

Instructor	Vilma Coutino-Hill MSc. Organizational Change and Development, CHRP and CHRL
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Lectures	Thursdays 8:35 to 11:35 am
Virtual Office Hours	Wednesdays 7:00 pm to 8:00 pm by Zoom or by appointment
Course Web Page	Brightspace
Modality	Presential

COURSE DESCRIPTION

This course examines the theory of individual and small group behaviour in organizations and management of the same. Students are encouraged to think strategically about concepts such as perception, motivation, how emotions guide employee motivation, attitudes, and decisions, how values have become the new resource to shape workplace behaviour and how a person's social identity relates to team dynamics. The content of the course will be theoretical but practical application of the concepts will be emphasized.

LEARNING OUTCOMES

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

PREREQUISITES

Second year standing. **The School of Business enforces all prerequisites.**

This course is a prerequisite to:

1. BUSI 3102 (with a grade of D- or higher)
2. BUSI 3103 (with a grade of D- or higher)
3. BUSI 4609 (with a grade of D- or higher)
4. BUSI 4111 (with a grade of B- or higher)
5. BUSI 4112 (with a grade of C- or higher)
6. BUSI 4602 (with a grade of C- or higher)
7. BUSI 3100 (with a grade of C or higher)
8. BUSI 3105 (with a grade of C or higher)
9. BUSI 3703 (with a grade of C or higher)
10. BUSI 3704 (with a grade of C or higher)
11. BUSI 3104 (with a grade of C or higher)
12. BUSI 4108 (with a grade of C- or higher)
13. BUSI 4706 (with a grade of D- or higher)
14. BUSI 4609 (with a grade of D- or higher)

Precludes additional credit for BUSI 2101, BUSI 3602. Prerequisite(s): second-year standing.

SUGGESTED ADDITIONAL READINGS:

Ares

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				

I. Course Structure and Navigation:

This course is structured slightly differently than a traditional, lecture-style course. There are twelve **(12) weeks of instruction** in this course, and a total of **10 lectures** that students will attend. The lectures will contain complementary videos, questions from the complementary readings and group work. Throughout the course, the ppt presentation of the lectures, the videos will be unlocked to allow the students to successfully understand each lecture and group work. In addition to these 10 lectures and one workshop, students will participate in a variety of different activities and assignments during the 11 weeks of the course.

Introduce Yourself:

This is a way for the professor to get to know your interest and what you are passionate about due to the fact that the backgrounds of all the students are very diverse, being this course an elective course for all the programs at the University. You will have to answer two questions, post one of your favorite pictures and mention why you like the picture you posted.

Group Cases, Guest Speakers and Reflection

There will be 4 group cases, during the term. You will be submitting your answers in a dropbox in the week of the due day in BrightSpace. The due days for the two cases will be indicated in your course calendar. You will have the guidelines and the rubrics for the cases posted in BrightSpace. In this course, you will have to write **one (1) reflection**, which will offer you a chance to question and critique the material that you are learning.

Midterm and Final Exams

The Midterm will be during week 6 during the class hours it will cover the content of the course from week 1 to 5. The Final Exam will be at the end of the term cover the content of the course from week 7 to 10. The objective of this two tests will be to consolidate the knowledge that you acquire during the course. The format will be multiple choice and scenario multiple choice questions, with two essay type of questions. Each Test will take two hours. The final exam they will be schedule by Carleton Central for this course.

New Deferred In-Term Examination System (Monday mornings @ 7:15am). There will be a tracking and support team that will manage a schedule and database of all deferred exams and student attendance.

- *e-Proctoring: Please note that tests and exams in this course will use a remote proctoring service provided by Scheduling and Examination Services. More information is available at <https://carleton.ca/ses/e-proctoring/>.*

The minimum computer requirements for this service are:

Hardware: Desktop, or Laptop

Operating System: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04

Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Internet Connection: High-speed internet is recommended

Webcam: HD resolution is recommended

Note: Tablets, Chromebooks, and Smartphones are not supported. Windows-based

tablets are also not supported. (Feel free to include more details about e-proctoring in your course outline, such as the mandatory use of e-proctoring for this course).

Required Readings and Videos:

There is an optional textbook for this course that will complement the information given in the slides and the video presentations. All required and supplementary readings will be available online through Carleton's Ares reserve system.

All required videos will be made available within each module. All the reading material used for the course, optional text book and extra readings from Ares as well as the extra video material are there to complement the content from each of the Modules.

