Management of Organizations

MGT 307.01

Course number 1143

Mondays 12:00 – 2:50 p.m.

Bell Tower 2414

Instructor: Cynthia L. Sherman, Ph.D., MBA

Office Hours: Monday 3:30 – 4:30 p.m., Wednesday & Thursday 4:30 – 5:30 p.m., and by appointment

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**Required Textbook**: Principles of Management, v. 3.0, Talya Bauer, Berrin Erdogan, Jeremy Short, Mason Carpenter, Flat World Knowledge. Several formats available.

Link to our book:

<https://students.flatworldknowledge.com/course/2557357>

**Course description**: Principles, methods and procedures planning, organizing, leading, and controlling people within organizations. Topics include the history of management thought, organizational culture and design, decision-making, managerial communication, and strategic management.

**University Mission**

Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

**Course Outcomes**

* CI graduates will possess an education of sufficient breadth and depth to appreciate and interpret the natural, social and aesthetic worlds and to address the highly complex issues facing societies. Graduates will be able to:
* Identify and describe the modern world and issues facing societies from multiple perspectives including those within and across disciplines, cultures and nations (when appropriate); and
* Analyze issues, and develop and convey to others solutions to problems using the methodologies, tools and techniques of an academic discipline.



**Bloom’s Taxonomy of Learning is presented here as a visual of where we will start building our *Knowledge* and the ways in which we can progress to *Evaluation* by the end of the semester.**

**Learning Objectives:** Students who complete this course will be able to:

1. Describe orally and in writing the fundamentals of management within domestic and

global enterprises (1,2,3,5)

2. Write analyses of complex cases related to management and organizational behavior principles (1,5)

3. Formulate and execute management policies, strategies, plans and procedures (1,5)

4. Identify, conceptualize, and develop solutions for successful resolutions to organizational problems drawing upon enhanced management competencies to include: critical thinking, emotional intelligence, communication, and global awareness (1,5,6)

\*Aligns with Program Learning Goals for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

**Assignments, due dates, and points**

| ***Date*** | ***When*** | ***What*** | ***Where*** | ***%*** | ***Points*** |
| --- | --- | --- | --- | --- | --- |
| 9/11/17 | Before class | Short paper: bring typewritten hard copy to turn in and discuss in class. | Assignment description on Canvas. | 2 | 10 |
| Ongoing | Weekly | Chapter summaries | Post on Canvas | 5 | 20 |
| 9/25/17 | In class | Personal vision & mission | In-class | 1 | 5 |
| 10/2/17 | Before class | Podcast paper from sources listed | Post on Canvas | 1 | 5 |
| 10/2/17 | In-class | Team – Walt Disney Org Strategy Case | In-class | 2 | 10 |
| 10/9/17 | In-class | Midterm | In-class | 12 | 50 |
| 10/30/17 | Before class | Individual Assignment: Interview a Manager Paper | Post on Canvas | 24 | 100 |
| 11/13/17 or 11/20/17 | In-class | Team Presentation – must be present to receive full credit!  | In-class | 12 | 50 |
| 11/27/17 | In-class | Team Peer Review | Post on Canvas | 6 | 25 |
| 12/4/17 | Before class | Individual short paper | Post on Canvas | 6 | 25 |
| 12/11/17 | In-class | Final Exam | In-class | 24 | 100 |
|  |  | Participation, engagement, OCBs |  | 6 | 25 |
|  |  |  | ***Total Percentage/Points*** | 100% | 425 |

Assignments may change to allow for flexibility. Any changes will be announced in class and posted on Canvas. The professor reserves the right to change the method for determining course evaluation at any time.

**Points to Letter Grade**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 395-425 =A | 374-382 = B+ | 332-339 = C+ | 255-297 = D | less than 255 = F |
| 353-372= B | 310-331 = C |  |  |
| 383-394 = A- | 340-352 =B- | 298-309 = C- |  |  |

A grade of C- is required for the course to count towards your Business degree requirements.

**PROFESSIONALISM**

I will make every effort to conduct this class in a professional and business-like manner, such as one would experience in an organizational environment. Since we meet only once a week, it is important that all students attend every class. Students are expected to be professional in all respects. Professionalism is exhibited by:

* **Students arrive on time.** On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
* **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited. We will normally take a short break halfway through class.
* **Students are fully prepared for each class.** Much of the learning in the business program takes place during classroom discussions. When students are not prepared they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
* **Students respect the views and opinions of their colleagues.** Disagreement and discussion are encouraged. Intolerance for the views of others is unacceptable.
* **Laptops are closed and put away when requested.** When students are surfing the web, responding to e-mail, instant messaging each other, and otherwise not devoting their full attention to the topic at hand they are doing themselves and their peers a major disservice. Those around them face additional distraction. Fellow students cannot benefit from the insights of the students who are not engaged. There are often cases where learning is enhanced by the use of laptops in class. Faculty will let you know when it is appropriate to use them. In such cases, professional behavior is exhibited when misuse does not take place.
* **Phones and wireless devices are turned off.** We’ve all heard the annoying ringing in the middle of a meeting. Not only is it not professional, it cuts off the flow of discussion when the search for the offender begins. When a true need to communicate with someone outside of class exists (e.g., for some medical need) please inform me prior to class. Please begin every class with cellphones silenced. Only emergency calls should be accepted during class, and then please respect your classmates by stepping outside to take the call.
* **Late Policy.** Assignments are expected when requested. Late submission of any assignment will not be accepted unless you make arrangements with me in advance of the due date or have an emergency reason that includes documentation.
* **Missed Classes.** If you miss class, you are responsible for obtaining any notes, handouts, additional reading materials, or assignment changes from your classmates or from CILearn.
* **Exam dates are fixed and you must attend class to take the exam.**

