



**Carleton University  
Sprott School of Business  
BUSI 3602 A  
Designing Organizational Systems: An Overview  
Winter 2015**

|                         |  |
|-------------------------|--|
| <b>INSTRUCTOR:</b>      | Dr. Robert Smart   |
| <b>CLASS TIME:</b>      | Mondays 8:35am – 11:25pm.  |
| <b>OFFICE:</b>          | 1013DT   |
| <b>OFFICE HOURS:</b>    | Mondays 11:35am – 12:35pm or by appointment  |
| <b>E-MAIL:</b>          | robert_smart@carleton.ca   |
| <b>CLASSROOM</b>        | 282 UC   |
| <b>COURSE WEB PAGE:</b> | CuLearn at <a href="https://www.carleton.ca/culearn/">https://www.carleton.ca/culearn/</a> |

**Pre-requisites & precluded Courses:**

Precludes additional credit for [BUSI 2101](#) or [BUSI 3103](#). B.P.A.P.M. students with a Minor in Business may count this course as a substitute for [BUSI 2101](#).

Prerequisite(s): third-year standing in the B.P.A.P.M. program.

This course is a prerequisite to

1. BUSI 3102 (with a grade of D- or higher)
2. BUSI 4107 (with a grade of D- or higher)

---

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.

**COURSE DESCRIPTION**

This course examines key theory and models from organizational behaviour and organizational theory and practice. Students are introduced to key models from these disciplines and encouraged to think strategically about concepts such as organization ideologies, values, motivation, power and influence, leadership, group dynamics, organizational design and structures, change management, conflict resolution, problem-solving and organizational culture.

**TEXT**

The following texts are required:

Osland, J. et al. Organizational Behavior: An Experiential Approach (Eighth edition). Upper Saddle River, NJ: Pearson. ISBN 0-13-144151-5.

**COURSE APPROACH**

The class will be held in an interactive format and your communication skills will be challenged and developed on a weekly basis. We will learn through lectures, readings, discussions, videos,

class simulations, and individual assignments. Because this course is offered in a highly interactive format, the effectiveness of this course depends on your commitment to interaction. For this course to succeed, you must prepare for all classes, attend all classes, contribute to class discussions and exercises, and thoughtfully complete assignments.

## LEARNING OUTCOMES

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

1. Understand the theoretical underpinnings of human behaviour in organizations as well as how organizations can influence their own effectiveness.
2. Apply your theoretical knowledge to real-life business situations.

## EVALUATION

|       |                              |             |
|-------|------------------------------|-------------|
| 1.    | Preparation & Attendance     | 10%         |
| 2.    | Learning Reflection          | 6%          |
| 3.    | Midterm Test                 | 25%         |
| 4.    | Group Case Study             | 19%         |
| 5.    | Participation & Contribution | 5%          |
| 6.    | Final Exam                   | 35%         |
| <hr/> |                              |             |
|       | <b>Total</b>                 | <b>100%</b> |

### 1. Preparation & Attendance - worth 10% of your final grade.

Throughout the course you will be expected to write 10 quizzes designed to test your current understanding of the assigned course material (every week except week 1 and week 6). Each quiz will be given a weight of 1% and will represent a total of 10% of your final course grade. In order to gain this quiz mark is imperative that you attend class (on time) and arrive prepared to ensure this 10% as no make-up quizzes will be scheduled.

### 2. Reflection Assignments – worth 6% of your final grade.

In addition to weekly quizzes and lectures, some class time will be devoted to discussions and exercises that require students to use their skills. Throughout the semester you will be asked to reflect on your learning and apply the course content to your own experiences.

*See CuLearn to understand the criteria for evaluation on reflection papers.*

### 3. Mid-Term Test – worth 25% of your final grade.

The mid-term test will be held in regularly scheduled course time. You must be present to write this test or present a medical certificate to explain your absence. The test will cover all material covered in the text, lectures, in-class discussions and slide presentations, up to and including the class prior to the test. The test will consist of multiple choice and written answer questions.