Course Essentials Calendar:

Note: for a list of exact due dates, see the Activity and Assignment Due Dates document, located in Course Essentials. **This calendar could be subject to any changes during the term.** All the readings in Ares are also indicated for each of the weeks.

WEEKS	MODULES	ACTIVITIES AND ASSIGNMENTS
ONBOARDING	<p>In this activity we will:</p> <p>Identify and Understand the content of the course</p> <p>Knowledge and material, the communication and the evaluation process during the term.</p>	<ul style="list-style-type: none">Watch Introductory video "Start here"Read the course outline and the information about the modules and activitiesDo the 'Introduce Yourself' activity it will be open until January 22ndWatch the video about how to manage your cuPorfolioCheck in Survey
Week 1 Lecture 1 January 8 th	<p>Lecture 1: Strategic Importance of OB.</p>	<ul style="list-style-type: none">Lecture 1Presentation of the courseIntroductionReadings: Johns Gary, "Organizational Behaviour understanding a and managing life at work: Organizational behaviour and Management"
Week 2 Lecture 2 nd January 15th	<p>Lecture 2:</p> <p>Perception, Personality and Emotions</p> <p>-Perception is the process by which individuals organize and interpret their impressions that could affect the outcomes.</p> <p>-Personality are the enduring characteristics that describe an individual's behaviour.</p>	<ul style="list-style-type: none">Lecture 2Group Case 1.Office hourReadings: Sinderman Pat R, "Managing Organizational Behaviour in Canada: Perception and Personality"

	<p>-Emotions intense feelings directed to someone or something affecting the work environment.</p> <p>-</p>	
Week 3 Lecture 3 January 22nd	<p>Lecture 3: Communication, Communication Is one of the most crucial activities for a successful work environment. It can be a source of interpersonal conflict.</p>	<ul style="list-style-type: none"> • Lecture 3 • Office hour • Readings: Johns Gary, "Organizational Behaviour understanding a and managing life at work: communication" • Group Case 2
Week 4 Lecture 4 January 29th	<p>Lecture 4: Group and Team Work Theories of Motivation</p> <p>A small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.</p> <p>Different theories that will explain how and why a person shows persistence, intensity and direction in reaching a goal.</p>	<ul style="list-style-type: none"> • Lecture 4 • Office hour • Readings: Langton and Robbins, "Organizational Behaviour: Concepts and Controversies application: Groups and Teamwork" • Readings: Langton and Robbins, "Organizational Behaviour: Concepts and Controversies application: Theories of Motivation" • Group Activity
Week 5 Lecture 5 February 5th	<p>Lecture 5: Motivation in Action</p> <p>The way companies can create effective reward systems and benefit packages to improve employee engagement and satisfaction.</p>	<ul style="list-style-type: none"> • Lecture 5 • Office Hour • Readings: Ares: Langton and Robbins, "Organizational Behaviour: Concepts and Controversies application Motivation in Action, "On the folly of rewarding A while hoping B". The Academy of Managerial Executive • Excercise
Week 6 Midterm February 12th	MIDTERM	<ul style="list-style-type: none"> • Time 6:05 to 7:55 pm (2hrs) • The midterm will cover from Lecture 1 to 5
Week 7 Lecture 6 February 26th	<p>Lecture 6: Culture and Organizational Culture (values, attitudes and customs)</p> <p>-How culture is shared by the members of an organization</p> <p>-How culture helps to solve problems or understand</p>	<ul style="list-style-type: none"> • Office Hour • Readings: Johns Gary, "Organizational Behaviour understanding a and managing life at work: values, attitudes and work behaviour" • Readings: Inuit Bundle • Group Reflection Presentation