**Schedule Fall 2017**

| **Date & Topic** | **Prepare for this class** | **Assignments and Activities** |
| --- | --- | --- |
| Week 1: 8/28 | Introduction to Principles of Management | Chapter 1 |
| Week 2: 9/4 | No class Labor Day holiday | See assignment on Canvas for next week. |
| Week 3: 9/11 | History, Trends Globalization & Ethics | Chapter 2Short paper due in class.Team formationBring your laptop for in-class collaborations |
| Week 4: 9/18 | Personality Attitudes, & Work Behaviors | Chapter 3*Tentative-Library resource & interviewing techniques presentation*  |
| Week 5: 9/25 | Developing Mission Vision & Values | Chapter 4In-class exercise, Your personal vision & mission |
| Week 6: 10/2 | Strategic Management | Chapter 5 |
| **Week 7: 10/9** | **Midterm – first 1.5 hours**Goals & Objectives | **Midterm Chapters 1-5**Chapter 6 |
| Week 8: 10/16 | Org Structure & Change | Chapter 7 |
| Week 9: 10/23 | Org Culture | Chapter 8In-class team culture activity |
| Week 10: 10/30 | Leading People & Organizations | Chapter 9Interview a Manager Paper due in-class.*Tentative: Effective Presentations- WML Center* |
| Week 11: 11/6 | Decision Making | Chapter 10 |
| Week 12: 11/13 | Communication | Chapter 11Team presentations 1, 2, 3 |
| Week 13: 11/20 | Managing Groups & Teams | Chapter 12Team presentations 4, 5, 6 |
| Week 14: 11/ 27 | Motivating Employees | Chapter 13 |
| Week 15: 12/4 | The Essentials of Control | Chapter 14Individual short paper due |
| **Final Exam: 12/11: 10:30AM-12:30 PM** |  | **Final Exam - comprehensive** |

This syllabus and the schedule may change during the semester as circumstances and flexibility dictate. The most updated syllabus will always be on our course Canvas site.

**Disabilities Accommodations**

Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation and Support Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning or other disabilities are encouraged to contact the Disability Accommodation and Support Services office at (805) 437-8510 for personal assistance and accommodations. All requests for accommodations require appropriate advance notice to avoid delay in services.  Please discuss approved accommodations with me ASAP.

<https://www.csuci.edu/dass/>

**Cheating, Plagiarism and Other Forms of Academic Dishonesty**

All work that students submit, as their own work must, in fact, be their own work. In accordance with CSU Channel Islands policy on academic dishonesty, students in this course who submit the works of others as their own (plagiarize), cheat on quizzes, tests or examination, help other students cheat or plagiarize, or commit other acts of academic dishonesty will receive appropriate academic penalties, up to including failing the course**.**

Papers with plagiarized ideas or language will be graded “F” and must be rewritten with proper use of quotations and referencing. The grade of “F” will remain the recorded grade on the assignment.

The Internet is a great source of information and I encourage you to use it for research. However, do not copy another author’s writing word for word, except for brief passages to support your thesis, and then only if the author has stated it in such a way that you cannot restate it effectively in your own words. When using another writer’s work, accurately identify it with a proper citation. The preferred method of citation for this course is the APA methodology (American Psychological Association).

Plagiarism or cheating on test and exams will results in an “F” (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course, as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs. To complete course requirements, students must retake the test or exam during the instructor’s scheduled office hours.

Plagiarism on homework or project deliverables will result in 0 point grade for that document.

In case where the cheating or plagiarism was premeditatedor planned, students may receive and “F” for the course as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs.

[**https://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm**](https://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm)

**CSUCI Policy on Grades, Honors, & Awards**

You can find more information about grades, that is what letter grades mean, how the 4.0 point scale works, and more in the CSUCI Course Catalog at:

<http://catalog.csuci.edu/content.php?catoid=46&navoid=2906>

**Other Assignment Frameworks will be posted on Canvas.**

**Interview a Manager Assignment**

DUE DATE: 10/30/17

Interview a practicing manager.

Contact a manager and make an appointment for an interview. A manager is someone who has other people reporting to her/him. Please be sure your manager has subordinates and does not just work for him or her self.

Step 1: Ask the manager these questions:

1. Briefly describe your current position and responsibilities. How long have you held this position?

2. What do your subordinates expect from you on the job?

3. What are the major stresses and challenges you face on the job?

4. What, if anything, do you dislike about the job?

5. What do you like best about your job?

6. What are the critical differences between average managers and top-performing managers?

7.   Think about the skills and knowledge that you need to be effective in your job. What are they, and how did you acquire them?

8.    What have been your biggest mistakes thus far? Could you have avoided them? If so, how?

9. What has been your proudest moment?

Step 2: Prepare a short paper to discuss your findings. This paper should read like a report to your manager. You will describe the company, introduce the manager, how long he/she has been with the company. You will need an email address/phone number for the manager too. After discussing the answers to the questions above, that is you are paraphrasing, not just writing the manager’s answers verbatim, please include a paragraph analyzing this manager’s experience to what you have learned so far about management, particularly: the four functions of managers including planning, organizing, leading, and controlling; ethics; organizational culture; and how the manager impacts the company’s culture. Finish the paper with a few comments about what you found particularly interesting or helpful from the interview.

**Due 10/30/17** The paper should be 4-6 pages, 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch page size.

You may take your draft to the Writing & Multi-literacy Center for editing assistance. Have the Center personnel stamp the paper and bring it to class for extra credit. Your final edited paper should be turned in at the beginning of class on the due date, 10/30/17. Source: Hill, L. A. (1992). *Becoming a Manager: Mastery of a New Identity.* Boston: Harvard Business School Press.