



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

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BUSI 3103/Section C
Fall 2020
Introduction to Organizational Theory

Instructor: Tasnuva Chaudhury

Office: 1002 Dunton Tower

Office Hours: Virtual office hours by appointment. Please send me an email.

Email: tasnuva.chaudhury@carleton.ca

TA: TBA

Office Hours: TBA

Email: TBA

Modality: Online (1.5 hours synchronous & 1.5 hours asynchronous)

Course Meets: Monday, 11:35 am (Eastern Standard Time) for synchronous session via Zoom

Course webpage: [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.

Programmatic AACSB Objectives to be served by the course:

- Explain concepts of modern organization theory



- Analyze organizational structures and processes through multiple perspectives
- Apply concepts of the course to design solutions to organization’s moderately complex problems

Reading(s)/Textbook(s)/Required Materials:

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:

Case studies (2)	15% *2=30%
Class Contribution	10%
Term Project	25%
Video Presentation	10%
Final Exam	25%
Total	100%

1. Case Studies

Students will work in teams and complete two case studies. The link to purchase case studies will be posted in advance in cuLearn. The questions, evaluation criteria, deadlines and submission criteria will be available in cuLearn.

2. Class Contribution

This course uses learning from a variety of approaches (lectures, videos, group exercise, cases, debates, etc.) As this is an interactive course, I strongly recommend quality participation. Various group exercises and debates will be held during the live session. I expect you to arrive on time and stay during the entire session. Your class participation will be evaluated based on the constructive remarks and valuable input on current topics of discussion during synchronous sessions. There will be **NO make-up of any activities** held during live classes.

Additionally, I will post cuLearn activity questions based on class lectures on cuLearn. This is another opportunity to gather individual participation points and your participation is voluntary. Please refer to the course schedule for the availability of the activity. Each activity is due one week from the day the activity questions are posted

on cuLearn. No late submissions will be accepted. Please note that it is your responsibility to check cuLearn and submit activities on time.

3. Term Project: 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.

Team formation: Teams will be formed during our first synchronous class. If you do not know anyone in the class and would like my assistance, please send me an email as soon as possible. If you have not joined any team before September 28, I will randomly assign you to a group

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.

4. Video Presentation

In teams, you will create a video presentation based on the term project. The details will be posted on cuLearn. Each member needs to present as the presentation will be individually graded. If you need any IT help to collate your video presentation, please refer to the following link: <https://carleton.ca/its/contact/>

5. Final Exam

The **final exam** will be held during the official exam time. The exam is closed book, comprehensive, and it will be based on all the topics covered in the course (text, lectures, videos, reading articles, class discussions etc.), throughout the term. The details will be discussed in class prior to the exam.

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

- Deadlines for all submissions posted on cuLearn follow **Eastern Standard Time**
- The only valid excuse for missing a deadline is medical reasons or death in the family and must be documented with a medical certificate within three calendar days after the deadline. In such circumstances, separate arrangements may be made. Any other reasons (e.g. travel, etc.) will not be considered
- No hard copies and submissions by email will be accepted
- It is your responsibility to ensure that all files uploaded in cuLearn work properly
- Please ensure that all submissions include name and student number
- For group submissions, please ensure that a single file is uploaded on behalf of the group

Note: Students must complete all course components in order to pass this course.

Course Expectations

Course deliverables

The course deliverables will be communicated online. I will upload pre-recorded lectures, videos, and additional reading materials within the weekly modules in cuLearn a few days before the class. Students are expected to complete the required readings and watch the class lectures beforehand. The live class sessions will be used only for discussions, consultations, and activities. Links to join the synchronous session will be embedded within the weekly modules. Please note that the live classes will be recorded.

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 you are willing to make in preparing for and participating in the classroom exercises. It is recommended that you actively interact with the instructor and the members of the class to enhance your learning.

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 synchronous class cancellation due to unavoidable circumstances, 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 3103C 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**.

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.

Course Materials and Copyright

All course materials- powerpoints, lecture recordings, cases, forms, etc. prepared by the instructor are considered instructor’s intellectual property and should not be reproduced, distributed or published anywhere without formal permission

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 revaluation

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.

Remarking Policy

Students sometimes have legitimate concerns about marks that they have received on a piece of work submitted. 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.

Academic Integrity

Cheating, plagiarism, and/or any kind of academic dishonesty will not be tolerated. Academic misconduct destroys learning and credibility of the degree that you will earn at Carleton. Any suspected misconduct will be investigated following the academic integrity procedure outlined by Carleton. Students are expected to familiarize themselves with the policy from the following link:

<https://carleton.ca/secretariat/wp-content/uploads/Academic-Integrity-Policy.pdf>

Netiquette

As we operate in an online environment, it is important that we communicate in a respectful and professional manner. Please refer to the following netiquette link-the code of conduct when interacting in an online course:

<https://carleton.ca/online/online-learning-resources/netiquette/>

Technical Requirements

To avoid technical difficulty and engage in a frictionless online environment, Teaching and Learning Services, Carleton University recommended the following technical checklist:

- Use a laptop or desktop computer with (at least) 2G of memory and 1Ghz processor (any computer bought in the last five years should be fine)
- Use a headset or earbuds to reduce ambient noise
- If using a mobile device
 - 4G LTI is best
 - 3G minimum connection
- Internet Connection Speed
 - At least 0.5 Mbits/second upstream and 1Mbits/second downstream. To check bandwidth use, <https://speedtest.net/>
- Supported Browsers
 - Desktop/Laptop: Google Chrome, Mozilla Firefox, Edge
 - Iphone/iPad: Safari Mobile
 - Android: Chrome Mobile

- **Note: A webcam or an electronic device with integrated camera will be needed to attend the live sessions of the course**

Course Schedule (Tentative):

Lecture	Date	Topics	Readings/Assignment
1	Sept 14	Overview of the course and the expectations Organizations and Organizational Theory Please watch the introductory video on cuLearn and familiarize yourself with the course page	Chapter 1
2	Sept 21	Strategy, Organizational Design, and Effectiveness Term Report and Project Proposal-Discussion	Chapter 2 cuLearn activity available
3	Sept 28	Fundamentals of Organizational Structure	Chapter 3 cuLearn activity available

4	Oct 5	The External Environment	Chapter 4 cuLearn activity available Project Proposal Due
No Class-Thanksgiving Holiday :)			
5	Oct 19	Interorganizational Relationships	Chapter 5 Case 1 Due
No Class-Fall Break!			
6	Nov 2	Designing Organizations for the International Environment	Chapters 6 cuLearn activity available
7	Nov 9	Manufacturing and Service Technology	Chapter 7
8	Nov 16	Organizational Size, Life Cycle, and Decline	Chapter 8 cuLearn activity available Case 2 Due
9	Nov 23	Organizational Culture and Ethical Values	Chapter 9
10	Nov 30	Innovation and Change	Chapter 10
11	Dec 7	Decision Making Processes	Chapter 11 All Project Report Due
12	Dec 11	Conflict, Power and Politics Final Exam Review	Chapter 12 -All Video Presentation Due -All Peer Evaluation Due
Scheduled Final Exam			

*While every attempt will be made to keep the schedule listed above, unforeseen circumstances may necessitate changes in the schedule. All such changes will be communicated in the announcement section of cuLearn

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 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: 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/>

* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.

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 <https://carleton.ca/its/get-started/new-students-2/>
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