	much better the situations in the organization.	
Week 8 Lecture 7 March 5th	Lecture 7: Labour Relations, The conflicts in the organization can be resolved when negotiation is possible. Leaders and Managers need to manage people helping them perceive how the company cares for them.	<ul style="list-style-type: none"> • Session 7 • Office Hour • Readings: "Bullying in the work place", "Putting People First" The Academy of Management Executive Reading: ID 145382 Colquitt Jason "Improving Performance and Commitment in the workplace: Organizational Structure • Group Case 3
Week 9 Lecture 8 March 12th	Lecture 8: Leadership -Leaders provide the vision and the strategy using their personal skills and inspiring others, managers implement that vision and strategy, coordinate and staff the organization towards the goals.	<ul style="list-style-type: none"> • Lecture 8 • Office Hour • Readings: Daniel Goleman "What makes a Leader." • Excercise
Week 10 Lecture 9 March 19th	Lecture 9: Power and Organizational Structure: The capacity that a person A has to influence the behaviour of person B, so B acts in accordance with A's wishes.	<ul style="list-style-type: none"> • Lecture 9 • Office Hour • Group Case 4
Week 11 March 26th	Lecture 10 Work Related Stress and Stress Management -The importance of learning how to manage stress in the work environment to prevent mental health problems.	<ul style="list-style-type: none"> • Office Hour • Reading: McShane Steven, "Canadian Organizational Behaviour: Work related Stress and Stress Management • Excercise
Week 12 April 2nd	Class Activities Workshop Final Exam	

EVALUATION:

Students will be evaluated through a variety of different assignments, each of which is designed to test their knowledge and strengthen their core skills in research, writing, and analysis. All the different tools used for the evaluation will be posted in Brightspace. There will be some activities that will have some extra points for the students if they are willing to do them, they will be added to your group cases or your midterm or final exam.

Assignment / Activity	Weight
Introduce yourself	2%
Attendance	15%
Group Case 1	6%
Group Case 2	6%
Group Case 3	6%
Group Case 4	6%
Midterm	25%
Group Reflection	4%
Final Exam	30%
Total	100%

II. POLICES AND PROCEDURES

- **Communication:** There are several ways for you to contact the Instructor. If you would like to write to me, please send an email and I will do my best to respond to your message within 24 hours. If you would like to speak with me, please schedule an individual meeting in Zoom.
- **Reviewing Submitted Work:** If you have a concern with one of your grades for an assignment or activity, please write to your Instructor.
- **Late Policy:** Activities or assignments that are submitted after the due date will receive a penalty of 5% per day, including weekends. Ex: an assignment that is due on Friday but submitted on Monday will receive a penalty of 10%. Students who have a valid reason for submitting work late must contact the TAs or the Instructor immediately.
- **Fair and Respectful Participation:** Students are encouraged to connect with their peers as much as possible. This communication must be conducted in a fair and respectful manner. There is a strict, zero tolerance policy for any disrespectful or intolerant behaviour in this course. We are all here to learn from each other!
- **Satisfactory In-term Performance**
The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work:
 -) Group Cases
 -) Midterm Exam
 -) Final Exam
- **Citations:**
Equally important you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their

source. To compile the list of works cited (bibliography or reference list) see the Library's guide APA of Chicago Style citations.

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/>

December 29, 2025	Deadline for course outlines to be made available to students registered in full winter and early winter term courses.
January 5, 2026	University reopens.
Winter term begins. Full winter and early winter classes begin.	
January 9, 2026	Last day for registration and course changes (including auditing) in early winter courses.
January 16, 2026	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 2026 and must register for the winter 2026 term.	

January 23-25, January 30- February 1, 2026	Full fall and late fall term deferred final examinations will be held.
January 31, 2026	Last day to withdraw from full winter courses and the winter portion of fall/winter courses with a full fee adjustment.
February 1, 2026	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 6, 2026	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in early winter 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 13, 2026	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 16, 2026	Statutory holiday. University closed.

Deadline for course outlines to be made available to students registered in late winter courses.

February 16-20, 2026 Winter break, no classes.

February 21-22, February 28-
March 1, 2026 Final examinations in early winter undergraduate courses will be held.

February 23, 2026 Late winter classes begin.

February 27, 2026 Last day for registration and course changes (including auditing) in late winter courses.

March 1, 2026 Last day for receipt of applications for admission to an undergraduate degree program for the fall/winter session from applicants whose documents originate outside Canada or the United States.

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, Bachelor of Science in Nursing and Bachelor of Social Work degree programs for the fall/winter session.

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 6, 2026 Last day to withdraw from late winter term courses with a full fee adjustment.

March 13-15, 2026 Early winter undergraduate deferred final examinations will be held.

March 15, 2026	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 Merton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
March 25, 2026	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, 2026	Last day for graduate students to submit their supervisor-approved thesis, in examinable form to the department.
	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 3, 2026	Statutory holiday. University closed.
April 8, 2026	Winter term ends.
	Classes follow a Friday schedule.
	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, late winter, and fall/winter courses.

April 9-10, 2026

No classes or examinations take place.