



**Carleton University**  
**Sprott School of Business**  
**Winter 2017**

<i>Course Title</i>	<b>Introduction to Organization Theory</b>	
<i>Course ID</i>	<b>BUSI 3103</b>	
<i>Class times</i>	<i>Sec D: 11:30 (Monday)</i>	<i>Room: SA 518</i>
<i>And rooms</i>	<i>Sec E: 11:30 (Friday)</i>	<i>Room: TB 240</i>
<i>Professor</i>	Dr. Shibu Pal	
<i>Telephone</i>	613-520- 2600; ext. 2390	
<i>e-mail</i>	<a href="mailto:shibu.pal@carleton.ca">shibu.pal@carleton.ca</a> (I will read and answer emails within a couple of work days)	
<i>Office</i>	Room 1011 DDT	
<i>Consultation</i>	I am in my office much of the day on week days. So please feel free to drop in. If you want to make sure I am available, please send me an email and I will make sure I am in the office and not out for a coffee or a meeting.	

**Text:** **Daft, R.L. and Armstrong, A, *Organizational Theory & Design*, Nelson Publ. 3<sup>rd</sup> Ed. 2015.**  
**(Course pack contains an Exercise Book that will be used almost in all classes.)**  
**One copy each of the text book and the exercise book are in the library reserve.**

**Prerequisites:** Second-year standing with passing grade in BUSI 2101 or BUSI 2702

Companion site for the text:  
<http://coursemate.cengage.com/CPReader/View/9780176691974/default.aspx?eISBN=9780176691974>

**Something about this course bugging you?**  
**Don't keep it to yourself: talk to me and let's see if**  
**we can resolve it!**

**See any inconsistency in this document? Please let me know.**

**Calendar Description****BUSI 3103 [0.5 credit]****Introduction to Organization Theory**

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.

Precludes additional credit for [BUSI 3602](#).

Prerequisite(s): second-year standing, and [BUSI 2101](#) or [BUSI 2702](#).

**Table of Contents**

	Page
Course description	3
Course Objectives	3
Evaluation (Marking scheme) In-Class Discussion Peer Evaluation Details of In-Class Reports (ICR)	4-5
Conditions for FND; Missed Class, ICR	6
Policies for missed Midterm	7
Cell Phone, Laptop policy	8
Case: About case writing	9
Case Preparation Sheet (CPS)	11
Evaluation of Peer's contribution to Case report	12
Case evaluation Rubric	13
Case I details	TBA
Case II details	TBA
Various University Policies and Fall 2016 University calendar	14-18
Class and Course Agenda	<b>@cuLearn and P 19</b>

**Course Sharing Websites**

Student or professor 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.

## This Course

This **core** course in the BCom program examines the state of knowledge about **How Organizations Work** – Organization Theory! Don't let the word *theory* scare you. Don't let it lead you to think of it as jibber-jabber!! (You may not know it, but you and I use and apply theories everyday: not just in other university courses, but in our lives! Yes, sometimes we misuse a theory or apply a wrong one.)

The objective of the course will be to provide you with a necessary understanding, appreciation and familiarization of how most organizations function. This knowledge will directly benefit you every day in your work life as you try to get ahead. Wonder about why certain people seem to be involved in most important decisions? Why some departments seem to have meetings more than other departments? Or what is a corporate office? You will understand all that after the course. If you do your share of work, after the course you will be able to competently use the concepts in daily business life in a complex organizational setting or in an academic setting if that is what you are pursuing.

Knowledge from this course will be useful also if you are to be an entrepreneur, at the start of your business, and as it grows, and at times when business problems become more complex. Hence the objective can be restated to be development of your ability to apply the concepts in critical and creative ways, to analyze organizational processes and structures, and to assess literature about the same. Improvement in communication (especially written) skills is another objective, since it is also a programmatic goal in the B.Com program.

The vehicles to achieve the objectives will include discussion of readings, in-class analysis of issues, case analysis and written presentations. While my emphasis will be on profit-seeking business firms—big and small—we will talk about all types of organizations including government, NGOs, and non-profit. I will assume prior knowledge to Micro aspects of Organization Behaviour. Some hands-on work experience in a medium to large business firm, or any other organization, will be an asset in this course.

