



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**BUSI 3602, Section A**  
**Designing Organizational Systems**  
**Winter 2021**

<b>Instructor:</b>	Dr. Larry M. Coutts
<b>Class Time:</b>	Tuesdays, 2:35 – 5:25 p.m.
<b>Office:</b>	N/A
<b>Office Hours:</b>	<b>By email, telephone, (or Zoom sessions on Tuesdays, 2:30-3:00)</b>
Course Web Page:	CuLearn at <a href="https://culearn.carleton.ca">https://culearn.carleton.ca</a>
<b>Email &amp; Telephone:</b>	<b>Larry.Coutts@carleton.ca; Home Telephone: 613-830-2339</b>
<b>Teaching Assistant:</b>	TBA
<b>Additional Support:</b>	The Academic Writing Centre at <a href="http://www.carleton.ca/wts/">www.carleton.ca/wts/</a>

### How the Course Will Work

The course is offered online. I will videotape my lectures with PowerPoint slides and upload each videotaped lecture to the course web site by the Sunday evening before each scheduled class on Tuesdays. Then, on Tuesdays, from 2:30 to 3:00 p.m. (or longer if necessary), I will schedule a class Zoom session during which time I will address any questions you may have about the lecture material or any other issues you would like to discuss. Thus, it is important that you view the lecture material prior to the Tuesday Zoom session.

**Please note that the Tuesday Zoom sessions are not mandatory. They are for the benefit of those who have questions or issues to discuss but, of course, all class members are welcome to join.**

If you have a private issue to discuss, please email or telephone me.

### Course Description

Key models and theories of organizational strategy, structure, processes, effectiveness, and individual and group behavior in organizations. Organizational structure, goals, and effectiveness; leadership, motivation and job design. Prerequisites: additional credit for BUSI 2101, BUSI 2702, BUSI 2121. No credit for students in B.Com. or B.I.B. programs. Prerequisite(s): third-year standing in the B.P.A.P.M. program. Lecture three hours a week.

## Course Textbook

The following textbook is required:

McShane, S., Tasa, K., Steen, S. (2018). *Canadian Organizational Behaviour* (10th Edition). McGraw-Hill Ryerson Limited. ISBN-13:978-1-25-927130-4

### Note

As an alternative to a hard copy of the textbook, you can purchase a less expensive online version of the book (eBook). To do so, please follow the following instructions:

Connect Course URL: <https://connect.mheducation.com/class/l-coutts-winter-2021>

### eBook Registration Instructions

1. Go to the Connect course URL noted above.
2. Enter your **school email address** and complete the brief online registration form that follows.
3. You have three registration options.
  - **Connect Code:** Enter your **Connect access code** and click *Redeem*.
  - **Purchase Online:** Click *Buy It* to use a credit card or PayPal.
  - **Temporary Access:** Click *Access Now* for FREE, two-week access.

## Learning Outcomes

Following the successful completion of the course, you should be able to:

1. Recognize, define, and discuss the terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of human behaviour in organizations, as well as how organizations can influence their own effectiveness.
2. Explain how behavioral science research can be applied to specific organizational situations.
3. Apply your knowledge in real-life organizational situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

## Evaluation

1. Individual Mini Case Analysis Exercise	10%	February 2
2. Midterm Test	25%	February 23
3. Group Case Analysis Report	35%	March 23
4. Final Exam	30%	Date/Time TBA

### Please Note

1. Both the Mini Case Analysis Exercise and the Group Case Analysis Report **must** be submitted to me by **email** on the date they are due.
2. Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days late will not be graded.
3. You must retain a copy of all papers submitted.

### 1. Individual Mini Case Analysis Exercise (10%) – February 2

Ten percent (10%) of your grade will be based on an Individual Mini Case Analysis Exercise. This assignment is due on **Tuesday, February 2** (electronic copy sent to me by email). The Mini Case Analysis Exercise and instructions are presented on the course web site.

### 2. Midterm Test (25%) – February 23

The Midterm Test will be held online during our scheduled class time on **Tuesday, February 23**. The test will be administered online. You must write this test at the scheduled time or present a medical certificate to explain why you can't. If you present a medical note for a missed midterm exam, a makeup exam will be provided for you. The test will cover all material covered in the textbook and lectures up to and including the class prior to the midterm test (i.e., **Chapters 1, 2, 3, 4, 5, 12, and lecture material**). At least 60% of the test will be based on the material covered in the lectures.

### 3. Group Case Analysis Report (35%) – March 23

For the Group Case Analysis Report, you **must** form groups of **4 or 5** students per group and register the names of students in each group by **Tuesday, February 2** (class 4) via an **Excel Spreadsheet emailed to me at [Larry.Coutts@Carleton.ca](mailto:Larry.Coutts@Carleton.ca)**. The **Excel spreadsheet to be used** is shown on the course web site.

An electronic copy of The Group Case Analysis Report must be emailed to me on the due date, **Tuesday, March 23**.

The Group Case Analysis Exercise and instructions are presented on the course web site. In addition, some additional articles to get you started on the case analysis exercise are provided on the course web site.

### 4. Final Exam (30%) – Date and Time TBA

The final exam will be administered online during the formal examination period (TBA). If you present a medical note for a missed final exam, a makeup exam will be provided for you. The final exam will be based on all material covered **after** the midterm test including both the textbook and lectures (i.e., **Chapters 7, 8, 9, 10, 11, 13, 14, 15 and lecture material**). At least 60% of the final exam will be based on the material covered in the lectures.

