



BUSI 3103A: INTRODUCTION TO ORGANIZATIONAL THEORY

Fall 2026

Instructor	Miguel A. Mejicano Q.
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Class Times	Wednesday Time: 11:35 – 14:25
Modality	Presentations, Assessments, and Exercises in Person
Office Hours	Upon Appointment
Office Location	NA
TA Name/Email	TBD

Pre-Requisites & Preclusions:

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

Preclusions: N/A

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

Course Description/Instructor's Statement

Carleton Calendar Description

Macro-organization theory. Structuring of organizations in a complex global economy. Effects of the external environment, technology, culture and organizational goals on the structure, processes and effectiveness of the organization.

Instructor's Course Description:

This introduction to business is built around three main objectives:

- Gaining general knowledge on businesses and sustainable business management;
- Understand general business principles and the impact of the global environment;
- Developing the ability to apply this knowledge to practical situations; and
- Developing people skills as well as communication skills.

Course Learning Objectives:

This course introduces contemporary businesses operating within a complex economy and examines their role in society. Learners will explore the various functional areas that come together to define and support a business. All forms of business communication are

Upon successful completion of this course, students will be able to:

1. Explain and identify concepts of modern organization theory.
2. Analyze organizational structures and how they are represented in different organizations.
3. Apply concepts of the course to propose solutions to moderately complex organizational problems.
4. Analyze how organizations manage uncertainty in a changing environment.

Required/Optional Materials & Prices

Contemporary Business, 5th Canadian Edition.

- DAFT, R.L. AND ARMSTRONG, A. (2025). ORGANIZATIONAL THEORY & DESIGN (5TH EDITION). CENGAGE CANADA.
- (ISBN 978-1778417948).
- The Bookstore' at Carleton University as of September, 2026 showed as: \$79.95, digital rent (**Please note that waiting for confirmation of the latest edition availability**)

Textbook (s) available at the Campus Store in Nideyinàn or order online for pick up:
<https://carletonshop.ca/Course/term>

Grading Scheme

Quizzes	20%
Class Group Exercises	18%
Final Project	10%
Final Project Presentation	10%
Class Participation	6%
Final Exam	36%
TOTAL	100%

Policies & Accommodations

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

<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

Be sure to include due dates of mid-terms, assignments, and other deliverables.

Ensure your classes align with holidays and reading week

Class	Date	Topics	Due This Week (Tutorial details TBD)
Class 1	16-Sep	Introduction and Class organization Organizations and Organizational theory	Chapter 1
Class 2	23-Sep	The External Environment	Chapter 2
Class 3	30-Sep	Strategy, Organizational Design and Effectiveness	Chapter 3
Class 4	07-Oct	Fundamentals of Organizational Structure Designing Organizations for Social and Environmental Purpose	Chapter 4 & Chapter 5
Class 5	14-Oct	Interorganizational Relationships Designing Organizations for the International Environment,	Chapter 6 & Chapter 7
Class 6	21-Oct	Organization Size, Life Cycle, and Decline	Chapter 8
Class 7	04-Nov	Organizational Culture and Ethics/Values	Chapter 9
Class 8	11-Nov	Manufacturing and Service Technologies	Chapter 10
Class 9	18-Nov	Innovation and Change	Chapter 11
Class 10	25-Nov	Conflict, Power, and Politics, Decision-Making processes	Chapter 12 Chapter 13
Class 11	02-Dec	Video Presentations Part I	
Class 12	09-Dec	Video Presentations Part II	

Due Dates Summary

Date	Topics
16-Sep	Quiz #1 Chapter 1 Concepts. Exercise 1, Chapters 1 and 2

30-Sep	Quiz #2 Chapter 3 Concepts; Exercise 2, Chapters 3 and 4
07-Oct	Quiz # 3 Chapter 4 Concepts; Exercise 3, Chapters 5 and 6
21-Oct	Exercise 4, Chapter 7
04-Nov	Quiz #4 Chapter 7 Concepts; Exercise 5, Chapters 8 and 9
11-Nov	Exercise 6, Chapter 10
18-Nov	Quiz #5 Chapter 8; Video for Final Project Presentation Submission
25-Nov	Exercise 7, Chapter 11 and Chapter 12; Quiz # 6 Chapter 10
02-Dec	Videos presentation, part 1
09-Dec	Videos presentation, part 2; Final Project Submission

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

Late Assignments:

All assignments are to be submitted by the due date on Brightspace. Late submissions and submissions sent via email will not be accepted. As noted below, students have flexible options established for group exercises, individual assignments, and quizzes.

