



BUSI2101B: Introduction to Organizational Behaviour

Winter 2026

Instructor	Dr. Angela Dionisi, Dr. Shani Pupco
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Class Times	Monday 2:35pm-3:55pm; Various Interactive Times
Modality	In-person
Office Hours	By appointment
Office Location	
TA Name/Email	See Brightspace for your CL's contact information

Pre-Requisites & Preclusions:

<https://calendar.carleton.ca/undergrad/courses/BUSI/>

Prerequisites: second-year standing; restricted to B.Com. students

Preclusions: additional credit for BUSI2121 and BUSI3602

Course Description/Instructor's Statement

Carleton Calendar Description

Models of individual and small group behaviour in organizations. Topics include motivation, communication, job design, leadership and group dynamics to provide systematic explanations of employee and managerial behaviour in organizations.

Course Learning Objectives:

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.
2. Explain how behavioral science research can be applied to specific business situations.
3. Describe how organizations use OB theory in practice and the impact of these strategies at the individual, group, and organizational level.
4. Use your understanding of OB to appraise your own behavior in organizational settings.
5. Apply your knowledge in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

Required/Optional Materials & Prices

Robbins, S.P., & Judge, T.A. (2026). Essentials of Organizational Behaviour (16th edition). Hoboken, NJ: Pearson. ISBN 13: 978-0-13-535384-4. The textbook can be purchased from the Campus Store for

\$67.99 from the following link

[https://carletonshop.ca/CourseSearch/?course\[\]=M,202610,BUSI,BUSI2101,B&](https://carletonshop.ca/CourseSearch/?course[]=M,202610,BUSI,BUSI2101,B&)

Please note that without the text, you will have difficulty with the exams. Your first impression may be that the course content is “common sense”, but don’t fall into this trap. You will need to know the theories and concepts behind it.

Grading Scheme

Case research and reflection paper	10%
In-class quizzes	10%
Midterm exam	20%
OB film analysis	20%
Contribution to interactive sessions	15%
Final exam	25%
TOTAL	100%

1. Research & Reflection Paper (due February 9th, 11:59pm)

Managing people and organizations requires an in-depth knowledge of the theory that serves as a foundation for understanding human behaviour in organizations. This is a written individual assignment that will challenge you to demonstrate your ability to connect real life challenges to research in the management field. The paper will be 1200 words or less (typed, double-spaced). Details about the paper will be given in class.

2. In-Class Quizzes (every week)

In each interactive session you will be given a short set of questions related to the Monday lecture to assess your understanding of the material. 1% per week, for a total of 10%. There will be no quiz the week of the midterm, or

3. Mid-Term Exam. (February 23rd, 2:30-4:00pm)

The mid-term test will be held in regularly scheduled course time, during the Monday session. You must be present to write this test. The test will cover all material covered in the text, lectures, in-class discussions, interactives, and slide presentations up to the midterm. The test will consist of a combination of essay and multiple-choice questions. Be aware that this is not a predominantly multiple-choice exam and will require that you know the concepts and be able to provide examples to illustrate your understanding. This may be the first time you will write this kind of exam, so pay particular attention to the format, and be sure to attend the exam review sessions conducted by your Course Leaders.

4. OB Film Analysis (due April 8th, 11:59pm)

An OB case analysis, to be uploaded onto the course website, is worth 20% of the course grade. The analysis should be 2000 to 2500 words in length. A complete assignment description with your options for case analysis will be given to you in class.

Special notes regarding written assignments

- *The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at www.carleton.ca/wts/.*

5. Contribution to Interactive Sessions (every week)

Worth 15% of total course grade. You are expected to attend each interactive session in which you are enrolled. Your enrollment in the session is understood as a commitment that you will not only attend but also contribute significantly to it. You should also use sessions to raise questions you may have about lecture or reading material. This requires that you prepare for each session by reading and preparing assigned materials. Both the quantity and quality of contributions will be noted. High-quality contributions draw explicitly on assigned material and they add to the session experience by considering implications, offering insights and inviting exchange. Overall, try to be more analytical than descriptive, more curious than definitive and more imaginative than traditional in your verbal contributions. Avoid simply saying 'yes' or 'I disagree' or repeating points already made. Participation and preparation grades will be based on attendance, quizzes, assignments, and participation in class activities (e.g., class discussions/group exercises).

