



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 3103, SECTION A  
SUMMER 2021  
INTRODUCTION TO ORGANIZATIONAL THEORY**

**Instructor:** Miguel Mejicano Q.  
**Office Hours:** Upon appointment  
**Email:** miguelmejicanoquinta@cmail.carleton.ca

**TA:** TBD  
**Office Hours:** TBD  
**Email:** TBD

**\*Modality:** Online (synchronous & asynchronous);  
**Course meets:** please refer to schedule for synchronous session via Big Blue Button (BBB) or Zoom (the corresponding link will be provided for either or)

**Pre-requisites & precluded Courses:** Second-year standing and one of BUSI 2101, BUSI 2121, BUSI 2702 or PSYC 2801.

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**Course Calendar description from the 2020/2021 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:**

Welcome to Introduction to Organizational Theory, 'OT' as you might have heard. This course will provide you with the introductory elements that explain how organizations work. This course will also help you understand the principles behind the strategies and structuring of organizations in a complex, dynamic, uncertain, and competitive environment (as it is today).

**Learning Outcomes:**

Upon successful completion of this course, students will be able to:

1. Explain and identify concepts of modern organization theory.
2. Analyze organizational structures and how they are represented in different organizations.
3. Apply concepts of the course to propose solutions to organization's moderately complex problems.

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

**Textbook:** DAFT, R.L. AND ARMSTRONG, A. (2021). ORGANIZATIONAL THEORY & DESIGN (4<sup>TH</sup> EDITION). CENGAGE CANADA. (ISBN 978-0-17-691562-9)

Any additional reading material and weblinks will be posted on cuLearn.

**Course Requirements & Methods of Evaluation (including due dates):**

Quizzes	20%
Group exercises	10%
Final Project	15%
Final Exam	45% (Scheduled University Exam)
Video for Final Project Presentation	10%
<b>TOTAL</b>	100%

**Quizzes and Class Exercises**

Starting on the second class (July 7) there will be either a quiz or an exercise based on a course session material (the details for each week are posted in the Course Schedule section on page 4). The instructor will communicate via email the final date and timing details of both exercises and quizzes. The quizzes will be either multiple choice, true-false, or short-answer questions. There would be a maximum of 6 quizzes only the four highest grades will be considered. The exercises could be group related activities in which students would provide their solution to a problem discussed in class. All submissions will be done electronically through specific links, no hard copies or email attachments will be accepted.

Students are required to have their groups (4 students) formed by the first week of the class (July 7); these groups should not change during the term.

**Final Project and Video Presentations**

Students working in the groups mentioned earlier will complete a final project (detailed instructions will be posted on CU Learn). As part of this project each group will create a video in which they will present their final project. All the details (rubric, format, etc.) will be posted on CU Learn. All the final project materials should be submitted through CU Learn.

**Final Exam**

The final exam will be scheduled according to the school guidelines and will cover the key concepts presented and discussed in class.

**Expectations and Course Guidelines and General Policies:**

## Expectations

In line with the course learning objectives, during the completion of this course you should familiarize yourself with the key concepts that explain how organizations behave. You would also be able to identify different organization structures and the rationale behind them. Finally, through cases discussion and analysis, you will identify the concepts and theories that help managers and entrepreneurs in their decision-making process.

## Guidelines

The course materials will be posted at least one week in advance on CU Learn, students are expected to review the class material before the synchronous session.

During the synchronous sessions, there will be a review of the main concepts presented and, most importantly, a discussion of any questions and comments that you may have.

When using Zoom (or BBB), please make sure that your microphone is on mute unless you have something to say. During the first day of the class there will be a quick review of the guidelines to follow during the synchronous meetings (also posted on CU Learn).

The established communication channel is via email, please make sure you are using your Carleton email as no other emails will be accepted (unless due to extraordinary conditions properly justified). Please also make sure that you include your student and group number in all your messages. Your emails will be replied within at least 72 hours.

Marking questions: in the case you have questions about your marks please make sure that you submit them at most 1 week after you have received them. These are to be sent via email and should have the specific details or questions that you need further explanation of.

If you have any technical difficulties or similar, please let your instructor know.

## General Policies:

**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 any 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

## Course Schedule:

Following is the proposed course schedule, any updates to be provided during the class and posted on CU Learn.

Topic	Date	Readings
Class 1	<ul style="list-style-type: none"> <li>Introduction and Class organization</li> <li>Organizations and Organizational theory</li> </ul>	July 5 Chapter 1
Class 2	<ul style="list-style-type: none"> <li>The External Environment</li> </ul>	July 7 Chapter 2
Class 3	<ul style="list-style-type: none"> <li>Strategy, Organizational Design and Effectiveness</li> </ul>	July 12 Chapter 3
Class 4	<ul style="list-style-type: none"> <li>Fundamentals of Organizational Structure</li> <li>Designing Organizations for Social and Environmental Purpose</li> </ul>	July 14 Chapter 4 & Chapter 5
Class 5	<ul style="list-style-type: none"> <li>Interorganizational Relationships</li> </ul>	July 19 Chapter 6
Class 6	<ul style="list-style-type: none"> <li>Designing Organizations for the International Environment</li> </ul>	July 21 Chapter 7
Class 7	<ul style="list-style-type: none"> <li>Organization Size, Life Cycle, and Decline</li> </ul>	July 26 Chapter 8
Class 8	<ul style="list-style-type: none"> <li>Organizational Culture and Ethics/Values</li> </ul>	July 28 Chapter 9
Class 9	<ul style="list-style-type: none"> <li>Manufacturing and Service Technologies</li> </ul>	August 4 Chapter 10
Class 10	<ul style="list-style-type: none"> <li>Innovation and Change</li> </ul>	August 9 Chapter 11
Class 11	<ul style="list-style-type: none"> <li>Decision-Making processes</li> </ul>	August 11 Chapter 12
Class 12	<ul style="list-style-type: none"> <li>Conflict, Power, and Politics</li> </ul>	August 16 Chapter 13

**Scheduled Final Exam: TBD** (please check <https://carleton.ca/ses/final-exam-schedule/>)

## Synchronous Sessions, Quizzes and Exercises Schedule

Date	Session, Quiz or Assignment
M. July 5	Synchronous Session, 12:00 PM EST
W. July 7	Quiz #1 Chapter 1 Concepts
M. July 12	Synchronous Session, 12:00 PM EST
W. July 14	Quiz #2 Chapter 3 Concepts; Synchronous Session, 12:00 PM EST
M. July 19	Quiz # 3 Chapter 4 Concepts;
W. July 21	Chapter 5 Exercise; Synchronous Session, 12:00 PM EST
M. July 26	Quiz #4 Chapter 7 Concepts
W. July 28	Synchronous Session, 12:00 PM EST
W. August 4	Quiz #5 Chapter 8, Synchronous Session, 12:00 PM EST
M. August 9	Quiz # 6 Chapter 10; Video for Final Project Submission
W. August 11	Chapter 10 Exercise; Synchronous Session, 12:00 PM EST
M. August 16	Final Project Submissions

Note: quizzes timing details to be posted on CU Learn

## Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>	X			
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based</i>	X			

<i>on analysis and evaluation.</i>				
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>	<b>x</b>			
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>x</b>			

### 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 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			

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/>

**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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