



**CARLETON UNIVERSITY**

**BUSI 3103, SECTION E**

**WINTER 2015**

**INTRODUCTION TO ORGANIZATION THEORY**

**Instructor: Dr. Aareni Uruthirapathy**

**Office and Office Hours: 919 DT Wednesdays 1- 2 p.m**

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**Course meets: Wednesday 8.35 to 11.25 a.m – Southam Hall Room: 518**

**Pre-requisites & precluded Courses:** Precludes additional credit for BUSI 3602. Prerequisites include second-year standing and BUSI 2101 or BUSI 2702. The Sprott School of Business enforces all prerequisites.

**Textbook:** Organizational Theory and Design by Richard Daft and Ann Armstrong, 2nd Canadian Edition, Nelson Education, ISBN 13 978-0-17-650368-0

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### **Course Description and Objectives:**

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.

This is an introductory course in Organization Theory. It covers the basic theories and principles of the structuring of contemporary organizations in a complex, dynamic, uncertain, and competitive environment. It examines the effects of both the internal and external environment on managerial choices for the structuring of organizations. The course focuses on:

- the importance of organizational structure and design on internal organizational processes and overall effectiveness.

- the relationships between organization structure and the behavior of those who work in them or otherwise interact with them.
- the managerial implications of organizational design and change and how these are informed by the relevant theories.
- the impact of advanced technologies on the strategy and structure of organizations and how to address the changes implied by the adoption of these technologies.
- analyzing the design and structure of organizations through a combination of lectures, examples and cases.
- developing managerial ability and writing skills.

### Course Requirements & Methods of Evaluation:

|  |   |
|--|---|
| Major Assignment Group                   | 15%   |
| Mid-term Exam                            | 25%   |
| Final Exam                               | 35% (Scheduled University Exam)             |
| Participation/participation assignments. | 5% for attendance. 20% for activities (25%) |
| <b>TOTAL</b>                             | 100%  |

**The Professor accepts no responsibility for assignments handed in other than in the classroom directly to the professor or through the internet if and only if directed to do so by the professor. Late assignments will be penalized as follows: Within the first 24 hours 20% grade reduction, within 48 hours 40% grade reduction, after which the assignment will not be accepted for grading.**

### EXAMS and GRADES:

There will be a midterm exam and a final exam. You must be present to write the midterm exam or present a doctor's note (or other valid explanation according to university protocol) to explain your absence IN ADVANCE OF THE EXAM unless absence is due to a documented emergency. **If you miss the midterm a make- up exam will be scheduled for you within one week** . The final exam will be held during the official exam time. Exams will test students on all materials covered in class i.e. text material, all assigned additional readings, videos clips etc. **NB: Students must do all assignments and the two exams (midterm and final) in order to pass this course.**

### Grading Concerns:

It is possible a paper/exam will be fully regraded if a grading concern is submitted to the professor particularly if the concern(s) raised is/are frivolous, unsubstantiated or excessive. If the concern is more general (e.g. how can I improve my exam or paper grade in the future) then an appointment should be made with the professor/or TA to discuss this issue further. If

you have concerns/questions about course content, the syllabus, an assignment or material taught in the class these concerns are best handled through discussion with the professor to avoid misunderstandings.

**NOTE: 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.**

**Group work:** You are responsible for forming your own groups for assignments and hand-ins. The groups will be subject to the approval of the professor. The professor may alter the group members in order to include all students in the class in a group. **The groups should have maximum of 5 and minimum of 3 students.** It is your responsibility to inform me via email with your student number included if you do not have a group at the time groups are formalized for the group assignments and/or participation activities. Details of the group assignment will be posted on Culearn.

