



**Carleton**  
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**SPROTT**  
SCHOOL OF BUSINESS

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**BUSI 3103/Section E**  
**Winter 2021**  
**Introduction to Organizational Theory**

**Instructor:** Tasnuva Chaudhury  
**Office:** 1002 Dunton Tower  
**Office Hours:** Virtual office hours by appointment.  
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**TA:** TBD  
**Office Hours:** TBD  
**Email:** TBD

**Modality: Online** (35% synchronous, 65% asynchronous)  
**Course Meets:** Wednesday, 2:35 pm (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.

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### **Important Note**

**Video conferencing tool:** You must create your free Zoom account (<https://zoom.us/>) before your first class. Please use your Carleton email address ([Firstname.Lastname@carleton.ca](mailto:Firstname.Lastname@carleton.ca)) to sign up- DO NOT use your @cmail.carleton.ca account. Please download and install the Zoom desktop application to join the synchronous session for a seamless Zoom experience. Please ensure that your (proper) name is displayed in the Zoom meeting.

**Technical Requirements:** To avoid technical difficulty and engage in a frictionless online environment, Carleton University Teaching and Learning Services 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 synchronous sessions for this course**

**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 weekly module.

## Course Requirements & Methods of Evaluation:

Class Contribution	15%
Term Project	25%
Video Presentation	10%
Midterm Exam	20%
Final Exam	30%
Total	100%

### 1. Class Contribution

This course uses learning through various approaches (lectures, videos, group exercises, cases, debates, etc.) As this is an interactive course, I strongly recommend quality participation. Various group exercises, student-led discussions, polls, and debates will be held during the live session. I expect you to arrive on time and stay during the entire session. There will be no make up of any missed synchronous activities. Your class participation will be evaluated based on the constructive remarks and valuable input on current topics of discussion during synchronous sessions. It is recommended that you keep your Zoom video turned on to create an interactive synchronous session.

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.

### 2. Term Project: Report, Proposal, and Peer Evaluation

In the workplace, teams are often used to solve complex business problems. Learning to work in teams is an important aspect of your education and future career. Please remember that you are working with Spratt students around the world, and you may have to work asynchronously to complete the term project successfully.

Students will work in teams and develop a term report on an organization of their choice. The term project will provide you a critical perspective of "real world" organizational problems, develop your ability to synthesize and apply course concepts, and advance your skills to find unique business solutions. The details of the term project will be available on cuLearn.

Team formation: Teams will be formed during our first synchronous class. If you do not know anyone in the class, use the student coffee shop forum to reach out to your classmates by providing a brief overview of your skills and major/minor. If you have not joined any team before January 22nd, 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 posted on cuLearn.

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 within 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. 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 since 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/>

### **4. Midterm and Final Exam**

The **midterm exam** will be held during regular class time. The exam will be based on all lectures and materials covered in class up to the date of the midterm. The details will be discussed before the exam.

The **final exam** will be held during the scheduled examination period. The exam is comprehensive and covers all course topics throughout the term. The details will be discussed in class before the exam.

#### **Note:**

- It is your responsibility to note down all due dates and ensure submissions within the deadline.
- Deadlines are strict. There are several submissions throughout the term, and failure to meet deadlines will result in grade penalties of 10% 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 submission portal.

- Deadlines for all submissions posted on cuLearn follow **Eastern Standard Time (EST)**. If you are in another time zone, you are responsible for making the adjustments to EST.
- The only valid excuse for missing a midterm and/or 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 upon consultation with the instructor. Any other reasons (e.g., travel, etc.) will not be considered, and the student will receive a zero for the missed exam or submission.
- No hard copies and submissions by emails will be accepted
- It is your responsibility to ensure that all files uploaded in cuLearn work properly
- Please ensure that all submissions include the 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 to pass this course.**

## **Course Expectations**

### **Course deliverables**

The course deliverables will be communicated through hybrid approach-asynchronous lectures and synchronous interactive classes. I will upload pre-recorded lectures, videos, and additional reading materials within the weekly modules in cuLearn a few days before the class. Students must watch the pre-recorded lectures and complete the required readings before coming to class.

