



MANAGEMENT AND STRATEGY  
BUSI 2101  
2022/23  
INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR

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Class Meets: Monday 2:35pm-3:55pm; Various Interactive Times  
Azrieli Theater 101  
Modality: In person

Precludes additional credit for BUSI 2121, BUSI 2702, BUSI 3602.  
Prerequisite(s): second-year standing. Restricted to B.Com. students.  
Lectures three hours, and tutorial one and a half hours a week.

Note: This course is a prerequisite to

1. BUSI 3102 (with a grade of D- or higher)
2. BUSI 3103 (with a grade of D- or higher)
3. BUSI 4609 (with a grade of D- or higher)
4. BUSI 4111 (with a grade of B- or higher)
5. BUSI 4112 (with a grade of C- or higher)
6. BUSI 3105 (with a grade of C or higher)
7. BUSI 3703 (with a grade of C or higher)
8. BUSI 3704 (with a grade of C or higher)
9. BUSI 3104 (with a grade of C or higher)

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Course Calendar description from the [2022/2023 University calendar](#):

**Course Description:**

Models of individual and small group behaviour in organizations. Topics include motivation, communication, job design, leadership, and group dynamics to provide systematic explanations of employee and managerial behaviour in organizations.

**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.
2. Explain how behavioral science research can be applied to specific business situations.
3. Describe how organizations use OB theory in practice and the impact of these strategies at the individual, group, and organizational level.
4. Use your understanding of OB to appraise your own behavior in organizational settings.
5. Apply your knowledge in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of OB.

**Reading(s)/Textbook(s)/Required Materials (incl. technical requirements, i.e., webcam):**

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

Please note that without the text, you will have difficulty with the exams. Your first impression may be that the course content is “common sense”, but don’t fall into this trap. You will need to know the theories and concepts behind it.

If you are in a virtual Interactive section, a webcam is required for participation.

**Course Format:**

This course meets two times per week. The pedagogical approach of this course requires a high level of student participation.

The first session (Monday afternoons) is a large format or “Plenary” session that includes all students registered in BUSI 2101. Each of these sessions will be conducted by a different professor from the Sprott School of Business. This term, the plenary session may be online or in person, depending on the week (see course schedule below). It is very important to attend the plenary, as the material covered will not correspond exactly to the text or interactive sessions, and you will be responsible for the material presented in the plenary at exam time.

The second session is called an “Interactive”. In your interactive you will meet with a smaller group of your peers. These sessions are led by Course Leaders (CLs) in the Training & Development program. CLs are your “go-to” people throughout the term if you have any questions or issues. In other words, you should ask your CLs first – they almost always know the answer, and if they don’t, they will find out what it is. They are here to help you in any way they can. If you wish to communicate with them through email, you should do so with the messaging function on Brightspace. If you do not get a satisfactory response to a question from your CLs, contact the course coordinators.

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

1.	Case Research & Reflection Paper		10%
2.	In-Class Quizzes	10%	
3.	Midterm Test		20%
4.	OB Case Analysis		20%
5.	Contribution to Interactive Sessions		15%
6.	Final Exam		25%
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	Total		100%

1. Research & Reflection Paper (due 6 February)

Managing people and organizations (MPO) requires an in-depth knowledge of the theory that serves as a foundation for understanding human behaviour in organizations. This individual assignment will challenge you to demonstrate your ability to connect real life challenges to research in the management field. The paper will be 1,000 words or less (typed, single-spaced). Details about the paper will be given in class.

2. In-Class Quizzes (every week)

In each interactive session you will be given a short set of questions related to the Monday lecture to assess your understanding of the material. 1% per week, for a total of 10%. There will be no quiz the week of the midterm, or

3. Mid-Term Exam. (27 February)

The mid-term test will be held in regularly scheduled course time, during the Monday session. You must be present to write this test. The test will cover all material covered in the text, lectures, in-class discussions, interactives, and slide presentations up to the midterm. The test will consist of a combination of essay and multiple-choice questions. Be aware that this is not a predominantly multiple-choice exam and will require that you know the concepts and be able to provide examples to illustrate your understanding. This may be the first time you will write this kind of exam, so pay particular attention to the format, and be sure to attend the exam review sessions conducted by your Course Leaders.

4. OB Case Analysis (due 12 April)

An OB case analysis, to be uploaded onto the course website, is worth 20% of the course grade. The analysis should be 2,000 words in length. You will sign up for your desired OB case during your fourth interactive session. A complete assignment description with your options for case analysis will be given to you in class.

