

Carleton University
MGMT 5100 A*
Fall 2023
Managing People and Organizations

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Class Meeting: Wednesday, 11:30 AM to 2:30 PM, 5010 Nicol Building

Course Calendar Description: [*\(From 2023/2024 graduate calendar\)*](#)

Organizations and the relationships that define them. Theories, concepts, and experiential exercises help students understand their own values, attitudes, and goals and those of others how to motivate, communicate, teach, and lead others; and how to apply these concepts to improving personal and organizational performance.

Includes: Experiential Learning Activity

Precludes additional credit for MGMT 5101 (no longer offered) and MGMT 5102 (no longer offered).

Prerequisite(s): enrolment in the MBA program in the Sprott School of Business or permission of the School.

Course Description:

This course is divided into two sections. Weeks 1 through 6 will focus on material to help you understand why you and others behave the way you do within group and organizational settings. The discussion here is more at the individual level (i.e., micro level). The topics to be covered are learning, perception, motivation, personality, and communication skills.

Weeks 7 through 12 switches the focus from the individual to the relationships between individuals within the organization and between different organizational units. The discussion here is more at the group or organizational levels (i.e., macro level). The topics to be covered are leadership, teamwork, negotiation, culture, managing change, and decision making.

Course Learning Objectives:

1. Understanding yourself and other people at work
2. To help you become more skilled at analyzing behaviour in organizations and groups
3. To help you learn what actions are appropriate for different situations

*Thanks to Dr. Linda Duxbury who created the course outline this outline is based on

Required Materials:

- **Textbook (required)**

Organizational Behavior: An Experiential Approach, 8th Edition by Osland, Kolb, Rubin and Turner. Prentice Hall, 2007 (referred to as **Textbook** in the course outline)

The textbook, consists of content, exercises, and tips for managers. **Please bring the textbook to every class.** Please master the material before you come to class so that we can use class time to clear up any questions you may have and to focus on the experiential part of the course.

- **Access to a computer with internet**

The lecture notes, course announcements, assignments/assignment submissions, and case analysis submission will all be conducted through the course’s Brightspace website. Please ensure that you will be able to access and interact with this site for the duration of the course.

If you currently do not have access to Carleton’s Brightspace website please go to, <https://carleton.ca/its/get-started/new-students-2/> and set it up. Make sure you can access this course through Brightspace.

Final Exam Date: There is no exam for this course.

Drop Course Policy: The deadline for academic withdrawal is November 15th.

Grading Scheme:

Class Participation	10%
Personal Application Assignments (PAA)	50%
• 5 PAAs worth 10% each	
Case Analysis	40%
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components. Details of each of these deliverables are given below.

Class participation: The participation mark is a combination of attendance, preparation, and participation. Each student is expected to be an active participant in each class session and take part in the exercises and make meaningful comments on both the readings and the experiences in the classroom. I value quality rather than quantity—talking for the sake of talking does not improve your class contribution grade. I am looking for evidence of good critical thinking on your part: challenging assumptions, asking thought-provoking questions, coming up with learning points from our experiences in class, and sharing what you have learned about yourself and others during the exercises. Merely coming to class is not sufficient; attendance is a first step, but you must also participate actively.

The best ways to prepare your contribution to class discussions are:

- Follow the instructions in the **Class Preparation**, which are the first few pages of each chapter in the Textbook.
- **Make sure that you have read the assigned material before you come to class.** Be prepared to integrate the material from the readings to the discussion in class. This is an important part of your participation grade.

- Be ready to help pull together the learnings from the class.

I may do spot quizzes on the readings during the 12 weeks of the course and the mark you get will figure into your participation mark.

Please be aware that not only do you have the opportunity to gain class participation marks - you also have the opportunity to lose participation marks. The success of the exercises we do in class depends on all of you coming to class having done the pre-work ahead of time. I will penalize any student who comes to class without having done the pre-work by taking one mark off your final participation grade for each occurrence. Marks will be also subtracted from the participation mark for the following behavior: if you are late to class or come back late after the break (i.e., tardiness), if you are texting, emailing, checking social media etc. in class, if you are consistently disruptive in class.

