



Carleton
University

Sprott
School of Business

MGMT 5100 P

Managing People and Organizations

Fall 2025

Instructor: Linda Duxbury
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Office: Nicol Building 7029

Course Time: Oct. 3rd, Oct. 4th, Oct. 17th, Oct. 18th
9 AM to 5 PM

Office Hours: Students who wish to consult with me should send me an email. We can arrange a mutually convenient time and mode (Phone, MS Teams, Zoom, in-person to connect)

Class Meeting: This class will be taught In-Person. Students must attend class – hybrid attendance is not possible.

* The class has been designed to be taught in person and you are expected to attend. The unexpected can, however, happen. If you are unable to attend a class in-person you asked to contact the instructor before the class starts. In cases where the professor feels that the student has a legitimate reason for missing class, they will be assigned one or more additional assignments (typically PAAs for each of the topic areas you miss) which they must hand in to pass the course in leu of attendance. If you miss more than one day of class, you may not be able to continue in the course as much of the learning comes from doing the experiential exercises and discussing material with your colleagues.

Course calendar entry from 2025/26 graduate calendar:

Organizations and the relationships that define them. Theories, concepts, and experiential exercises help students understand their own values, attitudes and goals and those of others how to motivate, communicate, teach and lead others; and how to apply these concepts to improving personal and organizational performance.

Course Learning Objectives:

This course has the following learning objectives:

- To increase your self-awareness
- To help you become more skilled at analyzing behavior in organizations
- To help you learn what actions are appropriate for different situations
- To help you acquire a larger repertoire of behaviors or skills

Course Prerequisites:

Enrollment in the PMBA program in the Sprott School of Business or permission of the school.

Text Book

Organizational Behavior: An Experiential Approach, 8th Edition by Osland, Kolb, Rubin and Turner. Prentice Hall, 2007 (referred to as **workbook** in the course outline)

The workbook consists of content, exercises, and tips for managers.

Other Required Materials:

All students must pay for and complete the MBTI. The procedure that you need to follow is listed below.

Final Exam Date: There no exam for this course. Course deliverables and due dates are as listed below.

Drop Course Policy:

You may decide to drop this course to avoid a failure or a poor grade showing up on your student record and affecting your CGPA. This is referred to as **Academic Withdrawal**. Academic Withdrawals will create no financial change to fall term fees and will result in a grade of Withdrawn (WDN) appearing on your official transcript. WDN is a permanent notation that appears on your official transcript signifying no academic credit. WDN will not impact your CGPA.

Absenteeism Policy:

Students who miss a class, for any reason, will need to hand in the PAAs for the topics covered in the session they missed. These PAA will be in addition to other class requirements. No final mark will be assigned until all assignments are handed in.

Course Description:

This course is divided into two approximately equal halves. Modules 1 through 6 along with the class on personality type are devoted to material designed to increase your self-awareness and help you understand why you and others behave as you do in organizations and groups. The focus is on the individual and the interpersonal skills needed to be a good manager (i.e., discussion is at the "micro" level). The topics to be covered (learning, perception, motivation, personality, communication skills) are the practical skills all managers should possess; you can begin to apply them immediately at work and home.

In Modules 6 through 12 the focus switches from the individual to relationships between individuals within the organization and between different organizational units (i.e., discussion is at the "macro" level). Topics covered in this second set of modules all relate to organizational effectiveness – leadership, teamwork, problem solving, conflict, negotiation, culture, decision making. The focus here is on organizational processes and inter-relationships that have been linked with performance and success.

When you have finished this course, you should know yourself better, have better people skills, and have an increased awareness of how to evaluate the effectiveness of organizational structures and processes.

Given when this course is scheduled in the program, after discussion with the school, I have decided to format the course as follows. Nine topics will be covered in class time. In all nine cases I will provide a one hour lecture on the topic, followed by an experiential exercise.