## Course Schedule

Week	Topic	Resource Material
1. January 12	<ul style="list-style-type: none"> <li>Review of Course Outline</li> <li>Introduction to Organizational Systems</li> <li>Research Methods</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 1</li> <li>Lecture Material</li> </ul>
2. January 19	<ul style="list-style-type: none"> <li>Self-Concept and Personality</li> <li>Social Perception, Attribution, and Judgment of Others</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Chapter 3</li> <li>Lecture Material</li> </ul>
3. January 26	<ul style="list-style-type: none"> <li>Motivation in Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Lecture Material</li> </ul>
4. February 2	<ul style="list-style-type: none"> <li>Values, Emotions, and Attitudes in Organizations</li> </ul> <p><b>Individual Mini Case Analysis Exercise – 10%</b></p>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Chapter 4</li> <li>Lecture Material</li> </ul>
5. February 9	<ul style="list-style-type: none"> <li>Leadership in Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 12</li> <li>Lecture Material</li> </ul>
<b>February 15–19 – Winter Break (No classes)</b>		
6. February 23	<b>Midterm Examination – 25%</b> <b>(Chapters 1, 2, 3, 4, 5, 12, and Lecture Material)</b>	
7. March 2	<ul style="list-style-type: none"> <li>Power, Politics, and Decision Making</li> <li>Conflict and Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Chapter 10</li> <li>Chapter 11</li> <li>Lecture material</li> </ul>
8. March 9	<ul style="list-style-type: none"> <li>Group Behaviour and Teamwork</li> <li>Communication in Organizations</li> <li>Creativity and Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8</li> <li>Chapter 9</li> <li>Lecture Material</li> </ul>
9. March 16	<ul style="list-style-type: none"> <li>Personnel Selection Systems</li> </ul>	<ul style="list-style-type: none"> <li>Lecture Material</li> </ul>
10. March 23	<ul style="list-style-type: none"> <li>Fairness in Employee Selection</li> </ul> <p><b>Group Case Analysis Report Due – 35%</b></p>	<ul style="list-style-type: none"> <li>Lecture Material</li> </ul>
11. March 30	<ul style="list-style-type: none"> <li>Organizational Structure and Design</li> <li>Organizational Culture and Socialization</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 13</li> <li>Chapter 14</li> <li>Lecture Material</li> </ul>
12. April 6	<ul style="list-style-type: none"> <li>Organizational Change</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 15</li> <li>Lecture Material</li> </ul>
13. April 13	<ul style="list-style-type: none"> <li>Zoom session to address course questions</li> </ul>	

**Final Examination:** The final exam will be based on all material covered after the midterm test including both the textbook and lectures (i.e., **Chapters 7, 8, 9, 10, 11, 13, 14, 15** and lecture material).  
**The Final Exam is worth 30%**

## Satisfactory In-Term Performance

The requirement for satisfactory in-term performance in this course is set at **50%** of all pre-final exam term work. Unsatisfactory in-term performance in this course will lead to a failure grade in this course in the event of a missed final exam.

## Course Web Page

The URL for the course web page is <https://culearn.carleton.ca>. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the CuLearn Grade Book as soon as available. Final grades are subject to the Dean's approval.

## 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](http://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](http://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](http://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](http://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](http://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 <http://carleton.ca/ccs/students/>

## **Important Dates: Winter Term 2021**

### **January 6, 2021**

University reopens at 8:30 a.m.

### **January 11, 2021**

Winter term classes begin.

### **January 13, 2021**

OSAP deferral deadline. **Late payment charges and late registration charges** applied to the student account on or after this date for eligible OSAP students.

### **January 25, 2021**

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 2021 and must register for the winter 2021 term.

**January 22-24, 29-31, 2021**

Fall term deferred examinations will be held.

**January 31, 2021**

Last day for a **fee adjustment** when withdrawing from winter term courses or the winter portion of two-term courses (financial withdrawal). Withdrawals after this date will create no financial change to winter term fees and will result in a permanent notation of WDN appearing on your official transcript.

**February 12, 2021**

April examination schedule available online.

**February 15, 2021**

Statutory holiday. University closed.

**February 15-19, 2021**

Winter Break. Classes are suspended.

**March 1, 2021**

Last day for receipt of applications for admission to an undergraduate program for the summer term.

Last day for graduate students to submit their supervisor-approved thesis, in examinable form to the department.

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 19, 2021**

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 fulfill accommodation requests received after the specified deadlines.

**March 31, 2021**

Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in winter term or fall/winter courses before the official examination period (see **examination regulations** in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

**April 1, 2021**

Last day for receipt of **applications** from potential spring (June) graduates.

**April 2, 2021**

Statutory holiday. University closed.

**April 14, 2021**

**Last day to pay any remaining balance on your Student Account** to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay summer 2021 course selection.

Winter term ends.

Last day of winter term and fall/winter classes.

Last day for academic withdrawal from winter term and fall/winter courses.

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 winter term and fall/winter courses.

Last day for take home examinations to be assigned, with the exception of those conforming to the **examinations regulations** in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

**April 15, 2021**

No classes or examinations take place.

**April 16-27, 2021**

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.



**April 27, 2021**

All take-home examinations are due on this day, with the exception of those conforming to the **examinations regulations** in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

**May 1, 2021**

Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session.

**May 14, 2021**

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 spring 2021 and must register for the summer 2021 term.

**May 14-26, 2021**

Winter term and fall/winter deferred final examinations will be held.

**May 24, 2021**

Statutory holiday. University closed. No examinations take place.