



Carleton
University

Sprott
School of Business

CARLETON UNIVERSITY
BUSI 3103A
SUMMER 2023
INTRODUCTION TO ORGANIZATIONAL THEORY

Instructor: Gregory Dole
Classroom: Nicol Building Room 4030
Office: Nicol Building Room 7010
Office Hours: Monday, 2:30pm-3:30pm or by appt.
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Phone Number:

Course meets: Mondays and Wednesdays 11:35am-2:25pm

Modality: IN PERSON.

Pre-requisites & precluded Courses: Prerequisite(s) BUSI 2101, BUSI 2121, BUSI 2702, PSYC 2801 (with a grade of C or higher in each). Open to students in select programs. In addition to the course prerequisites, BCom students require BUSI 1800 and BUSI 2800 to progress into BUSI 3103. Refer to registration priority list at sprott.carleton.ca/registration.

Course Calendar description from the [2023-2024 Carleton undergrad calendar](#).

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.

This is an introductory course to Organizational Theory. This course will cover the theories and principles of the structuring of contemporary organizations in today's world. This course will investigate the effects of the internal and external environment on the choices facing managers in the structuring of organizations. We will focus on the following: (1) the importance of organizational structure and design on internal organizational processes and overall effectiveness, (2) the relationships between organization structure and the behavior of those who work in

them or otherwise interact with them, (3) the managerial implications of organizational design and change and how these are informed by the relevant theories, (4) 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, (5) analyzing the design and structure of organizations through a combination of lectures, examples and cases, (6) developing managerial ability and writing skills.

Learning Outcomes:

1. Greater understanding of organizational complexity and how organizations function
2. Be able to apply multiple theoretical perspectives of organizations to diagnose and solve practical organizational/managerial problems
3. Be able to communicate your thoughts and ideas about organizational theory
4. Be able to think and write about the problems and solutions of organized human activity

Textbook: DAFT, R.L. AND ARMSTRONG, A. (2022). ORGANIZATIONAL THEORY & DESIGN (4TH EDITION). NELSON PUBLISHING. (ISBN 9780176915582)



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

MAJOR ASSIGNMENT GROUP	30%
MID-TERM EXAM	20%
FINAL EXAM	20% (SCHEDULED UNIVERSITY EXAM)
QUIZZES	20%
PARTICIPATION	10%
TOTAL	100%

LATE ASSIGNMENTS WILL BE PENALIZED AS FOLLOWS (UNLESS VALID REASON PROVIDED): WITHIN THE FIRST 24 HOURS 10% GRADE REDUCTION, WITHIN 48 HOURS 20% GRADE REDUCTION, AFTER WHICH THE ASSIGNMENT WILL NOT BE ACCEPTED FOR GRADING.

Course Schedule:

	TOPIC	DATE	READINGS/ASSIGNMENT
Class 1	<ul style="list-style-type: none"> • Introduction and Class organization • Organizations and Organizational theory 	July 5	Chapter 1

Class 2	<ul style="list-style-type: none"> • Strategy, Organizational Design and Effectiveness 	July 10	Chapter 3
Class 3	<ul style="list-style-type: none"> • Fundamentals of Organizational Structure 	July 12	Chapter 4 Quiz 1
Class 4	<ul style="list-style-type: none"> • The External Environment 	July 17	Chapter 2 Quiz 2
Class 5	<ul style="list-style-type: none"> • Interorganizational Relationships 	July 19	Chapter 6
Class 6	<ul style="list-style-type: none"> • Mid Term Exam 	July 24	Chapters 1-4, 6
Class 7	<ul style="list-style-type: none"> • Designing Organizations for the International Environment 	July 26	Chapter 7
Class 8	<ul style="list-style-type: none"> • Manufacturing and Service Technologies 	July 31	Chapter 10
Class 9	<ul style="list-style-type: none"> • Organization Size, Life Cycle, and Decline 	Aug. 2	Chapter 8 Quiz 3
Class 10	<ul style="list-style-type: none"> • Organizational Culture and Ethics/Values 	Aug. 9	Chapter 9
Class 11	<ul style="list-style-type: none"> • Innovation and Change 	Aug. 14	Chapter 11 Quiz 4
Class 12	<ul style="list-style-type: none"> • Decision-Making processes 	Aug. 16	Chapter 13
	FINAL EXAM	TBA	All material covered in class

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
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				x
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in</i>		x		

<i>team environments that respect the experience, expertise and interest of all members.</i>				
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				x
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				x
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	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).

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.

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

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

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 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

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

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

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 or at 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.

Active Participation

For this class, ten percent of the final grade will be dedicated to active participation during classroom discussions. So that students can better understand how their participation mark will be awarded, the following rubric has been created.

The objective of having assigned a significant proportion of the final grade in this class to participation was to have generated a high level of discussion between students and the instructor. So that students might understand exactly how their class participation grade was arrived upon, I am posting the following set of guidelines

To achieve an “A” grade in participation, students will have to have done the following:

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- 1) Attend 80 percent of classes
 - 2) If you cannot attend class, inform me beforehand. Provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, proof of participating in university-sanctioned activities)
 - 3) Contribute to classroom discussion without being prompted
 - 4) Incorporate course information in class commentary
 - 5) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
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To achieve a “B” grade in participation, students will have to have done the following:

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- 1) Attend class 80 percent of classes
 - 2) If you cannot attend class, provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, proof of participating in university-sanctioned activities)
 - 3) Contribute to classroom discussion by being prompted
 - 4) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
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To achieve a “C” grade in participation, students will have to have done the following:

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- 1) Attend class 80 percent of classes
 - 2) If you cannot attend class, inform me beforehand. Provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, be participating in university-sanctioned activities)

- 3) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
 - 4) Have contributed to classroom discussion at some points whether by being prompted or otherwise
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Students who:

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- 1) do not attend class,
 - 2) do not provide reasonable excuse beforehand or afterwards,
 - 3) never contribute,
 - 4) are never actively engaged (i.e. choose to be watching videos on cellphones/laptops, using messaging apps, playing video games, etc.)
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will not receive a participation grade.

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/>
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