### 4. Group Case Study – worth 19% of your final grade.

The groups are expected to prepare a:

- (1) Written project report (the BODY of the report should not exceed eight typed, double-spaced pages, with 12-point font and 1 inch margins) and,
- (2) A presentation of their findings to the class.

You are expected to form groups and **register your group by Class 4** (via a e-mail to the instructor). Each group will not exceed 5-7 persons. Each group **must ‘sign-up’** the topic of their choice on or before **Class 6** (via e-mail to the instructor). The instructor may request that another case study be selected if the case study has already been selected. **Topic choices must be approved by the instructor.**

### **Group case study report is due at the start of class 11**

Presentations will occur in the last two weeks of class and will be approximately 10-15 minutes in duration. Students are encouraged to use this opportunity to creatively engage their classmates with captivating presentations regarding their project.

Case studies are brief descriptions of a problem facing an organization at a point in time and provide the rationale for a recommended course of action. The main purposes of a case study is to identify the problem(s)/opportunities facing the organization and to utilize theories and concepts from the fields of OB/OT you have learned in this course to analyze the situation and generate realistic alternatives, and ultimately, a recommended course of action. Some of what you consider to be key pieces of information may be missing, but this is part of reality. Management decisions are never made on the basis of complete information. You are expected to consult a variety of sources, that go beyond the text book and lecture materials, to find information on your chosen topic, including a description of the concept, its history, its relevance to managers, etc. Proper referencing of your sources is also required (APA format).

It is your responsibility to ensure that the case study is a group assignment and not an individual one, the effort is to be distributed evenly though the group. Each member of a group **must** evaluate the performance/contribution to the group report of all members of the group (including yourself). A peer-evaluation form will be provided on our course’s CuLearn site during the last week of the course. All evaluations will be kept confidential. I will take these Peer Evaluations into account when assessing individual contributions to the group projects. Because group projects are outcome-based, all members of your group will generally earn the same grade for your group project report. **However, I reserve the right to assign different grades for different group members if I see a substantial imbalance in individual contribution.**

### ***Special Notes regarding individual and group assignments***

- You must attach a completed copy of the Spratt School’s Declaration of Academic Integrity to all your assignments. This form will be available on our course’s CuLearn site.
- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. **Assignments more than 7 days (1 week) late will be considered missed.**
- The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at [www.carleton.ca/wts/](http://www.carleton.ca/wts/).

**5. Participation & Contribution to the class** – worth 5% of your final grade.

Each week class time will be devoted to discussions and exercises that require students to work together in a respectful and engaging manner. *Each week* you will be expected to come to class having read the assigned readings and be ready to discuss your questions and opinions. It is imperative that you attend class, arrive prepared, participate earnestly in activities and speak up regularly to receive a high contribution grade. You are being evaluated on your ability to contribute to a teaming environment. This 5% is entirely up to you. *See CuLearn to understand the criteria for evaluation on classroom participation.*

**6. Final Exam** – worth 35% of your grade

The final exam will be held during the formal examination period. The exam will be cumulative and will be based on all topics covered in the course (text, lectures, assignments, in-class discussions, presentations, etc.), throughout the entire term. The exam will consist of multiple choice, short answer, and essay questions. Writing the final exam is mandatory for passing the course

**Staying on top of your deadlines (CuLearn).**

Information on weekly assignments and other general information will be communicated during class on a regular basis. However, weekly readings, critical additional information, updates about the class and details regarding upcoming assignments will be posted to the course webpage (<https://www.carleton.ca/culearn/>). **It is your responsibility to visit CuLearn regularly.**

**Satisfactory In-term Performance**

1. The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. 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) Yes  No   
FND grade in this course (in case of missed Final exam or project) Yes  No