## Course Objectives

Upon completion of this course students will be expected to:

1. Explain concepts of modern organization theory;
2. Analyze organizational structures and processes through multiple perspectives;
3. Apply concepts of the course to design solutions to organization's moderately-complex problems.

**Class and Deliverable Agenda and Schedule is Posted @ cuLearn**

## Evaluation processes and their objectives:

1. In-Class Reports (ICR)
 

Weekly Attendance and Submission of Notes [for up to 15% marks] [Attendance by itself does not earn any point; late arrival in class, or leaving the class early can also reduce ICR marks]. Group and individual reports worked out in the class but prepared, in most of the occasions, ahead of time, will be required; random selections will be evaluated.
2. Two Examinations - Ascertaining completeness of your reading, understanding and abilities to apply the concepts.
3. Two Group Case Analysis Reports – **preceded by mandatory individual submission** of well-written case notes: Engaging in a discourse with colleagues to test your grasp of various concepts as you try to apply them; engaging in a mature evaluation of others' ideas and approaches.

## Grading (tentative until 3<sup>rd</sup> week; see notes below)

Attendance and In-Class Reports: Individual (5), Group (10)	<b>15%</b>
Midterm Exam (Multiple Choice – 60 questions - 80 mins) Covers Chapters 1 – 6 and Classes 1 – 6	<b>25%</b>
Centrally Scheduled Final Exam sometime in April (See notes below)	<b>40%</b>
Cases ( See notes below)	Case 1: 10%
<u>Individual Case Preparation Sheets</u> ( <i>no marks; but can lead to 0 for Cases</i> )	Case 2: 10%
<u>Complete Group Reports</u>	<b>Total: 20%</b>

### Satisfactory In-term Performance or FND!

The criteria and the standards for Satisfactory In-term Performance are as follow:

1. At least 60% mark in the Midterm
2. Minimum 70% of **ICR** submissions (group and individual)

All this means: If you do not write the scheduled final exam, even for medical reasons, a failure to meet the standards for **both the criteria** above will lead to a grade of **FND (Failure with No Deferral)** in this course.

## In-Class Reports (ICR) @ cuLearn carry 15% marks

### In-Class Report Evaluations

**Group Exercises – 10%** [Groups created randomly by me at first. If you would like to form a group on your own, let me know ASAP; membership is otherwise managed according to my subsequent observations of absences and quality of participation. **Lack of participations may result in a loss of up to 10 marks, i.e., the entire amount.**]

**Individual Exercise – 5%**

For both categories Random Selection of 3-4 submissions will be graded. **Full attendance is required for a submission to be counted.**

To gain full value of class discussions you need to read and think about the concepts and illustrations (i.e. examples and vignettes) in the text before you come to the class! When you know what case or exercise will be discussed and conducted in the class, please prepare yourself by reading and thinking about them and the relevant concepts before you come to the class. Consult the ICR rubric at **cuLearn**

ICRs will be due every week during the class time when I ask you to upload.

All posts will not be assessed. Randomly selected weekly posts will be marked out of 10. For a post selected for assessment, if a student were not to have uploaded an individual post, or had not participated in the group discussion, the score for that post (one of the selected ones) will be awarded zero. Failure to upload other individual posts or non-participation in group post will be marked as absences (null). The average of the assessed marks will be assigned to all the unassessed ICR submissions.

Quality of posts will be assessed on the basis of sufficiency, relevance, theoretical grounding, evidence of due diligence, and timeliness.