We will not have time to cover the other topics I typically teach in this course (usually ask the students to watch the lecture Videos before the class and spend all the class time in discussion and experiential exercises). You will be responsible for watching the lecture videos on Brightspace on the following topics:

- Theories of Management (Chapter 2; Module 2 on Brightspace)
- Communication (Chapter 5; Module 6 on Brightspace)
- Teams and groups (Chapter 10; Module 7 on Brightspace)
- Decision Making (Chapter 17; Module 12 on Brightspace)

On Oct 17th I will give you a one hour multiple choice quiz testing your understanding of these four topics. This quiz will be worth 20% of your course mark.

On the first weekend (Oct. 3 and 4) we will do five “Micro” topics:

Topic	Chapter	Module Brightspace	Experiential Exercise
Psychological contract	1	One	Given in Class
Perception and attribution	9	Three	Read Case (pg. 232, 233) before class Friday Oct. 3rd, 2025
Learning	3	Four	Complete and score learning inventory (book, pg. 52, 53 and 54). Please send me an email and include a picture of the grid on page 54 with your learning style plotted on this grid by 9 AM Sat. Sept. 27th . This information will be used for an exercise we will do in class Oct. 3 rd .
Motivation	5	Five	Please complete and score the MAOB (It is on Brightspace) before the class on Oct. 4th . No need to send this to me ahead of time but please remember to bring the results to class so you can follow along with the analysis we do in class
Personality	4	na	Please complete the MBTI by 9 AM, Monday Sept. 22nd [sorry but I need your results to prepare the class, and this takes some time). Marks will be deducted from your final grade (half a grade point a day) for each day late! The cost for the MBTI is just over \$30 (including taxes). You will be required to pay before you can take the test. To pay please go to the following site: https://payments.carleton.ca/sprott/online-payment-for-mba-mbti/ You can pay using Credit Card or Interact. Once you have paid, then please go to the following site: http://sprottmba.careerid.com/ and take the test.

On the second weekend (Oct. 17 and 18) we will do five “Macro” topics:

Topic	Chapter	Module Brightspace	Experiential Exercise
Problem solving	11	6	Read “Class Preparation” material pg. 285-287 before the class on Oct. 17th .
Conflict and Negotiation	13	10	Please complete and score the conflict style measure (on Brightspace) and send the results for your conflict style at WORK to me by Midnight Sunday Oct. 5th . I will use this information to divide you into groups that we will use to play the Red Green Game at the synchronous session on Oct. 17th .
Leadership	15	9	Please send me an e-mail identifying someone whom you consider to be an effective leader (should be someone in the public domain) at or before Midnight Sunday Oct. 5th and tell me why you selected them [does not need to be a research essay.. just <u>who</u> and <u>why</u> in your view them]. We will use this information for an exercise we do in class Oct. 18th .
Culture	16	11	Please read The Ecoquest Case, Part I (pg. 426-429) and complete the questions before the in class session on Oct. 18th . You do not have to hand the questions in, but you need to do the thinking before class.

Class Format:

The most effective method for teaching interpersonal and managerial skills is experiential learning. This means that we will turn the classroom into a laboratory and create conditions for understanding concepts through experience as well as readings. We will use role plays, exercises, and simulations so that you can pull out your own learning points from these experiences. **This type of course requires students to take responsibility for their own learning.** For an experiential course to be successful, students **must** do all the reading and homework preparation **and** participate actively in the classroom. Therefore, attendance is mandatory because what goes on in class is not a repeat of the readings but the heart of the course. If you have an emergency and cannot attend class, please call me/or send me an e-mail beforehand so we can make special arrangements if need be. There is a lot to do each class and we must start on time. As such, it is important that you all arrive to the class on time.

Please do not underestimate the importance of participation in this course. It is an important part of your final grade, not to mention that it gives you an opportunity to practice your communication skills. If you find it difficult to participate in class, please come see me in the beginning of the course so we have time to remedy the situation.