The live class sessions will be used only for consultations, student-led discussions, and group activities. Links to join the synchronous session will be embedded within the weekly modules. Please note that the live classes will be recorded, and live videos may or may not be shared with the class.

### **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's 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](mailto:ccs_service_desk@carleton.ca).

### **Forums and Email Policy**

Questions concerning the course content should be brought up during the live office hours. You are expected to post course-related questions on "Ask Instructor" forum so that the remaining students can also benefit from my response. For personal or confidential matters, please send an email. Always **add BUSI 3103E 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 student discussion forum to determine 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; you should not expect an immediate response.

### **Missed Class**

Students should attend all synchronous classes. If an absence is unavoidable, the student is responsible for obtaining any missed information (i.e., contacting classmates or post on student discussion forums). To be fair to students that attended class, no class time or the instructor's office time will be used to represent the missed information.

### **Recording or Videotaping Policy**

**Students are NOT permitted to audio or video record any portion of the class lectures, nor are they allowed 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.

The instructor and the TAs may view the recordings for teaching, grading, misconduct investigations and other administrative and academic purposes. If a student is concerned or needs to make special arrangements to accommodate specific privacy issues, he or she must bring these matters to the attention of the instructor

within the first week of the term so that reasonable accommodations can be made or an alternate course can be selected by the student.

### **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, 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. To ensure fairness and value of your degree, an e-proctoring will be adopted during the exam. It is your responsibility to ensure that you have the necessary arrangements required to adopt e-proctoring. Further details will be shared in class before the exam. 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>

### **Class Norms and Netiquette**

As we operate in an online environment, we must communicate in a respectful and professional manner. Please refer to the file: Class Norms posted on cuLearn to understand what is expected from students during a virtual live class and adhere accordingly. Also, review the following netiquette link-the code of conduct when interacting in an online environment.

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

### **Course Schedule (Tentative):**

<b>Lecture</b>	<b>Date</b>	<b>Topics</b>	<b>Synchronous Class; Deliverables</b>
1	Jan 13	- Overview of the course and the expectations -Team Formation - Organizations and Organizational Theory - Review <i>Class Norms</i> , lecture materials under Class 1 module, and familiarize yourself with the course page	- Chapter 1 - <b><i>Synchronous Class</i></b> 2:35 pm-4:35 pm -Submit the Google Form (link available in cuLearn) before the start of class
2	Jan 20	Fundamentals of Organizational Structure; The External Environment Term Report and Proposal Outline	-Chapters 3 & 4 -cuLearn activity available
3	Jan 27	Strategy, Organizational Design, and	- Chapters 2 & 5



		Effectiveness Interorganizational Relationships	- cuLearn activity available - <b>Synchronous Class</b> 2:35 pm-4:35 pm
4	Feb 3	Designing Organizations for the International Environment	- Chapter 6 - <b>Project Proposal Due</b>
5	Feb 10	<b>Midterm Exam</b>	Chapters 1-6
<b>No Class-Winter Break!</b>			
6	Feb 24	Organization Size, Life cycle, and Decline	- Chapter 8 - <b>Synchronous Class</b> 2:35 pm-4:35 pm
7	March 3	Innovation and Change	- Chapter 10 - cuLearn activity available
8	March 10	Organizational Culture and Ethical Values	- Chapter 9 - Watch the documentary before class - cuLearn activity available - <b>Synchronous Class</b> 2:35 pm-4:35 pm
9	March 17	Manufacturing and Service Technologies	- Chapter 7 - cuLearn activity available
10	March 24	Decision Making Processes	- Chapter 11 - <b>Synchronous Class</b> 2:35 pm-4:35 pm
11	March 31	Conflict, Power, and Politics	- Chapter 12 - <b>All Term Report Due</b>
12	April 7	Final Exam Consultation	- Chapter 12 - <b>All Video Presentation Due</b> - <b>All Peer Evaluation Due</b>
<b>Scheduled Final Exam</b>			

\*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

The course outline is an agreement between the student and the instructor. It is your responsibility to familiarize yourself with the content of the outline and ask for clarification of course policies at the beginning of 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](https://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](https://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](mailto: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](https://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](https://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](https://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](http://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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