Personal Application Assignment (PAA): Each chapter in the book includes a PAA. The student has the option each week of writing a 5-8 page double spaced paper called a PAA. These PAAs will be your way of reflecting and commenting on the class experience and applying some personal interest or experience of yours to the class lesson. Each PAA should:

- a. summarize what you learned from the in-class exercise(s) including your opinions, feelings, and thoughts;
- b. demonstrate some of the knowledge gained from the Textbook or assigned readings (must make the connections explicitly);
- c. show how you plan to apply the acquired knowledge to a real situation of your own or to the same situation if you were to relive it;
- d. demonstrate what you learned about yourself from partaking in the exercise;
- e. be well written and enjoyable to read.

You have the opportunity to decide to do a PAA on any of the topics covered in the course: psychological contract, theories of managing people, perception and attribution, learning, communication, motivation, personality, leadership, conflict and negotiation, power and influence, teams and groups, problem solving, managing change and decision making. PAAs are due the week after the topic was covered in class before the class begins.

You will hand in 5 PAAs over the course of the 12 weeks. Each PAA will be marked out of 20 and your mark on these 5 PAAs will constitute 50% of your grade.

Analyze a case: Prepare a written project report. The body of the report should not exceed 10 pages, double-spaced with 12-point Times New Roman font (or equivalent—i.e., 12 point Calibri is fine too) and 1-inch margins. The Case Analysis is to be submitted on the course's Brightspace website no later than Dec. 8th, 2023 at 11:59PM.

Cases are brief descriptions of a situation in which a manager or employee finds themselves at a point in time. The purpose of the case analysis is to apply various concepts (i.e., theories, models, and concepts) of management to the understanding and suggested resolution of an actual organizational issue or problem (it must relate to the course material—see course schedule on the last pages of this course outline for a list of topics covered in the course under the Topic/Agenda column). The situation must be real. You may learn about it firsthand from individual(s) who are/were involved in the issue or problem at the time. The situation must take place in an organizational setting (you may draw from personal experience, personal

contacts, business contacts, etc.). You are not expected to go beyond the course material to find information on the chosen topic. You are, however, expected to reference any sources used including course textbook, course slides, interviews, journal articles used, etc. using proper referencing and citations (APA format, see link below for a guide). A more detailed description of the case assignment will be provided on the course's Brightspace website.

Purdue Website with Style Guide Guidelines: https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html is an excellent source for general APA guidelines.

Deadline is strict. **Failure to meet the deadline will result in a penalty of 10% per day. Assignments submitted more than 1 week late we be considered missed.**

Information relevant to completion of Assignments¹

All page limits specified in this outline are “hard” and non-negotiable; in other words, aim for the upper limit in each case (e.g., a 1-page submission for an assignment with a 4-page limit will be judged as insufficient) but do not exceed it. Material beyond the stated limit will not be read and the remaining submission will be judged on its merits. For fairness and comparability, all take-home written work must be submitted typed, double-spaced, on letter-size paper, with 2.54 cm margins all-round (1 inch), in Times-Roman 12-point font (or equivalent—i.e., 12-point Calibri font is fine too), in Word format.

- In addition to content, all written work will be graded for grammar, spelling, writing style, and organization and presentation of the material.
- Cheating, plagiarism, and other instructional offences are not tolerated and can have severe penalties. What is plagiarism? If you are unsure, please refer to these websites:
 - <http://www.plagiarism.org/plagiarism-101/what-is-plagiarism/>
 - <http://wpacouncil.org/positions/WPAplagiarism.pdf>
 - <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>
- All assignments are normally marked and returned on the course's Brightspace website one week after submission (that is my goal anyway).
- Deadline extensions will not be granted and late PAA assignments (i.e., those handed in after the class has started) will not be accepted except for university-approved reasons (e.g., on medical grounds and with appropriate documentation).
- The above evaluation plan may have to be changed if changing class conditions warrant it.
- Students who miss a week of classes are required to hand in the PAA for the material that they missed, regardless of whether or not they have completed the five PAAs required for the course. This PAA will be in addition to other class requirements. That is, this PAA will not count as one of the 5 PAAs.