Marking Scheme

Your grade will be calculated as follows:

- Participation: 20% of your mark will be awarded by me and depend on your participation in class and your performance on the simulations and the experiential exercises and your getting requested deliverables to me on time .
- 5 PPAs worth 60% of your mark.
 - You can hand in two PAAs on the topics covered in the first half of the course on or before Thursday Oct. 16th at 9 PM
 - You can hand in three PAAs on the topics covered in the 2nd half of the course and/or on the topics covered in the exam are on or before Thursday Oct. 30th at 9 PM
- Multiple Choice Midterm covering four topics: theories of management, teams and groups, communication and decision making: worth 20% of your mark. This midterm will be closed book and is scheduled for the 9 AM Friday Oct. 17th. It will be on the material in the book as well as the lectures.

Class participation: The participation mark is a combination of attendance, preparation, and participation. Each student is expected to be an active participant in each synchronous class session and take part in the exercises and make meaningful comments that demonstrate that they have read the text and absorbed the video lectures. I value quality rather than quantity—talking for the sake of talking does not improve your contribution grade. I am looking for evidence of good critical thinking on your part: Merely coming to the session is not sufficient; attendance is a first step, but you must also participate actively.

The best ways to prepare your contribution to class discussions are:

- **Make sure that you have read the assigned material/done the experiential exercises listed in the outline before you come to class.** Be prepared to integrate the material from the readings as well as your personal experiences to the discussion in class. This is an important part of your participation grade.
- Be ready to help pull together the learning's from the class.

Please be aware that not only can you gain class participation marks - you may also lose them. The success of the exercises we do in the synchronous sessions depend on all of you coming to class having done the pre-work ahead of time. I will penalize any student who has not done the necessary pre-work/provided me deliverables as outlined in the "Dates to Remember" section by taking one mark off your final participation grade for each occurrence. Marks will be also subtracted from the participation mark for the following behavior: you are frequently late to class sessions or come back late after the break (i.e., tardiness), you are on your phone/laptop and not paying attention to what is going on.

Personal Application Assignment (PAA): Each chapter in the book includes at the end of the chapter a PAA. You are required to hand in six PAAs which will be worth 60% of your class. These PAAs should each be 5-8 pages. These PAAs will be your way of reflecting and commenting on the class experience and applying some personal interest or experience of yours to the class lesson. Each PAA should:

- summarize what you learned from lectures/text-book/in-class exercise(s) including your opinions, feelings, and thoughts;
- demonstrate some of the knowledge gained from the workbook and/or the lectures (must make the connections explicitly);
- show how you plan to apply the acquired knowledge to a real situation of your own or to the same situation if you were to relive it; and
- demonstrate what you learned about yourself from partaking in the exercise.

You have the opportunity to decide to do a PAA on any of the topics covered in the course (12 topics to pick from - pick five). I have put a number of excellent PAAs on Brightspace to help you better understand expectations.

Each PAA will be marked out of 20 and your mark on these five PAAs will constitute 60% of your grade. **Please note that PAAs on the following topics have a different format than the PAAs for the rest of the chapters: theories of management, communication, culture.** In these three cases, read what you are being asked to do in the PAA and follow the instructions. I will take 5 marks off the top in cases where you do not follow instructions.

Please submit your assignments through Brightspace. If you submit a word document it is easier for us to give you comments right on the assignment but our call.

Information relevant to completion of Assignments¹

All page limits specified in this outline are “hard” and non-negotiable; in other words, aim for the upper limit in each case (e.g., a 1-page submission for an assignment with a 5-page limit will be judged as insufficient) but do not exceed it. For fairness and comparability, all take-home written work must be submitted typed, double-spaced, on letter-size paper, with 2.5 cm margins all-round, in Times-Roman 12, Arial 11, or equivalent font.

