



CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 3103, SECTION E  
WINTER 2023  
INTRODUCTION TO ORGANIZATIONAL THEORY

**Instructor:** Miguel Mejicano Q.  
**Office Hours:** Upon appointment  
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**TA:** TBD  
**Office Hours:** TBD  
**Email:** TBD

**\*Modality:** In Person  
**\*Course meets:** Thursdays, from: 14:35 to 17:25; at Nicole Building Room: 4030

**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 [2022/2023 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 978-0-17-691585-2)

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

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

Quizzes	22%
Group exercises	13%
Final Project	13%
Final Project Presentation	7%
Class Participation	5%
Final Exam	40% (Scheduled University Exam)
<b>TOTAL</b>	<b>100%</b>

### **Quizzes and Exercises**

There will be 6 quizzes as per the established schedule. The quizzes will be either multiple choice, true-false, or short-answer questions. Only the five highest grades will be considered. These quizzes will be normally on Brightspace, however, only students attending the class will be graded.

There will be six group exercises to be completed in class in which students would provide their solution to a problem related to the course concepts. All submissions will be done electronically through specific links, no hard copies or email attachments will be accepted. Only the five highest grades will be considered. Further details of the exercises are to be posted on Brightspace. Like the quizzes, only students attending the class will be graded

Students are required to have their groups (4 students) formed by the first week of the class (January 12th); these groups should not change during the term.

### **Class Participation**

Class participation will be graded as students comment on relevant course topics or answer questions posted by the instructor.

### **Final Project and Video Presentations**

Students working in the groups mentioned earlier will complete a final project (detailed instructions will be posted on Brightspace). 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 Brightspace. All the final project materials should be submitted through Brightspace.

### **Final Exam**

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

### **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

Out of the class schedule, 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 in the case these are online, 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 initial course schedule, any updates will be provided during the class and posted on Brightspace. Please consider it as the initial proposal.

Topic	Date	Readings	
Class 1	<ul style="list-style-type: none"> <li>• Introduction and Class organization</li> <li>• Organizations and Organizational theory</li> </ul>	Jan. 12	Chapter 1
Class 2	<ul style="list-style-type: none"> <li>• The External Environment</li> </ul>	Jan. 19	Chapter 2
Class 3	<ul style="list-style-type: none"> <li>• Strategy, Organizational Design and Effectiveness</li> </ul>	Jan. 26	Chapter 3
Class 4	<ul style="list-style-type: none"> <li>• Fundamentals of Organizational Structure</li> </ul>	Feb. 2	Chapter 4
Class 5	<ul style="list-style-type: none"> <li>• Designing Organizations for Social and Environmental Purpose</li> <li>• Interorganizational Relationships</li> </ul>	Feb. 9	Chapter 5 & Chapter 6
Class 6	<ul style="list-style-type: none"> <li>• Designing Organizations for the International Environment</li> </ul>	Feb. 16	Chapter 7
Class 7	<ul style="list-style-type: none"> <li>• Organization Size, Life Cycle, and Decline</li> </ul>	Mar. 2	Chapter 8
Class 8	<ul style="list-style-type: none"> <li>• Organizational Culture and Ethics/Values</li> </ul>	Mar. 9	Chapter 9
Class 9	<ul style="list-style-type: none"> <li>• Manufacturing and Service Technologies</li> </ul>	Mar. 16	Chapter 10
Class 10	<ul style="list-style-type: none"> <li>• Innovation and Change</li> </ul>	Mar. 23	Chapter 11
Class 11	<ul style="list-style-type: none"> <li>• Conflict, Power, and Politics</li> </ul>	Mar. 30	Chapter 12
Class 12	<ul style="list-style-type: none"> <li>• Decision-Making processes</li> </ul>	Apr. 6	Chapter 13

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

### Quizzes and Exercises Schedule

Following is the initial course schedule, any updates will be provided during the class and posted on Brightspace. Please consider it as the initial proposal.

Date	Session, Quiz or Assignment
Jan. 19	Quiz #1 Chapter 1 Concepts. Exercise 1, Chapters 1 and 2
Feb. 2	Quiz #2 Chapter 3 Concepts; Exercise 2, Chapters 3 and 4
Feb. 16	Quiz # 3 Chapter 4 Concepts; Exercise 3, Chapters 5 and 6
Mar. 2	Quiz #4 Chapter 7 Concepts; Exercise 4, Chapters 7 and 8
Mar. 16	Quiz #5 Chapter 8, Concepts; Exercise 5, Chapters 9 and 10

Mar. 30v	Quiz # 6 Chapter 10; Exercise 6, Chapter 11 and 12, Video for Final Project Submission
Apr. 6	Videos presentation; Final Project Submissions

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

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<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>				<b>X</b>
<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 on analysis and evaluation.</i>				<b>X</b>
<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 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. Group work could be assessed through 'peer-review' evaluations.

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](https://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](https://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](https://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**

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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](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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### **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).

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