a grade of 0% for that test.

**The deferral will be held on Monday, *October 13th* at 7:15am.**

**Preparation and Participation:**

It is recommended that students should go through the chapter(s) prior to each class. I will also provide some supplemental reading materials on Brightspace so that students can deepen their understanding of certain topics of they want.

**Course Schedule**

| LECTURE                        | TOPIC   | READINGS      |
|--------------------------------|---|---------------|
| Week 1<br>5th Sep              | Introduction<br>Organizations and organization theory   | Chapter 1     |
| Week 2<br>12 <sup>th</sup> Sep | The external environment  | Chapter 2     |
| Week 3<br>19 <sup>th</sup> Sep | Strategy, Organizational design, and effectiveness  | Chapter 3     |
| Week 4<br>26 <sup>th</sup> Sep | Fundamentals of organizational structure  | Chapter 4     |
| Week 5<br>3rd Oct              | Designing organizations for social and environmental purpose  | Chapter 5     |
| Week 6<br>10th Oct             | Midterm examination   |               |
| Week 7<br>17 <sup>th</sup> Oct | Interorganizational relationships<br>Designing organizations for the international environment<br>In-class reflection paper 1 | Chapter 6 & 7 |
| Week 8<br>24th Oct             | Fall break  |               |
| Week 9<br>31st Oct             | Organization size, lifecycle, and decline   | Chapter 8     |

|                                 |  |                |
|---------------------------------|--|----------------|
| Week 10<br>7 <sup>th</sup> Nov  | Organizational culture and ethics<br>Manufacturing and service technologies and digitization | Chapter 9 & 10 |
| Week 11<br>14 <sup>th</sup> Nov | Innovation and change<br>Conflict, power, and politics                                       | Chapter 11& 12 |
| Week 12<br>21 <sup>st</sup> Nov | Decision-making processes<br>Group presentations   | Chapter 13     |
| Week 13<br>28 <sup>th</sup> Nov | Group presentations  |                |

**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>BC1 Knowledge</b><br><i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>   |                          |                                |                                      | ✓                                |
| <b>BC2 Collaboration</b><br><i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i> |                          |                                |                                      | ✓                                |
| <b>BC3 Critical Thinking</b><br><i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions</i>    |                          |                                |                                      | ✓                                |

|  |   |  |   |  |
|--|---|--|---|--|
| <i>based on analysis and evaluation.</i>   |   |  |   |  |
| <b>BC4 Communication</b><br><i>Graduates will be effective and persuasive in their communications.</i> |   |  | ✓ |  |
| <b>BI5 Global Awareness (BIB ONLY)</b><br><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](http://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](http://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](http://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](http://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](http://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](https://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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