*The formula for both group and individual categories:*

$$\text{ICR average mark, } E_a = \left( \sum_1^m (P_i) \right) (\div m) \text{ where,}$$

*$P_i$  = ICR mark of assessed  $i^{\text{th}}$  submission;  $m$  = number of ICRs assessed*

***ICR Total mark,  $E = (n \times E_a) / (N-1)$  where,  $n$  = number of completed weekly submissions,  $N$  = number of opportunities.***

**Notes:**

- If less than 3 (including zero) of a student's reports is assessed by random picks of ICRs, yet other submissions could have been picked for assessment, the unassessed reports will be assumed to have earned the same score as the average of the group, in the group report category. In the Individual report category, the lesser of the class average and the individual's own average will be awarded. [*This scenario can happen for students who are absent frequently.*]
- A manifestly poor (demonstrating little or no preparation) report can be deemed not have been submitted.

**Late Registration? Too busy with other commitments?**

Sorry, if you miss an assignment or an opportunity to participate in any course-related activity due to late registration or to other commitments conflicting with this course, there will be no accommodations.

**Missed ICRs:** As no individually carried out exercise can compensate for the value of a group exercise, there will not be any accommodation for missed Group ICRs. However, If you have a verifiable medical issue (with medical certificate) that will compel you to miss multiple consecutive classes and Individual ICRs, please let me know and I will try to find an alternate and appropriate task for you to compensate for missed Individual ICRs.

### If you miss the Midterm

A Deferred midterm exam may be arranged as soon as possible. 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. The deferral examination policy at Carleton (Section 2.5 in the CU Undergraduate Calendar) has been adapted to design the following policy.

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 midterm examination. In both

cases, the application for a deferral must:



1. be made in writing to the professor no later than five work 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 one working 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.

## Cell Phones, Laptops and Tablets



You will have to be armed with at least one of these in the class and use it to upload your (and/or your group's discussion) notes to **cuLearn**. You may also use them to access the Publisher's (Nelson) site to refer to material relevant to the problem solving task at hand.

You may also refer to any material I have posted on cuLearn.

Use of these devices for any other purpose including working on tasks for another course is Prohibited, because their use in class is often distracting to me and many of your peers. Needless to say, you will also lose concentration in the class.

### Distractions: what does the research say?

- Research shows that “*multi-tasking*” (using digital devices) affects your ability to pay attention to the discussions in the class. Performances in the exams and such of students distracted by others' laptops are often negatively affected.
- Some students tell me that they take notes using these devices. Research also shows that taking hand-written notes significantly increases retention of the material.
- Research shows use of these devices distracts other students and their performances are affected negatively. Be kind to your classmates.

<http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1070&context=journalismfacpub>  
<http://newsroom.unl.edu/releases/2013/10/23/UNL+study+shows+college+students+are+digitally+distracted+in+class>

1. If you must use digital devices constantly while in the class room consider skipping the class.
2. If you must use digital devices sometimes in the class time, please slip out of the room and take care of your needs.



## Case Assignments

**Beware of the fact that expectations in this course differ from what is/was expected of you in some other course, including BUSI 3800.**

### Why Case?

Business cases are carefully written scenarios written by business professors for the purpose of teaching. These scenarios are almost always extracted out of real business organizations. The case method is an effective way (\$ cost and time saver) to provide students with experience of the “real world.” Like the real world, cases present us with ambiguities and incomplete information. And you will be acting like managers and try to understand what are the key issues facing the managers in the case. What do we know from the case? What don't we know? What are some reasonable assumptions we can make in order to go on with the analyses?

### What does Analysis mean?

Too often we see essentially a summary of the story narrated in the case in this part. That is not what you should be doing. Your analysis should point to events, facts, statements, factors that you see as causes of something mentioned in the case or effects of some causes that are not necessarily explicitly mentioned in the case, but you see the links by applying the learning in this course and/or the prerequisite to this course.

So here we are looking for statements such as “...we think the event X (such as the drop in profit, worker unrest, high morale....) is caused by the structure/strategy/decision etc. that is mentioned in the case. The reason we think so is the concept X (page number in the text, lecture number...) teaches us that when A happens B will follow...” This is the diagnosis part – you are applying your knowledge to assess the health of the organization under investigation!

### Why Group?

Group work allows you to debate with each other about the right way of thinking about an ambiguous situation. One person can fill in some gaps in analysis done by another person. Also, group work is the way the real-life organizations make most decisions. As in the real world, you will not have complete control over the habits and orientations of your group members. This can cause headache for you, this can also provide you with the possibilities of coming up with solutions you alone cannot generate. Real-life employers look for the qualities and skills that you can acquire and hone by doing such group work in a non-threatening environment such as a university course.