6. Final Exam

The final exam will be held during the formal examination period. The exam will be cumulative and will be based on all topics covered in the course (text, lectures, in-class discussions, interactive materials, presentations, etc.), throughout the entire term. The exam format will be similar to that of the midterm (see above) *.

If e-Proctoring is implemented for digital exams, the minimum computing requirements are as follows:

- Hardware: Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Chromebooks, tablets (Android, iOS, Windows), and smartphones are not supported. You must complete your exams using Windows-based or MacOS computers.

The URL for the course web page is at <https://brightspace.carleton.ca/>. You must access the site regularly for updates about the class and upcoming assignments. It may be useful to bookmark the page. Grades for all course work will be posted on the course Grade Book as soon as available.

Late Assignments:

Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days (1 week) late will be considered missed. Please note that technological problems do not justify late submissions.

Deferred Midterms:

There are no deferred midterms for this class. If you are unable to write the midterm, please contact your professors.

Deferred final exams:

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to

<https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval.

Policies & Accommodations

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

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



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Preparation and Participation:

This course meets two times per week. The pedagogical approach of this course requires a high level of student participation.

The first session (Monday afternoons) is a large format or “Plenary” session that includes all students registered in BUSI 2101. Each of these sessions will be conducted by a different professor from the Sprott School of Business. This term, the plenary session may be online or in person, depending on the week (see course schedule below). It is very important to attend the plenary, as the material covered will not correspond exactly to the text or interactive sessions, and you will be responsible for the material presented in the plenary at exam time.

The second session is called an “Interactive”. In your interactive you will meet with a smaller group of your peers. These sessions are led by Course Leaders (CLs) in the Training & Development program. **CLs are your “go-to” people throughout the term if you have any questions or issues. In other words, you should ask your CLs first – they almost always know the answer, and if they don’t, they will find out what it is.** They are here to help you in any way they can. If you wish to communicate with them through email, you should do so with the messaging function on Brightspace. If you do not get a satisfactory response to a question from your CLs, contact the course coordinators.

Course Schedule

Week / Dates	Topic (Monday Speaker)	Readings/Assignments
Week 1 (Jan 12)	What is Organizational Behaviour (Angela/Shani)	Chapter 1
Week 2 (Jan 19)	Perception, Attribution & Diversity (Shani Pupco)	Chapter 2 Chapter 6 (pg. 80-85)

Week 3 (Jan 26)	Job Attitudes, Emotions & Moods (Angela/Shani)	Chapters 3 & 4
Week 4 (Feb 2)	Individual & Organizational Motivation (Angela Dionisi)	Chapters 7 & 8
Week 5 (Feb 9)	Decoding Behaviour & Personality (Greg Sears)	Chapter 5 Due: Research & Reflection
<p>Monday, February 16th</p> <p>Winter break</p> <p>No class</p>		
Week 6 (Feb 23)	Midterm Exam Interactives will be held this week	Midterm covers weeks 1-5 Interactive covers week 12 (see below: Conflict and Negotiation)
Week 7 (March 2)	Group Dynamics & Work Teams (Rob Smart)	Chapters 9 & 10
Week 8 (March 9)	Ethics (Sefa Hayibor)	Supplemental Readings
Week 9 (March 16)	Organizational Culture & Change (Troy Anderson)	Chapters 16
Week 10 (March 23)	Power & Influence (Ruth McKay)	Chapter 13
Week 11 (March 30)	Strategic Decision Making (Ian Lee)	Chapter 6 (pg. 86-end)
Week 12 (April 6)	Conflict & Negotiation (TBD) *No interactive this week	Chapter 14 Due: OB Film Analysis April 8 (Note: interactive in week of midterm exam)

*unforeseen circumstances may necessitate modifications to the schedule

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, evaluation focuses on what you can do ***without*** AI assistance. While you can use AI tools to explore ideas, study, or clarify concepts, we encourage you practice your deduction skills and use your course resources (CLs, professors, textbook) for this. All submitted work must represent your **independent thinking and original effort**. Do not use AI for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

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>				x
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				x
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>				x
BC4 Communication <i>Graduates will be effective and</i>				x

<i>persuasive in their communications.</i>				
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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 anyone 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).

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: **Pregnancy Academic Accommodation Information - Equity and Inclusive Communities**

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: Academic Regulations for Students with Religious Obligations < Carleton University

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: Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities

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 academicadvising@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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