¹ Thanks to Dr. N. Papadopoulos for drawing up this list.

Preparation and Participation:

The most effective method for teaching interpersonal and managerial skills is experiential learning. This means that we will turn the classroom into a laboratory and create conditions for understanding concepts through experience as well as readings. We will use role plays, exercises, and simulations so that you can pull out your own learning points from these experiences. **This type of course requires students to take responsibility for their own learning.** In order for an experiential course to be successful, students **must** do all the reading and homework preparation **and** participate actively in the classroom. Therefore, attendance is mandatory because what goes on in class is not a repeat of the readings but the heart of the course. If you have an emergency and cannot attend class, please send me an email beforehand so we can make special arrangements if need be. There is a lot to do each class, and we have to start on time. As such, it is important that you all arrive to the class on time. Once the class has started, the door will be shut and you may not enter until the break. Exceptions will be made if you have a good reason for being late.

Please do not underestimate the importance of participation in this course. It is an important part of your final grade, not to mention that it gives you an opportunity to practice your communication skills.

COURSE SCHEDULE

Day	Topic/Agenda	Pre-class Prep
Week 1: Sept. 6 th	<ul style="list-style-type: none">• Introduction to course• Psychological contract	Textbook: <ul style="list-style-type: none">• xv to xxvii and Chapter 1
Week 2: Sept. 13 th	<ul style="list-style-type: none">• Theories of managing people• Perception and Attribution If submitting a PAA for Week 1 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapters 2 and 9
Week 3: Sept. 20 th	<ul style="list-style-type: none">• Learning If submitting a PAA for Week 2 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapter 3
Week 4: Sept. 27 th	<ul style="list-style-type: none">• Motivation If submitting a PAA for Week 3 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapter 5
Week 5: Oct. 4 th	<ul style="list-style-type: none">• Communication If submitting a PAA for Week 4 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapter 8
Week 6: Oct. 11 th	<ul style="list-style-type: none">• Personality If submitting a PAA for Week 5 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapter 4
Oct. 16 th – Oct. 20 th — Exam Week: No Class		
Oct. 23 rd – Oct. 27 th — Fall Break: No Class		
Week 7: Nov. 1 st	<ul style="list-style-type: none">• Group dynamics and teams• Problem solving If submitting a PAA for Week 6 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none">• Chapters 10 and 11
Week 8: Nov. 8 th	<ul style="list-style-type: none">• Conflict and negotiation• Power and influence	Textbook: <ul style="list-style-type: none">• Chapters 13 and 18

	If submitting a PAA for Week 7 it is due before class at 11:30AM	
Week 9: Nov. 15 th	<ul style="list-style-type: none"> Leadership If submitting a PAA for Week 8 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none"> Chapter 15
Week 10: Nov. 22 nd	<ul style="list-style-type: none"> Culture If submitting a PAA for Week 9 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none"> Chapter 16
Week 11: Nov. 29 th	<ul style="list-style-type: none"> Managing change If submitting a PAA for Week 10 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none"> Chapter 22
Week 12: Dec. 6 th Last class	<ul style="list-style-type: none"> Decision making If submitting a PAA for Week 11 it is due before class at 11:30AM	Textbook: <ul style="list-style-type: none"> Chapter 17
Dec. 8 th	Case Analysis Due: Hand in Case Analysis on course's Brightspace website (please use word format). Due 11:59PM, Dec. 8 th , 2023 If submitting a PAA for Week 12 it is due 11:59PM	No Class

Note: While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>			X	
MB2 Communication <i>Graduates will be effective communicators</i>			X	
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				X
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>	X			
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>	X			
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</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 Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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**
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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>
- **Religious Obligations**
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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

[Guide-to-Academic-Accommodation.pdf](#)

- **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. <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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. 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. 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>