Your task and the rubric by which your reports will be assessed are to be found in the following pages.

## Instructions for Case “Reports:”

- Please create/join a group for writing the Case 1 report with your Section letter in its name. You must do this before **February 10, 10 PM**. If not, I will assign you to a group that has a “vacancy” – without consulting with you. Yes, you can continue with the in-class discussion group, if it has 4 members.
- Reports must be written in business report style with headings, subheadings etc. The reports must be professional grade. You may consult <http://owl.english.purdue.edu/owl/resource/624/01/> [http://www.hsc.csu.edu.au/business\\_studies/intro/writing/writing.html](http://www.hsc.csu.edu.au/business_studies/intro/writing/writing.html) for tips.
- *“One disadvantage of report style writing can be that some students tend to write only an outline. Avoid that trap. So, instead of being a concise “report”, the presentation becomes nothing more than a series of short points lacking depth, explanation and substantial conclusions or recommendations for action.”* (from [http://www.hsc.csu.edu.au/business\\_studies/intro/writing/writing.html](http://www.hsc.csu.edu.au/business_studies/intro/writing/writing.html))
- You are welcome to consult with Writing Tutorial Services for help. <http://www1.carleton.ca/sasc/writing-tutorial-service/>.
- The body of the case should not exceed 12 pages excluding executive summary, and appendices if any (if your answer reads well and you have written everything you wish to present refrain from padding your answer up to reach 14 pages). Please use Times New Roman/Calibri 12 (or equivalent) font and 1.5 spacing between lines.
- While the writing has to be in business report style, sources of all material presented must be properly listed in the bibliography. *Wikipedia is not a reliable source* as anyone can contribute to its contents. Academic peer reviewed journals and text books from reliable publishers should form your research domain.
- One group member must upload your essay to **cuLearn** before the deadline.

**Once a group is formed**, establish contact with all your group members right away. You should not meet before the individual CPS has been submitted by all. You can email your group by email feature within the CuLearn environment.

If you have any problem contacting any member of your group please let me know right away. If **you** fail to respond to a group member's attempt to contact you (*it is your responsibility to visit your Carleton email account frequently and make sure all correspondences are noted*), **I will deduct 5%** (of the group score on the case report) from your mark **for each day** of your failure to communicate through Carleton email channel after the CPS submission deadline.

The case report shall be a product that is better than any one person in the group could write alone. This is so because it would result from the selected best ideas contributed by all members. All ideas will have been debated, discussed, and evaluated. At the end of the discussions, a group would agree on the contents of the report. As an evidence of personal contribution each of you—**individually**—must submit on **cuLearn** and send **each group member by email** a **Case Preparation Sheet** (CPS) **before the first meeting of the group**.

## Individual Case Preparation Sheets (CPS):

Although these submissions do not carry any mark, they are **mandatory and extremely important**. A **poor quality CPS** may raise questions in my mind about your contribution to the project and may lead to penalties (reduced marks in the report); that is, I do not promise to award every group member the same mark. **Failure to submit a CPS or a “Fail” grade on CPS will result in a mark of 0 (Zero)** in the report because the conclusion drawn would be you have not participated in writing the report.

### Case Preparation Sheet (CPS) (2-3 pages)

- a. Your Group ID and group members’ names.

List in order of importance three (if you cannot come up with three, note however many you can):

- b. Most imminent problems or opportunities according to your analysis
- c. Likely causes or sources of (b)
- d. Different options (paths, actions, changes) the organization should consider
- e. Criteria you would use to compare and rank order the options in (d) – that is, the factors you will consider to be important.
- f. Much of the items above must be generated by applying course material and references to appropriate page numbers in the text book must be made. That is, **Refer to the page numbers in the text book** reading of which led you to generate the lists. **The CPS should show your preparation for the group meeting and as such this is your first contribution to the group process.** Given the ambiguity and openness of the assignment the probability is zero for any two submissions to be substantially alike. (Yes, you can use point form – **as long as** the points express your thoughts fully.)