**Participation In-class hand-in:** There will be participation activities held during the course. Students will be required to form groups for the participation activities. The questions for the participation activity will be handed out during class. The activities will require a hand-written hand-in due during the class. On the last day of class a make-up session will be held for the participation in-class hand-in for students who have missed an earlier session. **Only one make-up will be offered.**

**Participation in class:** There is five per cent of your grade given to in class participation. Opportunities will be given at the time of the participation activities for participation. In class participation is also encouraged as long as it is focused and relevant.

### **Satisfactory In-term Performance**

1. Unless otherwise stated below in item #2, the requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, exams etc.).
2. The criterion/criteria and the standard(s) for Satisfactory In-term Performance are as follow(s):
  - a) Respectable behaviour in the classroom
  - b) Submitting all assignments and writing both exams
  - c) Being a responsible group member in all group work doing your share of the group work
  - d) Acting responsibly
  - e) Obtaining at least 50% in all your submissions and class work
3. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project) and FND grade in this course (in case of missed Final exam or project).

**COURSE SCHEDULE (TENTATIVE):**

|                                | <b>Topic</b>   | <b>Date</b> | <b>Readings/Assignment</b>   |
|--------------------------------|--|-------------|--|
| Class 1                        | <ul style="list-style-type: none"> <li>• Introduction and Class organization</li> <li>• Organizations and Organizational theory</li> </ul> | January 7   | Chapter 1  |
| Class 2                        | <ul style="list-style-type: none"> <li>• Strategy, Organizational Design and Effectiveness</li> </ul>                                      | January 14  | Chapter 2<br><b>Pick Groups for Participation</b><br><b>Participation in-class hand-in</b> |
| Class 3                        | <ul style="list-style-type: none"> <li>• Fundamentals of Organizational Structure</li> </ul>   | January 21  | Chapter 3  |
| Class 4                        | <ul style="list-style-type: none"> <li>• The External Environment</li> </ul>   | January 28  | Chapter 4<br><b>Participation in-class hand-in</b>   |
| Class 5                        | <ul style="list-style-type: none"> <li>• Interorganizational Relationships</li> </ul>  | February 4  | Chapter 5  |
| Class 6                        | <ul style="list-style-type: none"> <li>• <b>Mid Term Exam</b></li> </ul>   | February 11 | <b>Chapters 1-5</b>  |
| <b>Winter Break – No Class</b> |  |             |  |
| Class 7                        | <ul style="list-style-type: none"> <li>• Designing Organizations for the International Environment</li> </ul>                              | February 25 | Chapter 6  |
| Class 8                        | <ul style="list-style-type: none"> <li>• Manufacturing and Service Technologies</li> <li>• Information, Technology and Control</li> </ul>  | March 4     | Chapter 7 & 8  |
| Class 9                        | <ul style="list-style-type: none"> <li>• Organization Size, Life Cycle, and Decline</li> </ul>   | March 11    | Chapter 9<br><b>Participation in-class hand-in</b>   |
| Class 10                       | <ul style="list-style-type: none"> <li>• Organizational Culture and Ethics/Values</li> </ul>   | March 18    | Chapter 10<br><b>Participation in-class hand-in</b>  |
| Class 11                       | <ul style="list-style-type: none"> <li>• Innovation and Change</li> <li>• Decision-Making processes</li> </ul>                             | March 25    | Chapter 11 & 12  |
| Class 12                       | <ul style="list-style-type: none"> <li>• Conflict, Power, and Politics</li> </ul>  | April 1     | Chapter 13   |
| Class 13                       |  | April 8     | <b>Make-up Participation In-class</b><br><b>Major Assignment Due</b>                       |
| <b>TBA</b>                     | <b>Scheduled Final Exam</b>  | <b>TBA</b>  | <b>Chapters 6-13</b>   |

## **IMPORTANT ADDITIONAL INFORMATION**

### **Group work**

The Spratt 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      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, 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**

#### **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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made.

- - The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is March 6, 2015.

*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 or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

*For Pregnancy:*

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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://www2.carleton.ca/sasc/advisingcentre/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.
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- 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/>
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