Quizzes and Exercises

There will be six quizzes scheduled according to the established calendar below. The quizzes will consist of multiple-choice, true-false, or short-answer questions based on the corresponding textbook chapter topics. Quizzes will typically be given on Brightspace; however, only students attending class will receive grades.

Quiz Flexibility: despite their best efforts, and for good reasons, students might not be able to attend all quizzes classes. Therefore, there is the option to miss one quiz as only the five highest grades will be considered for the final assessment.

There will be seven group exercises to be completed in class, where students will provide their solutions to problems related to course concepts. All submissions must be made electronically through Brightspace; no hard copies or email attachments will be accepted. Further details of the exercises will be posted on Brightspace. As with the quizzes, only students attending the class will be graded.

Class Group Exercises Flexibility: similar to the quizzes, students have the option to miss one class group exercise, as only the six highest grades will be considered.

Final Project and Video Presentations

Students working in the groups mentioned earlier will complete a final project (detailed instructions will be posted on Brightspace). As part of this project each group will create a video in which they will present their final project. All the details (rubric, format, etc.) will be posted on Brightspace. All the final project materials should be submitted through Brightspace.

Each group will create a video to present their final project. As with the final project, the video instructions, the rubric, and other relevant materials will be posted on Brightspace. Additionally, the video should be submitted through Brightspace.

Class Participation:

Class participation will be graded based on students' contributions to relevant course topics and their responses to questions posed by the instructor during class. Participation depends entirely on students' active engagement and discussion of course concepts, not on attendance.

Midterm and Final Exam

Midterm

There will be no midterm exam during the course; only a final exam will be scheduled, as described below.

Final Exam

The final exam will be scheduled according to the school guidelines and will cover the key concepts presented and discussed in class. The exam consists of two sections: one with True/False and Multiple Choice (TF/MC) questions worth 20% of the exam grade, and another with short answer (SA) questions worth the remaining 80%. The TF/MC questions will be similar to those from the quizzes, and the short answer questions will be similar to those from the group exercises and class slides discussed by the instructor.

The exam will cover all course content and will be a closed-book exam. Additionally, the exam will be conducted online and will be e-proctored.

e-Proctoring

e-Proctoring is implemented for digital exams, please note that tests and examinations in this course will use a mandatory proctoring service provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

Students are responsible for ensuring that the application is working properly on your computer during the exam. Failure to ensure proper functioning of CoMaS will constitute a violation of the exam rules and may be grounds for an allegation that you have violated the Academic Integrity Policy.

The minimum computing requirements for this service are as follows:

Hardware: Desktop, or Laptop

OS: Windows 10 or higher, Mac OS 10.14 or higher

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

Internet Connection (High-Speed Internet Connection Recommended)

Webcam (HD resolution recommended)

Note: Tablets, Chromebooks, Smartphones and Windows-based tablets are not supported at this time.

Late Assignments:

Assignments (either the Final Project or the Project Presentation) submitted after the due date will incur a penalty of 5% per day. Assignments not submitted within 7 days past the due date will receive a grade of 0.

As with previous cases, there is flexibility in this policy. Exceptions may be granted for proper and justified requests, provided they are communicated directly to the course instructor within three (3) business days following the due date.

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.

Use of Generative Artificial Intelligence

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require work completed independently. Please read each assignment's instructions carefully for permitted and prohibited uses. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance.

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</i>				X

<i>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>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>	X			
BI5 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).

Recommended Calculator for 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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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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