Too many times in the past I have heard of students who took easy rides for their group’s work.

If one of your group members

- does not send each group member a copy of his/her CPS **after the CPS due date** but before the group meets physically or virtually, or
- sends a CPS with no value to the group,

**you have a responsibility to let me know.** An email (copy to all members of the group) will do. My intervention strategy and resolution will depend on the issue at hand.

Make sure you familiarize yourself with Carleton’s policies regarding Academic Integrity. **Remember what you can access in the web is also accessible to us.**

The Case Preparation Sheets are to be posted on the **cuLearn** site before the due date/time.

*Copyright © Dr. Shibu Pal, Sprott School of Business, Carleton University, Ottawa, Canada*

## Case Peer Evaluation Report

You will find a report form @cuLearn. **If you judge that all group members did not engage in creating the case report, then you have a responsibility to a) let me know your evaluation of each member's efforts** (via Peer Evaluation Reports on each), **b) let the affected member know of your observation.** Letting your peers know how they can improve will help them for sure; it will also help you hone an important managerial skill: giving someone a bad news and constructive criticisms! It does not have to be confrontational; it does not need to be seen as “ratting” as long as you focus on the listed criteria in the report form as honestly as you can. If you think all your group members worked perfectly, check the box at the top of the form – you do not have to do one for each member.

***The quality of a Case Preparation Sheet will be evaluated in the context of a submitted report particularly a) if a group conflict and complaint arises and/or b) the student is absent from 50% or more classes. I reserve the right to proactively look for and assess the quality of these sheets to determine eligibility of your sharing the group mark for the assignment.***

Unhappy with one of your group member's work and effort? Fill out the Peer Evaluation report and be ready to present evidences of lack of effort or bad quality or insufficient amount of work.

(Continued on the next page)

The assessment of the case reports (marked out of 100) will be par the following rubric:

Rubric for evaluation

Criteria	Weight	0 ← → 100%					
		Poor F range	Weak D range	Competent C Range	Good B range	Very good A- to A	Excellent A+
Clarity of presentation (style, syntax, vocabulary, grammar.. all assessed)	10%						
Seamless presentation that indicates good group work	20%						
Strength of analysis	15%						
Strength of alternatives	15%						
Ties to the course (explicit use of concepts—not just highlighted jargons—from the course material)	30%						
Quality of criteria & implementation plan	10%						
<i>Individual Case Prep Sheets (they do not add to the group mark; they establish each member’s eligibility for sharing the group mark)</i>	<b>Inadequate (may not be awarded the same mark as the rest of the group; I reserve the right to conduct an interview/exam)</b>		<b>Adequate</b>		<b>Better than expected</b> The mark deducted from the member with inadequate Prep Sheet may be added to this/these member’s/members’ marks		

Penalty for late submission: 20% per day. So, if your report earns 80/100, and you are one day late (missing the time and date is automatically counted one day late), then your report will be awarded 64/100 (80-16).

Penalty for non-participation in a case group: minimum 50%, maximum 100%. Such penalty will be automatically imposed for failure to submit good quality CPS on time.

**I will select and announce the Cases at a later date.**

**Case I: Perna Arts: Managing the Complexity of Creativity and Commerce (Ivey Case # 9B14M098)****CPS Due: February 17, 10 PM; Group Report Due: March 3, 10 PM**

This case is chosen to make you think about structures: relationships of roles. The range and types of relationships, as do the players, vary from organization to organization, project to project. This case also highlights a particular type of organizational arrangement that is becoming increasingly common everywhere in the world. As business students you need to know more about them.

