



Carleton
University

Sprett
School of Business

CARLETON UNIVERSITY
BUSI 3103 B
FALL 2023
INTRODUCTION TO ORGANIZATIONAL THEORY

Instructor: Bahman (Ben) Ashraf Semnani

Office: Upon Appointment

Office Hours: Upon Appointment

Email: bahmanashrafsemnani@cunet.carleton.ca

Note: I try to respond to student emails in less than 24 hours. Please send me a reminder if you have yet to receive feedback from my side within 48 hours.

TA: To be determined

Office Hours: To be determined

Email: To be determined

Modality: In-Person

Course Meets: Wed 11:35-14:25, at Tory Building Room: 340

Pre-requisites & precluded Courses:

Second-year standing, and one of BUSI 2101, BUSI 2121, BUSI 2702, PSYC 2801.

Lectures three hours a week. *The School of Business enforces all prerequisites.*

Course Calendar description from the [2023/2024 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:

Introduction to Organization Theory is a foundational course that explores the principles, concepts, and key theoretical frameworks that underpin the understanding of organizations and their functioning in various contexts. The course aims to provide students with a comprehensive understanding of how organizations are structured, managed, and influenced and how they interact with their environments. By examining classical and contemporary theories, students will gain insights into the complex

dynamics of organizations and their impact on individuals, groups, and society as a whole.

Learning Outcomes:

1. To learn to describe and differentiate the key theories and concepts of organization theory.
2. To learn to analyze and evaluate organizational structures and behaviours.
3. To learn to apply organization theory to real-world scenarios.
4. To learn and practice the considerations in organizational decision-making.

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

TEXTBOOK: DAFT, R.L. AND ARMSTRONG, A. (2021). ORGANIZATIONAL THEORY & DESIGN (4TH CANADIAN EDITION). CENGAGE CANADA. (ISBN-10: 0176915583; ISBN-13: 978-0176915582)

NOTE 1: Students need access to and read the full version of the textbook.

NOTE 2: Students must acquire the required equipment to access Brightspace both inside and outside the classroom.

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

| | |
|--|-------------|
| On Brightspace Discussions | 20% |
| Team Project | 20% |
| Midterm Exam | 20%-25% |
| Final Exam (Scheduled University Exam) | 35%-40% |
| Attendance Bonus | 5% |
| Total | 105% |

- A grade of less than 50% on the final exam will cause the students to fail the course.
- Any cheating on the midterm or final exam will cause students to fail.
- Please note that assignments' feedbacks may experience potential delays due to unforeseen circumstances beyond my control. I will strive to provide timely feedback, but it may take longer to ensure thorough and thoughtful evaluations in some instances. Your understanding and patience are appreciated as I maintain the quality and integrity of your learning experience.

On Brightspace Discussions (20%):

Students need to participate in four discussions using Brightspace. Each discussion will be around a question, idea, or other related topic. To do the assignment, students must prepare for around 30 minutes by in-class research and dialogue with each other. Then, they will have almost one day (until 23:59 the next day) to participate in Brightspace discussions within their groups or with other students based on the given instructions. Detailed instructions and rubrics will be provided on Brightspace.

Team Project (20%)

Working in teams of 5 to 7, students must finish a project related to the course. Details of the project will be posted on Brightspace. Students must join one of the teams before the end of the first class, or they will be randomly assigned to one of the teams. Every team must prepare to present their work for 10 minutes in the last class and answer the questions for about 5 minutes (15 minutes maximum). The presentation would cover 5% (out of 20%) of the final project grade. Detailed instructions and rubrics will be provided on Brightspace.

Note 1: No delay in submitting the project assignment is acceptable.

Note 2: Remember that whatever you present must follow and use the concepts and theories you learned in this course.

Note 3: As will be presented in the final project detail, students need to submit an individual project report together with their team's final project reports, so not all members in the group will necessarily receive the same grade. The final project grade will be 0 for those students who do not submit their individual reports on time.