- **Please provide a title page for each assignment telling me the topic you are writing on and your name (you have NO idea how many times I am expected to take my best guess).**
- In addition to content, all written work will be graded for grammar, spelling, writing style, and organization and presentation of the material.
- Cheating, plagiarism, unattributed use of AI, and other instructional offences are not tolerated and can have severe penalties. What is plagiarism? If you are unsure please refer to these websites:
 - <http://www.plagiarism.org/plagiarism-101/what-is-plagiarism/>
 - <http://wpacouncil.org/positions/WPAplagiarism.pdf>
 - <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>

Please note that marks will be lost when deliverables are late. Also please note that plagiarism and the use of AI (e.g. Chat, Co-pilot) to write your assignment will be referred to the Associate Dean as an alleged violation of Academic Integrity. Penalties associated with academic integrity violations may result in a failed grade or suspension from the program. The assignments are designed to develop the following skills: self-reflection, critical thinking and the ability develop a logical argument to support your opinions (whatever they are). I am okay with you using AI to edit your writing (please acknowledge this at the end of the assignment) but that is all.

¹ Thanks to Dr. N. Papadopoulos for drawing up this list.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>			✓	
MB2 Communication <i>Graduates will be effective communicators</i>			✓	
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>			✓	
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>	✓			
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>	✓			
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>	✓			

Summary: Important dates and deadlines

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional five (5) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 70% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Topic	Chapter	Module Brightspace	Experiential Exercise
Psychological contract	1	One	Given in Class
Perception and attribution	9	Three	Read Case (pg. 232, 233) before class Friday Oct. 3rd, 2025
Learning	3	Four	Complete and score learning inventory (book, pg. 52, 53 and 54). Please send me an email and include a picture of the grid on page 54 with your learning style plotted on this grid by 9 AM Sat. Sept. 27th . This information will be used for an exercise we will do in class Oct. 3 rd .
Motivation	5	Five	Please complete and score the MAOB (It is on Brightspace) before the class on Oct. 4th . No need to send this to me ahead of time but please remember to bring the results to class so you can follow along with the analysis we do in class
Personality	4	na	Please complete the MBTI by 9 AM, Monday Sept. 22nd [sorry but I need your results to prepare the class, and this takes some time). Marks will be deducted from your final grade (half a grade point a day) for each day late! The cost for the MBTI is just over \$30 (including taxes). You will be required to pay before you can take the test. To pay please go to the following site: https://payments.carleton.ca/sprott/online-payment-for-mba-mbti/ You can pay using Credit Card or Interact. Once you have paid, then please go to the following site: http://sprottmba.careerid.com/ and take the test.

Topic	Chapter	Module Brightspace	Experiential Exercise
Problem solving	11	6	Read "Class Preparation" material pg. 285-287 before the class on Oct. 17th .
Conflict and Negotiation	13	10	Please complete and score the conflict style measure (on Brightspace) and send the results for your conflict style at WORK to me by Midnight Sunday Oct. 5th . I will use this information to divide you into groups that we will use to play the Red Green Game at the synchronous session on Oct. 17th .
Leadership	15	9	Please send me an e-mail identifying someone whom you consider to be an effective leader (should be someone in the public domain) at or before Midnight Sunday Oct. 5th and tell me why you selected them [does not need to be a research essay.. just <u>who</u> and <u>why</u> in your view them]. We will use this information for an exercise we do in class Oct. 18th .
Culture	16	11	Please read The Ecoquest Case, Part I (pg. 426-429) and complete the questions before the in class session on Oct. 18th . You do not have to hand the questions in, but you need to do the thinking before class.

- The first two PAAs are on or before Thursday Oct. 16th at 9 PM
- The second three PAAs are on or before Thursday Oct. 30th at 9 PM

Trial PAA: If you want to get feedback on your first PAA, hand it in to me by **Oct. 6th, 9 PM**. I will give you feedback and return it. This feedback should help you with the rest of your PAAs. Note, you will not get a chance to fix this PAA and hand it back it and that I will not give early feedback on any PAAs handed in after this time.