Your (consultant) team task:

*Assume Mr. Khatri (CMD) is a little worried that his intuitive moves seem not to be as successful as they used to be. He can't put his finger on the problem. What is happening? Is this a phase Perna Arts going through? Is there something he should do? If so, what?*

**Two deliverables.**

1. Case Preparation Sheet (form available at cuLearn site for the course). This submission has no mark associated. However, to be eligible for any marks for the case assignment, you must submit an independently produced sheet. Non-submission of the sheet or submission of a plagiarized sheet will make you ineligible for the group assignment. (If you have been verifiably ill for two weeks before the submission date, please submit a medical certificate and see me.) [See details in this outline.]
2. You, as a group, must submit a report to Mr. Basu Khatri.

Start with an analysis of the situation. Explicitly write down the (theoretical, practical-“common sense” derived) arguments to support your analysis. [Don't hesitate to look up terms you don't understand, or to hit the library and look up concepts that you need to know and the text book's descriptions are inadequate.] *Analysis of a case almost always needs us to make **reasonable and necessary** assumptions because some data may be missing. Make them, but state them so we know your assumptions.*

The following questions, may help you understand the dynamic of the case better. You don't need to submit any answer to these questions.

- What are some of the critical core competencies of Perna Arts (PA)?
- How have they developed and leveraged them so far?
- Use System View and think: What does their “transformation” process involve? What are they transforming?
- How does their core work differ from that of a manufacturing firm? Or a hospital? Or a university?
- What is at heart of their work?
- This is a very complex organization – what is so complex about it from a manager's perspective?

**Case II: Arla Foods – Matching Structure with Strategy (Ivey Case # 9B13M112)****Individual CPS due: March 24, 10 PM; Group Report Due: Dec April 7, 10 PM**

Your (consultant) team task: To advise Mr. Rasmus Calmann-Hinke pretending it is April 2013 is OK. The report must include your opinions on the good and the bad, the fit and the misfit. You are welcome to browse and find out what they are up to these days and how they are faring. If you can add a section with good insights into their current state of affairs, that will be super. Good work will be awarded with up to 10% extra points.

Start with an analysis of the situation. Explicitly write down the (theoretical and practical) arguments to support your analysis.

**Two deliverables.**

1. Case Preparation Sheet (form available @**cuLearn** site for the course). This submission has no mark associated. However, to be eligible for any marks for the case assignment, you must submit an independently produced sheet. Non-submission of the sheet or submission of a plagiarized sheet will make you ineligible for the group assignment. (If you have been verifiably ill for two weeks before the submission date, please submit a medical certificate and see me. I will generate a different task for you.)  
**See cuLearn.**
2. You, as a group, must post the report at **cuLearn** on or before the due date and time. The report must have the names and IDs of all authors – inclusion of a name would be interpreted to indicate full or partial participation in creation of the report. If any member has not participated fully, other members should consider turning in a Peer Evaluation Report

The following questions, framed by the case writers, may help you understand the dynamic of the case better. You don't need to submit any answer to these questions.

**Questions to ponder**

1. How should Arla create categories? Is this way of thinking makes structuring easier?
2. What sort of structure or processes would allow them to manage in ways that seem to be the call of modern times, different types of customers?
3. What would Arla do about availability of skills
4. Does the charter of coop – reinvest the profit rather than distribute as dividends – influence how Arla should be structured?
5. Are milk producing owners the same as shareholders?
6. What sort of structure would allow them to innovate as they need to? (You may wish to read the chapter on innovation to think about it.)

**Case purchase instructions**

Please buy the cases directly from <https://www.iveycases.com/RegisterUser.aspx>.



**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're 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 830am and 430pm. 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/support-services/> Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

### 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. If you have a group assignment you may find the resources at posted @cuLearn site of 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.

### University's standard rules, policies, and dateline below:

#### Grading system

In accordance with the Carleton University Undergraduate Calendar, 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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

### Academic Regulations, Accommodations, Plagiarism, Etc.

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 Accommodations

### *For Students with Disabilities:*

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your ***Letter of Accommodation*** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

### *For Religious Obligations:*

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

## 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 in 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:  
<http://carleton.ca/studentaffairs/academic-integrity>.