Midterm Exam (20% or 25%):

Including multichoice questions, Carleton University's scheduling and exam services (SES) will schedule and manage the midterm exam. **Assessments will occur on campus and outside of regular class time (which can include Friday evening, Saturday or Sunday).**

The instructor will calculate students' final grades based on the best-weighted midterm and final exam combinations. For those who perform better in their midterm, the final grading will be calculated based on 25% midterm and 35% final exam. Alternatively, the final grade will be calculated as 20% midterm and 40% final exam for those who perform a better final exam.

Formally Scheduled Final Exam (35%-40%)

It will cover a range of theoretical and practical questions, and the test will be scheduled and maintained according to the school's regulations. The exam includes various types of questions, including but not limited to multichoice and essay questions. *A total grade of less than 50% will cause students to fail the course.*

Attendance Bonus (additional 5%)

Will be given based on the number of full-time classes each student attends, for those who attend at least 6 class sessions, as per the below table:

| Number of classes fully attended | Bonus Points |
|---|-------------------------|
| 0-5 | 0% |
| 6 | 0.5% |
| 7 | 1% |
| 8 | 2% |
| 9 | 3% |
| 10 | 4% |
| 11-12 | 5% |

Course Schedule:

| | Topic | Date | Activities |
|-----------------|---|-------------|--|
| Class 1 | <ul style="list-style-type: none"> • Introduction to the course • Organizations and Organizational theory | Sep-06 | |
| Class 2 | <ul style="list-style-type: none"> • The External Environment | Sep-13 | |
| Class 3 | <ul style="list-style-type: none"> • Strategy, Organizational Design and Effectiveness | Sep-20 | |
| Class 4 | <ul style="list-style-type: none"> • Fundamentals of Organizational Structure | Sep-27 | <i>Discussion 1 (Due time Sep-28 23:59)</i> |
| Class 5 | <ul style="list-style-type: none"> • Designing Organizations for Social and Environmental Purpose | Oct-04 | |
| Class 6 | <ul style="list-style-type: none"> • Interorganizational Relationships | Oct-11 | |
| Class 7 | <ul style="list-style-type: none"> • Designing Organizations for the International Environment | Oct-18 | <i>Discussion 2 (Due time Oct-19 23:59)</i> |
| Class 8 | <ul style="list-style-type: none"> • Organization Size, Life Cycle and Decline | Nov-01 | |
| Class 9 | <ul style="list-style-type: none"> • Organizational Culture and Ethics/Values | Nov-08 | <i>Discussion 3 (Due time Nov-09 23:59)</i> |
| Class 10 | <ul style="list-style-type: none"> • Manufacturing and Service Technologies • Innovation and Change | Nov-15 | |
| Class 11 | <ul style="list-style-type: none"> • Conflict, Power, and Politics | Nov-22 | <i>Discussion 4 (Due time Nov-23 23:59)</i> |
| | <i>Final Project Presentation Submission</i> | | <i>Final Project Presentation Submission (Due time Nov-28 23:59)</i> |
| Class 12 | <ul style="list-style-type: none"> • Decision-Making processes • Final Project Presentation (Session 1) | Nov-29 | |
| Class 13 | <ul style="list-style-type: none"> • Final Project Presentation (Session 2) • Review and Q&A | Dec-06 | |
| | <i>Final Project Report Submission</i> | | <i>Final Project Report Submission (Due time Dec-06 23:59)</i> |

- **THE INSTRUCTOR MAY UPDATE THE INSTRUCTION TOPICS SCHEDULE UPON REQUIREMENT.**
- **CLASS TOPICS MAY BE EXPANDED TO THE FOLLOWING CLASSES IF WE CANNOT FINISH THE TOPIC AS SCHEDULED.**

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 |
|---|---------------------------------|---------------------------------------|---|---|
| CHECK (X) ONE PER ROW | | | | |
| 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 team environments that respect the experience, expertise and interest of all members.</i> | | | | X |
| 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).

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

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.

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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