



BUSI 3602 A: Designing Organizational Systems

Winter 2026

Instructor	Dr. Larry M. Coutts
Email Address	LarryCoutts@cunet.carleton.ca
Class Times	Wednesdays, 2:35 – 5:25 p.m.
Modality	In-person
Office Hours	By appointment only on Wednesdays, 5:30 – 6:30 p.m.
Office Location	7010 Nicol Building
TA Name/Email	TBA

Pre-Requisites & Preclusions

Prerequisite(s): third year standing in the B.P.A.P.M. program.

Precludes additional credit for BUSI 2101, BUSI 2702, BUSI 2121. No credit for students in degree programs offered by the Sprott School of Business.

Course Description

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

Instructor's Description:

Course Learning Objectives:

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

Required Textbook

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

Textbook is available at the Campus Store in Nideyinàn or order online for pick up:

<https://carletonshop.ca/Course/term>

(e-Textbook Option)

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

Grading Scheme/Evaluation

1. Case Analysis #1 Report	20%	January 28
2. Midterm Test (in classroom)	30%	February 11
3. Case Analysis #2 Report	20%	March 25
4. Final Exam	30%	Date/Time TBA

Note

1. **Both the Case Analysis #1 and the Case Analysis #2 Reports must be submitted to me by email by 11:00 p.m. on the date they are due. Both reports should be attached as either Word or PDF documents. My email address is LarryCoutts@Cunet.Carleton.ca**
2. Deadlines are strict. Failure to meet deadlines will result in grade penalties of **5% per day**. Assignments more than 7 days late will not be graded.
3. You must retain a copy of all papers submitted.

1. Case Analysis #1 Report (20%) – January 28

Twenty percent (20%) of your grade will be based on the **Case Analysis #1 Report**. This assignment is due on **Wednesday, January 28 and must be emailed to me before 11:00 p.m. on the due date**. The instructions for the Case Analysis #1 Report are presented on the course web site.

2. Midterm Test (in classroom) (30%) – February 11

The Midterm Test will be held in the classroom during the regularly scheduled class time on **Wednesday, February 11**. You must write this test at the scheduled time or present a medical certificate to explain why you can't. If you present a medical note for a missed midterm exam, a makeup exam will be provided for you. The test will cover all material in the textbook and lectures up to and including the class prior to the midterm test (i.e., **Chapters 1, 2, 3, 4, 5, 12, and lecture material**). At least 70% of the test will be based on the material covered in the lectures.

3. Case Analysis #2 Report (20%) – March 25

Twenty percent (20%) of your grade will be based on the **Case Analysis #2 Report**. This assignment is due on **Wednesday, March 25 and must be emailed to me before 11:00 p.m. on the due date**. The instructions for the Case Analysis #2 Report are presented on the course web site.

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

The final exam will be administered during the formal examination period (TBA). If you present a medical note for a missed final exam, a makeup exam will be provided for you. The final exam will be based on all material covered **after** the midterm test including both the textbook and lectures (i.e., **Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material**). At least 70% of the final exam will be based on the material covered in the lectures.

Policies & Accommodations

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



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Course Schedule

Week	Topic	Resource Material
1. January 7	<ul style="list-style-type: none"> Review of Course Outline Introduction to Organizational Behaviour Research Methods 	<ul style="list-style-type: none"> Chapter 1 Lecture Material
2. January 14	<ul style="list-style-type: none"> Self-Concept and Personality Social Perception, Attribution, and Judgment of Others 	<ul style="list-style-type: none"> Chapter 2 Chapter 3 Lecture Material
3. January 21	<ul style="list-style-type: none"> Motivation in Organizations 	<ul style="list-style-type: none"> Chapter 5 Lecture Material
4. January 28	<ul style="list-style-type: none"> Values, Emotions, and Attitudes in Organizations <p>Case Analysis #1 Report – 20%</p>	<ul style="list-style-type: none"> Chapter 2 Chapter 4 Lecture Material
5. February 4	<ul style="list-style-type: none"> Leadership in Organizations 	<ul style="list-style-type: none"> Chapter 12 Lecture Material
6. February 11	<p>Midterm Examination – 30% (in classroom) (Chapters 1, 2, 3, 4, 5, 12, and Lecture Material)</p>	
February 16–20 Winter Break (No classes)		
7. February 25	<ul style="list-style-type: none"> Conflict and Negotiation Power and Politics 	<ul style="list-style-type: none"> Chapter 11 Chapter 10 Lecture Material
8. March 4	<ul style="list-style-type: none"> Problem Solving and Decision Making 	<ul style="list-style-type: none"> Chapter 7 Lecture Material
9. March 11	<ul style="list-style-type: none"> Group Behaviour and Teamwork Communication in Organizations 	<ul style="list-style-type: none"> Chapter 8 Chapter 9 Lecture Material
10. March 18	<ul style="list-style-type: none"> Personnel Selection Systems 	<ul style="list-style-type: none"> Lecture Material
11. March 25	<ul style="list-style-type: none"> Fairness in Employee Selection <p>Case Analysis #2 Report – 20%</p>	<ul style="list-style-type: none"> Lecture Material
12. April 1	<ul style="list-style-type: none"> Organizational Structure and Design Organizational Culture and Socialization 	<ul style="list-style-type: none"> Chapter 13 Chapter 14 Lecture Material
13. April 8	<ul style="list-style-type: none"> Organizational Change 	<ul style="list-style-type: none"> Chapter 15 Lecture Material
<p>Final Examination – 30% (Date, Time, Location TBA)</p> <p>The final exam will be based on all material covered after the midterm test including both the textbook and lectures (i.e., Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material).</p>		

Refer to Academic Calendar for dates University Closed Dates and Holidays
<https://calendar.carleton.ca/academicyear/>

Deferred In-Class Midterm Test

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 deferred Midterm Test will be held on a Monday (Date to be Chosen) at 7:15am. (or Tues if the Monday falls on a holiday)

Deferred Final Exam

If you need 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.

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 are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not 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
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 persuasive in their communications.</i>				X
B15 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	X			

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).

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: [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 bcom@sprott.carleton.ca or at 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.

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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