



**BUSI 3103F**  
***Introduction to Organization Theory***  
**Winter 2014**

**PART I**

**Course instructor** Dr. Ruth McKay, Room 914, Dunton Tower  
**Time/Location:** Tuesday 8:35-11:25am, Tory 446  
**Telephone:** (613) 520-2600 ext. 6013  
**E-Mail** rmckay@connect.carleton.ca  
**Office Hours:** Tuesday 12-1pm or by appointment

**COURSE DESCRIPTION:**

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](#).

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

**The Sprott School of Business enforces all prerequisites.**

**TEXT:**

Organizational Theory and Design by Richard Daft and Ann Armstrong, 2<sup>nd</sup> Canadian Edition, Nelson Education, ISBN 13 978-0-17-650368-0

**COURSE OBJECTIVES:**

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.

## EVALUATION:

Major Assignment Group:.....	15% *
Mid-term Exam.....	25%
Final Exam.....	35% (Scheduled University Exam)
Participation/participation assignments.....	25%
TOTAL.....	100%

### \* Assignments must be handed in on time:

- at the beginning of class of the due date for the major assignment
- after the participation assignment in class

**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.**

## PART II

### 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. 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:

If a student has a concern about a grade given to a paper or exam of theirs (e.g. addition or a grade given relative to the material they have written in the paper) they are required to follow these procedures:

1. Write on the inside page of the assignment or exam an explanation of your concern addressed to the professor. You are required to date and sign your signature at the bottom of the explanation. Hand to professor.
2. The paper/exam will either be addressed by the professor or sent to the TA if relevant for consideration.
3. The concern will either be addressed or a comment will be given back explaining why the concern is not being addressed (e.g. why the requested grade change is not being made).
4. The professor will return the paper/exam to the student in class.

***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 be 4 students in size. 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.

**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. Students may be asked to participate in group photos to assist in the assigning of participation grades.

### **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).

**BUSI 3103 Introduction to Organization Theory**  
**Tentative Class Schedule**

<b>Dates</b>	<b>Topic</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>	Jan 7	Chapter 1
Class 2	<ul style="list-style-type: none"> <li>• Strategy, Organizational Design and Effectiveness</li> </ul>	Jan 14	Chapter 2 <b>Pick Groups for participation</b> <b>Participation In-class hand-in</b>
Class 3	<ul style="list-style-type: none"> <li>• Fundamentals of Organizational Structure</li> </ul>	Jan 21	Chapter 3
Class 4	<ul style="list-style-type: none"> <li>• The External Environment</li> </ul>	Jan 28	Chapter 4 <b>Participation In-class hand-in</b>
Class 5	<ul style="list-style-type: none"> <li>• Interorganizational Relationships</li> </ul>	Feb 4	Chapter 5
<b>Class 6</b>	<b>Mid Term Exam</b>	Feb 11	
<b>February Break Feb 18</b>			
Class 7	<ul style="list-style-type: none"> <li>• Designing Organizations for the International Environment</li> </ul>	Feb 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 <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 <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	<ul style="list-style-type: none"> <li>• TBA</li> </ul>	April 8	<b>Make-up Participation In-class</b> <b>Major Assignment Due</b>
TBA	Scheduled University Final Exam	TBA	Exam Chapters include: 6 to 13

## **IMPORTANT ADDITIONAL INFORMATION**

**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.

**Medical certificate** Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form.

<http://www1.carleton.ca/registrar/forms/>

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. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2013 exam period is November 8, 2013 and for the April 2014 exam period is March 7, 2014.

*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)

**Additional 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/>

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