## COURSE AGENDA

| Week / Dates  | Topic   | Readings/Assignments   |
|---|---|--|
| Week 1 (Jan 12)   | <ul style="list-style-type: none"> <li>▪ Introduction to Organizational Systems               <ul style="list-style-type: none"> <li>▪ Theories of Managing People</li> <li>▪ The Psychological Contract</li> </ul> </li> </ul> | Chapter 1 & 2  |
| Week 2 (Jan 19)   | <ul style="list-style-type: none"> <li>▪ Decoding Human Behaviour               <ul style="list-style-type: none"> <li>▪ Personality, Perception and Values</li> </ul> </li> </ul>  | Chapters 4 & 9   |
| Week 3 (Jan 26)   | <ul style="list-style-type: none"> <li>▪ Learning &amp; Personal Growth               <ul style="list-style-type: none"> <li>▪ Work Stress</li> </ul> </li> </ul>   | Chapters 3 & 7   |
| Week 4 (Feb 2)  | <ul style="list-style-type: none"> <li>▪ Motivation               <ul style="list-style-type: none"> <li>▪ The nature of work</li> <li>▪ Job design</li> </ul> </li> </ul>  | Chapters 5 <ul style="list-style-type: none"> <li>• Reflection Point #1</li> </ul> |
| Week 5 (Feb 9)  | <ul style="list-style-type: none"> <li>▪ Communication &amp; Teaming</li> </ul>   | Chapters 8 & 10  |
| Feb 16 <sup>th</sup> – Feb 20 <sup>th</sup><br><b>Winter Reading Week</b><br>No Classes |   |  |
| Week 6 (Feb 23)   | Midterm Exam <ul style="list-style-type: none"> <li>• In-Class</li> </ul>   | Midterm Exam   |
| Week 7 (Mar 2)  | <ul style="list-style-type: none"> <li>▪ Power &amp; Conflict               <ul style="list-style-type: none"> <li>▪ Politicking</li> <li>▪ Conflict</li> </ul> </li> </ul>   | Chapters 18 & 13   |
| Week 8 (Mar 9)  | <ul style="list-style-type: none"> <li>▪ Leadership               <ul style="list-style-type: none"> <li>▪ Followership</li> </ul> </li> </ul>  | Chapter 15   |
| Week 9 (Mar 16)   | <ul style="list-style-type: none"> <li>▪ Decision Making               <ul style="list-style-type: none"> <li>▪ Organizational Decision Making</li> </ul> </li> </ul>   | Chapter 17 <ul style="list-style-type: none"> <li>• Reflection #2</li> </ul>       |
| Week 10 (Mar 23)  | <ul style="list-style-type: none"> <li>▪ Managing Innovation               <ul style="list-style-type: none"> <li>▪ Creativity</li> <li>▪ Diversity</li> </ul> </li> </ul>  | Chapters 12 & 14   |
| Week 11 (Mar 30)  | <ul style="list-style-type: none"> <li>▪ Organizational Design</li> <li>▪ Group presentations</li> </ul>  | Chapter 21 <ul style="list-style-type: none"> <li>• Group Project Due</li> </ul>   |
| Week 12 (Apr 6)   | <ul style="list-style-type: none"> <li>▪ Organizational Culture &amp; Change</li> <li>▪ Group Presentations</li> </ul>  | Chapter 16 & 22 <ul style="list-style-type: none"> <li>• Reflection #3</li> </ul>  |

**While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semeste**

## IMPORTANT ADDITIONAL INFORMATION

### **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      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.
  - 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/>
-

## IMPORTANT DATES

### Winter Term 2015

**December 25 to January 2** - University closed

**January 5** - Winter-term classes begin. [Late Charges](#) now apply.

#### **January 16**

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

#### **January 31**

Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

#### **February 13**

April examination schedule available online.

#### **February 13-21**

Fall-term deferred examinations will be held

#### **February 16**

Statutory holiday, University closed.

#### **February 16-20**

Winter Break. Classes are suspended.

#### **March 1**

Last day for UHIP refund applications for International Students who will be graduating this academic year. Last day for receipt of applications from potential spring (June) graduates.

#### **March 6**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

#### **Late March (Date TBA)**

[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 2014 course selection.

**April 3.** Statutory holiday, University closed.

#### **April 8**

Last day of fall/winter and winter-term classes.

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

**April 9-10.** No classes or examinations take place

#### **April 11-23**

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

#### **June 8-18 (including Saturdays)**

Fall/winter and winter term deferred final examinations will be held.