**Assistance for Students:**

Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

**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.
  - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
-

## WINTER TERM 2017

January 2, 2017	University reopens.
January 5, 2017	Winter term classes begin.
January 18, 2017	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses. Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Winter 2017 and must register for the Winter 2017 term.
January 20-22, 27-29, 2017	Fall term deferred final examinations to be held
January 31, 2017	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
February 1, 2017	Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
February 17, 2017	April examination schedule available online.
February 20, 2017	Statutory holiday. University closed.
February 20-24, 2017	Winter Break, no classes.
March 1, 2017	Last day for receipt of applications from potential spring (June) graduates. Last day for receipt of applications to Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Journalism and Humanities, and the Bachelor of Music degree programs for the fall/winter session. Last day for receipt of applications for admission to an undergraduate program for the summer term. 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 10, 2017	Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
March 24, 2017	Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar).
April 1, 2017	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.
April 7, 2017	Winter term ends. Last day of fall/winter and winter term classes. Last day for academic withdrawal from fall/winter and winter term courses.

April 10-25, 2017 Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter term courses.  
Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.

April 14, 2017 Statutory holiday, University closed.

April 25, 2017 All take home examinations are due on this day.

**BUSI 3103 Winter 2017 Course Plans and Major Dates (details may change with notice)****You will not have time in the class to read the material – Come prepared!**

There may be some unannounced exercises

Sec D 11:35 (M)	Sec E 11:35 (Fr)	Meeti ng	Chapter(s ) to be discussed	Meeting Agenda  <b>Exercise # refers to # in the Companion Exercise book</b>
1/9	1/6	1	Ch. 1 + 2	Intro to: the Course, Org. Theory, Organization, and me Exercise 1 Integrative Case: 10: The International Career P 553 (3 <sup>rd</sup> ed.)
1/16	1/13	2	Ch. 1 + 2	Org Design Basics: Goals, Strategies, Stakeholders, Effectiveness Exercise 6 Mini case: Jones Soda P 83 (3 <sup>rd</sup> ed.)
1/23	1/20	3	CH 1 + 3	Structural Dimensions & Structure Exercise 10 Part 3 Q 9 P 130
1/30	1/27	4	Ch. 4	Organizations and their Environments Exercise 10 Part 1 & 2 Mini case on P 169: Paradoxical Twins (3 <sup>rd</sup> ed.)
2/6	2/3	5	Ch. 5	Inter-organizational Relationships Exercise 14 Mini case: Apple P 204 (3 <sup>rd</sup> ed.)
2/13	2/10	6	Ch. 6	Designing Organizations for the International Environment Exercise 18 [make sure you learn how to draw organization charts] Mini case: Ivanhoe Mines P 244 (3 <sup>rd</sup> ed.) <b>Last day for self-case-group-formation February 10 , 10 PM</b>
<b>2/27</b>	<b>2/17</b>	<b>7</b>	<b>Midter m</b>	<b>Ch. 1-6 Midterm Exam (75 mins)</b> <b>Individual Case 1 Preparation Sheet Due at cuLearn February, 17 10 PM</b>
3/6	3/3	8	Ch. 7	<b>Case 1 Group Report (and Optional Peer Evaluation) Due at cuLearn March 3, 10 PM</b> Organizational Technology Exercises 19, 20
3/13	3/10	9	Ch. 8	Organization Size Life Cycle and Decline Mini Case: I Love Rewards to Achievers (pp 324-25) (Visit their website beforehand) Exercise 27
3/20	3/17	10	Ch. 9	Organizational Culture and Ethics (Extra reading Deal & Kennedy)

				Exercise: Culture Operationalization (Prepare by carefully reading about Culture typologies)
3/27	3/24	11	Ch. 10	<p><b>Individual Case 2 Preparation Sheet Due at cuLearn</b></p> <p><b>March 24, 10 PM</b></p> <p>Ch. 10: Innovation and Change</p> <p>Mini Case: Teleflex Canada P 40 (3rd ed.)</p>
4/3	3/31	12	Ch. 11 & 12	<p>Ch. 11: Decision-Making Processes</p> <p>Ch. 12: Conflict Power and Politics</p> <p>Exercise: 33</p>
<p><b>Case 2 Group Report Due at cuLearn April 7, 10 PM</b></p>				