Schedule of classes

Micro-material - Class sessions: Oct. 3 and 4	
Answer any questions you might have about the course and how it is structured	
Psychological contract exercise	
The Selection Committee (pg. 232, 233 in the book)	
Learning Inventory Exercise	
Take up MOAB – “what motivates you?”	
Pin Spotter Exercise	
MBIT – Understanding who you are and what this means	
These Topics Will be Covered Friday Oct. 3rd	
1	Introduction to course/ Psychological Contract
Workbook: xv to xxvii and Chapter one <u>Experiential Exercise:</u> Psychological contract	
3	Perception and Attribution
Workbook: Chapter nine <u>Video Lecture:</u> Perception and Attribution Preparation for Synchronous/Experiential Class: Please read the case (book, pg. 232 and 233) <u>before</u> the session. Do NOT read any of the roles. These will be assigned in class. We will do this exercise in class Nov. 29th.	
4	Learning
Workbook: Chapter three <u>Video Lecture:</u> Learning Preparation for Synchronous/Experiential Class: Please complete and score learning inventory (book, pg. 52 , 53 and 54) and determine your learning style. Please send me an email and include your learning style score plotted on the figure shown on pg. 54 by 9 AM Saturday November 16th so that I can use this information when designing the groups for the exercise to do be done in the synchronous session. We will do this exercise in class Nov. 29 th .	
These Topics Will be Covered Saturday November 30th	
5	Motivation
Workbook: Chapter five Preparation for Synchronous/Experiential Class: Please complete and score the MAOB (it is on Brightspace) before the synchronous session Nov. 30 th . No need to send either of these to me ahead of time. I will be using this material for an exercise I will do in class so bring the material to class	
7	Personality
Follow instructions provided above	

Macro Material -- Class Sessions: Oct. 17, 18	
Answer any questions you might have Cardiotronics Case Leadership – exercise Red Green Game Negotiation (if there is time) Ecco Quest Ancient Tale	
These Topics Will be Covered Friday Oct. 18th	
9	Problem Solving
Workbook: Chapter 11 <u>Video Lecture:</u> Problem solving Preparation for Synchronous/Experiential Class: We will be doing the Cariotronics exercise in Class. Please read the “Class Preparation” material pg. 285-287 prior to class. Do <u>not</u> read the material on pg. 299 to 305 – these are the descriptions of the various roles people will be assigned in the case. It will ruin it for you if you read these ahead of times. I will you to a group and role when we “meet.”	
10	Leadership
Workbook: Chapter 15 <u>Video Lecture:</u> Leadership Preparation for Synchronous/Experiential Class: Please send me an e-mail identifying someone whom you consider to be an effective leader and tell me why you selected them by Sunday Oct. 5th . Come to class prepared to talk about why you think that they can be considered a leader. We will discuss your leaders in an exercise we will do in class Oct. 17 th	
These Topics Will be Covered Saturday Oct. 18th	
11	Conflict and Negotiation
Workbook: Chapter 13 <u>Video Lecture:</u> Conflict and Negotiation Preparation for Synchronous/Experiential Class: My plan is to do two experiential exercises associated with this topic – the Red/Green Game (pg. 353 and 354 in the text) and the Negotiation exercise (pg. 354 and 355 in text – Time permitting). PLEASE do not read the negotiation exercise. To set up for the Red Green please complete and score conflict style measure (on Brightspace) and send the results for your conflict style at WORK to me by Sunday Oct. 5th	
12	Organizational Culture
Workbook: Chapter 16 <u>Video Lecture:</u> Culture Preparation for Synchronous/Experiential Class: Please read The Ecoquest Case, Part I (pg. 426-429) before class and complete the questions. Please bring your completed answers to class. In the session to be held Oct. 18 th I will divided you into groups and ask you to decide who should be the next CEO of Ecoquest. Do <u>not</u> read Part II of the case (again, it will spoil it for you).	

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).

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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:

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

Pregnancy

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

Religious Obligations

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

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. <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: <https://carleton.ca/sexual-violence-support/>

Student Activities

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. 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. 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/>

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: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a hard 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>