This course makes extensive use of peer evaluation and feedback as a tool for learning. You will be expected to evaluate your peer's work and provide meaningful and constructive feedback on assignments and activities. See Brightspace to understand the criteria for evaluation on peer evals

*Special notes regarding written assignments*

- *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. Please note that technological problems do not justify late submissions.*
- *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. Contribution to Interactive Sessions (every week)

Worth 15% of total course grade. You are expected to attend each interactive session in which you are enrolled. Your enrollment in the session is understood as a commitment that you will not only attend but also contribute significantly to it. You should also use sessions to raise questions you may have about lecture or reading material. This requires that you prepare for each session by reading and preparing assigned materials. Both the quantity and quality of

contributions will be noted. High-quality contributions draw explicitly on assigned material and they add to the session experience by considering implications, offering insights and inviting exchange. Overall, try to be more analytical than descriptive, more curious than definitive and more imaginative than traditional in your verbal contributions. Avoid simply saying 'yes' or 'i disagree' or repeating points already made. Participation and preparation grades will be based on attendance, quizzes, assignments, and participation in class activities (e.g., class discussions/group exercises).

#### 6. Final Exam

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, in-class discussions, interactive materials, presentations, etc.), throughout the entire term. The exam format will be similar to that of the midterm (see above)\*.

\*e-proctoring may be used for online exams (<https://carleton.ca/ses/e-proctoring/>).

#### **Course Web Page:**

The URL for the course web page is at <https://brightspace.carleton.ca/>. You must access the site regularly for updates about the class and upcoming assignments. It may be useful to bookmark the page. Grades for all course work will be posted on the course Grade Book as soon as available.

**Course Schedule\*:**

Week / Dates	Topic (Monday Speaker)	Readings/Assignments
Week 1 (Jan 9)	NO CLASS	
Week 2 (Jan 16)	Psychological Contract (Troy Anderson) IN PERSON	Chapter 1
Week 3 (Jan 23)	Individual & Organizational Motivation (Angela Dionisi) IN PERSON	Chapter 5
Week 4 (Jan 30)	Individual & Organizational Learning (Linda Schweitzer) IN PERSON	Chapter 3
Week 5 (Feb 6)	Communication, Perception & Attribution (Linda Duxbury) IN PERSON	Chapter 8 & 9
Week 6 (Feb 13)	Decoding Behaviour & Personality (Greg Sears) IN PERSON	Chapter 4 Due: Research & Reflection
Feb 20 - Feb 24 Reading Week No Classes		
Week 7 (Feb 27)	Midterm Exam Interactives will be held this week	Midterm covers weeks 2-6 Interactive covers week 12 (see below: Decision Making)
Week 8 (March 6)	Group Dynamics & Work Teams (Rob Smart) RECORDED LECTURE on Brightspace	Chapters 10
Week 9 (March 13)	Conflict & Negotiation (Stelios Zyglidopoulos) IN PERSON	Chapter 13
Week 10 (March 20)	Ethics (Sefa Hayibor) IN PERSON	Chapter 6

Week 11 (March 27)	Culture & Values (Sujit Sur) IN PERSON	Chapter 16
Week 12 (April 3)	Power & Influence (Ruth McKay) RECORDED LECTURE on Brightspace	Chapter 18 Friday interactives choose another day? (conflict on Friday the 7 <sup>th</sup> )
Week 13 (April 10)	Decision Making (Ian Lee) IN PERSON *No interactive this week	Chapter 17  Due: OB Case Analysis due April 12 <sup>th</sup> (Note: interactive in week of midterm exam)

\*unforeseen circumstances may necessitate modifications to the schedule

#### Contribution to Learning Goals of the Program:

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.				X
BC2 Collaboration Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.				X
BC3 Critical Thinking Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.				X
BC4 Communication Graduates will be effective and persuasive in their communications.				X

## 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.

**Grading**

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 Accommodation**

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](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.

*Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.*

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

#### 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](https://carleton.ca/csas).

#### Important Information:

- Students must always retain a 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/>

#### Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you’re sick, washing your hands and maintaining proper respiratory and cough etiquette.

**Feeling sick?** Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton’s [symptom reporting protocols](#).

**Masks:** Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.



**Vaccines:** Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact [covidinfo@carleton.ca](mailto:covidinfo@carleton.ca).