



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS**

**BUSI 3103, SECTION A
SUMMER 2019
INTRODUCTION TO ORGANIZATIONAL THEORY**

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Course meets: Tuesday & Thursday, 2:35 pm-5:25 pm, Classroom: TBA
Course website: cuLearn
Pre-requisites & precluded Courses: Second-year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801.

Course Calendar description from the 2019/2020 University calendar:

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.

Course Description:

This is an introductory course in Organization Theory. It is concerned with the groups and the subgroups in the organization and the differences in structure and behavior at the organizational level. The course covers basic theories and principles concerning the structuring of contemporary organizations in complex, dynamic, uncertain, and competitive environments.

Learning Objectives:

- Recognize, define, and discuss the terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of organizations in a business setting.
- Learn the importance of designing organizations for rapidly changing environments

- Develop skills to identify managerial problems and implications of organizational design and change
- Develop reasonable solutions and formulate strategies in real-life business situations using the basic principles and the theoretical knowledge

Reading(s)/Textbook(s):

Daft, R.L. and Armstrong, A. (2015). Organizational Theory & Design (3rd Edition). Nelson Publishing. (ISBN 978-0-17-653220-8)

A hardcopy of the text is on reserve in the university library.

Additional reading material and weblinks will be posted on cuLearn.

Course Requirements & Methods of Evaluation:

Quizzes	10%
Team Report, Proposal and Peer Evaluation	25 %
Attendance, Class Discussion, In-class exercise participation	15%
Midterm Exam	20%
Final Exam	30%
Total	100%

Evaluation Criteria

1. Quizzes

Quizzes will be held on the days listed on the course schedule. Your best score will be accounted for. **There will be no make-up for missed quizzes.**

2. Team Report, Proposal and Peer Evaluation

In the workplace, teams are often used to solve the most complex business problems. Teams need to demonstrate creativity, a variety of skills, and team synergy and will be evaluated competitively with the other project teams in the class. Teams will be formed at the beginning of the term for the project. The project comprises of several components: project proposal, a report, and peer evaluation.

Proposal: Each team must submit a **project proposal in cuLearn as listed on the course schedule.** The details of the proposal will be discussed in class.

Report: You will be expected to go beyond a basic understanding of the theory and demonstrate your ability to apply the course materials to real life experiences. Each team must **upload the final report in cuLearn as indicated on the course schedule**. The instructions and guidelines for submission will be discussed in class and also posted on cuLearn.

Peer Evaluation: Each student must also **upload a peer evaluation form in cuLearn before the deadline**. The form will be available on cuLearn. The peer evaluation form is strictly confidential and no students will have access to the forms after submission.

3. Midterm and Final Exams

The **midterm exam** will be held during regular class time. The midterm will be based on the textbook chapters, all lectures and materials covered in class up to the date of the midterm. The exam comprises of multiple-choice questions and short questions. The details will be discussed in class prior to the exam.

The **final exam** will be held during the official exam time. The exam will be based on all the topics covered in the course (text, lectures, videos, in-class discussions, presentations, etc.), throughout the term. The exam comprises of multiple-choice questions and short questions. The details will be discussed in class prior to the exam.

4. Attendance, Class Discussion, In-class exercise participation

Attendance: Students are required to attend all the classes unless there is a valid reason (e.g. health concerns) for remaining absent. Any valid reason must be provided to the instructor by email with supporting documents in advance. It is also the responsibility of the student to obtain information (e.g. class notes) of any missed class from his or her peers. To be fair to students who attended class, no class time or the professor's office time will be used to re-present the missed information.

Arriving late in class or leaving during a class (except in exceptional circumstances and informing the instructor prior to class) is disruptive to the instructor and your fellow students. It will be not be appreciated and will affect your class participation points.

Class Discussion: This course uses learning from a variety of approaches (lectures, videos, in-class exercise, cases, debate, etc.) As this is an interactive course, I strongly recommend quality participation. Your class participation will be evaluated based on the constructive remarks and valuable input on current topics of discussion. Side talking and disruptive activities in the class will lessen participation points.

Additionally, I will occasionally post activity questions based on class lectures on cuLearn. This is an opportunity to gather participation points and your participation is voluntary. Please note it is your responsibility to check cuLearn and submit activities on time.

In-class exercise participation: Various in-class exercises and debates will be held during the course. Submissions of activities must be completed in class and turned in at the end of the class. Many of the in-class activities will be graded. There will be **NO make-up of any in-class activities.**

Note:

- Deadlines are strict. There are a number of submissions throughout the term and failure to meet deadlines will result in grade penalties of 20% per day. After 48 hours of the deadline, submissions will no longer be accepted. The deadline and cut-off time for each submission can be found in cuLearn
- The only valid excuse for missing a deadline is for medical reasons or death in the family and must be documented with a medical certificate within three calendar days after the deadline. Any other reason (such as travel, etc..) will not be considered. In such circumstances, separate arrangements may be made.
- Unless otherwise stated, no hard copies and submissions by emails will be accepted
- Please ensure all files that are uploaded on cuLearn work properly
- Please ensure all submissions include name and student number

Note: Students must do all course components: quizzes, two exams (midterm and final), and the project in order to pass this course.

Course Expectations

CULearn

All the relevant information, course materials, class announcements, instructions for debate, project, and supplementary reading materials will be available on cuLearn.

<http://carleton.ca/culearn>. I will post important information on the announcement forum of cuLearn and it will be your responsibility to check messages and remain informed.

Grades will be posted on cuLearn as soon as they become available. In line with Sprott policy, it is your responsibility to check your grades by clicking on “Grades.” Also note that for any class cancellation due to inclement weather, an announcement will be posted on cuLearn as soon as possible.

For help and support with cuLearn, go to <http://carleton.ca/culearn/students>. Any unresolved questions can be directed to Computing and Communication Services (CCS) by phone at 613-520-3700 or via email at ccs_service_desk@carleton.ca.

Email Policy

The best way to contact me is to send me an email. Please always **add BUSI 3103A in your email’s subject line** and include your full name and student number in the text of the email. For questions that have already been covered in class, please review the course

outline and other documents posted on cuLearn and use the cuLearn discussion forum to find out whether your classmates can assist you.

As per Carleton policy, the Carleton email must be used for any enquiries which involve confidential student information (e.g., about grades or health issues). I do not respond to emails over the weekend. Please allow me at least 48 hours to respond to your emails.

Laptop Usage Policy

Laptop (or tablet) use in class is allowed for activities related to the class only. Please do not use your laptop for any other purposes (e.g., surfing, emailing, watching videos on YouTube, etc.) which can distract you and those around you. Inappropriate use of your laptop in class will be noted and it will affect your participation grade. If I determine that laptops are causing disruptions to others, I will not allow their use any further.

Recording or Videotaping Policy

Students are NOT permitted to audio or video record any portion of the class lectures, nor are they permitted to make digital images of the lecture slides. If you feel you require this form of accommodation, please contact Paul Menton Centre to formally request accommodation.

Cellular Phone Usage Policy

The use of cellular phones is not permitted in this class. It is disruptive to the instructor and other class members. If you carry a phone to class, please make sure it is turned off or put on silent mode. If an emergency situation requires you to keep your cell phone turned on, please discuss this with the instructor prior to the class.

Copy of Submissions

You are responsible for maintaining copies of all your assignments and midterm until you have received your final grade. You may be required to resubmit your assignment or exam in the event of a grade dispute or grade reevaluation

Learning Approach

Each student is responsible for his or her own learning. Individuals learn depending on his or her own base skills, needs, readiness, and the relationships s/he develops with other members of the class. It also depends largely on the investment that he or she is willing to make in preparing for and participating in the classroom exercises. It is recommended that you take notes in class and actively interact with the instructor and the members of the class to enhance your learning.

Please feel free to email me or set up an appointment if you are unclear about the expectations of a submission or you are having trouble coping up with the lectures or other challenges with the work.

Deferred Exam

A **deferred midterm exam** may be arranged at a later date. The format may be different from the original midterm. Also, the coverage of this deferred midterm exam may be greater as new topics may have been covered in the meanwhile in class. If a student misses the deferred exam, s/he will be awarded a zero.

Students who do not write or complete a midterm examination because of illness or other circumstances beyond their control may apply to write a deferred examination. In both cases, the application for a deferral must:

1. be made in writing to the professor **in advance and no later than three calendar days** after the original midterm examination; and
2. be fully supported by appropriate documentation and in cases of illness by a medical certificate dated **no later than three calendar day after the examination** or by appropriate documents in other cases. Medical documents must specify the date of the onset of the illness, the (expected) date of recovery, and the extent to which the student was/is incapacitated during the time of the examination.

Remarking Policy

Students sometimes have legitimate concerns about marks that they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any paper handed back to you has not been marked appropriately for the work you have submitted.

If you ever feel this way during this course, you must start the following procedure **within one week** of the paper being handed back in class:

- 1) Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say, "I think I deserve more marks." You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
- 2) After completing #1 above, you must submit the paper with your comments back to me **within one week** of the paper being handed back in class. If you did not pick up the paper when it was handed back, you still have only one week from the original hand-back date to request a remark.
- 3) If a paper is not resubmitted following the above guidelines, I will regard the mark as originally assigned to be final. **NO MARKS** will be changed at a later date.

It is important to note that I reserve the right to remark the entire paper in question and to either leave the mark as it is or to change it positively or negatively as required.

Course Schedule (Tentative):

Lecture	Date	Topics	Readings/Assignment
1	July 2	Introduction & Course Outline; Organizations and Organizational Theory	Chapter 1
2	July 4	Strategy, Organizational Design, and Effectiveness	Chapter 2
3	July 9	Fundamentals of Organization Structure; Term Proposal & Project Discussion	Chapter 3
4	July 11	The External Environment	Chapter 4 Quiz 1
5	July 16	Interorganizational Relationships	Chapter 5 Project Proposal Due
5	July 18	Designing Organizations for the International Environment; Discussion of Midterm Exam	Chapter 6
6	July 23	In-class Midterm Exam	
7	July 25	Manufacturing and Service Technologies	Chapter 7
8	July 30	Organizational Size, Life Cycle, and Decline	Chapter 8
9	August 1	Organizational Culture and Ethical Values	Chapters 9 Quiz 2
10	August 6	Innovation and Change;	Chapter 10
11	August 8	Decision Making Processes	Chapter 11

12	August 13	Conflict, Power, and Politics; Discussion of Final Examination	Chapter 12; Term Report & Peer evaluation due
Scheduled Final Exam			

Note: While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

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 any one 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, follower-ship 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.

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

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

Pregnancy 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:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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 is 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: carleton.ca/sexual-violence-support

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. 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/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring,

concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

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 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 may wish to do so by visiting <http://carleton.ca/ccs/students/>
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