**California State University Channel Islands**

**Management of Organizations MGT 307**

**Spring 2011**

Mon-Wed 10 am – 11:45 am (Bell Tower 1602, Section 1)

**Professor:** J. Goosby Smith, Ph.D.

**Office Location:** Sage Hall 2129

**Office Hours:** Mon, Tue, & Wed 3:00 – 4:00 pm and by appointment

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**CSUCI Catalog 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.”

**CSUCI Catalog Course Objectives (MGT 307)**

“This is an (sic) required course in the BS in Business. An understanding of the role of the management in leading and designing organizations in the global business environment is essential for managers in private and public organizations. The course will use cases and in-class exercises to illustrate various management topics. The course will address managerial, legal, ethical and operational aspects of management. This course strives to provide all managers with the knowledge, skills, and abilities to manage and motivate a diverse employee population effectively.

**CSUCI Catalog Sudent Learning Objectives (SLOs):**

Students who successfully 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  (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

**Course Take-aways**

This course should improve your

1. Working repertoire of management concepts and theories.
2. Ability to **critically think** about these concepts and apply them to reality.
3. Professional oral and written **communication** skills regarding these concepts.
4. Ability to **collaborate** effectively with team members on a performance-based task.
5. Appreciation of diversity and its impact upon management.
6. Knowledge of yourself and others, as relevant to the workplace.

**My Assumptions:**

You are adults. As such, I expect you to:

* manage your learning by being prompt, prepared, and open to learning.
* be accountable for meeting course requirements.
* accept the consequences when you fall short of meeting those requirements.
* complete the day’s assignments prior to coming to class.
* be “fully present” and participate in each class meeting.
* participate in group projects.
* engage, fully consider, and respect the rights, opinions, preferences and feelings of our learning community’s members.

You will do much of your learning and managing in teams, which I will assign.

# Course Materials

* E-book version (in bookstore) of Daft, R. L. (2010). Management, 9th Edition. South-Western, Cengage Learning. (about $80, or half the hardcopy price)
* Selected articles or handouts that I will distribute, e-mail, or post to Blackboard.

# Assignments

You are expected to complete readings and activities for each session, which will inform your class experience and increase the conceptual strength of your work. Lack of preparation will impact the quality of your participation and your performance on assignments and presentations.

**Written Assignments** are evaluated for conceptual accuracy, clarity, depth of reflection, application of theory, organization, conciseness, and mechanics. The assignments are:

* 5 Quizzes (in-class, closed book)
* Resume and Cover Letter Assignment (2-3 pages max)
* Career Interview Report
* Final Examination

**Presentation Assignment**

* Team Career Interview Synthesis Presentation

**Written Assignment Standards (PAY ATTENTION!!)**

* Typed on white paper using black ink
* single-sided
* double-spaced (unless specifically told otherwise)
* 12-point font
* Times New Roman
* 1” margins all four sides
* page numbers at the bottom center of each page
* headings to delineate topic changes or sections
* stapled hard copy (Unless I have approved electronic submission)
* at or under the page maximum

# Performance Evaluation

Your participation in our learning community assignments, discussions, and activities is critical to your learning and that of your classmates. Therefore, barring extenuating circumstances (e.g., floods, fires, acute medical emergencies, death or grave illness of close family members, etc.) attendance at every class (in the section for which you are registered) is mandatory\*\*. Missing more than 1 class (once-a-week section) or 2 classes (twice-a-week section) without an approved excuse, chronic tardiness, or frequent disengagement (e.g., talking, sleeping, chatting, etc.) in class will negatively impact your grade. **Though important, work and work-related absences are not excused absences. Similarly, non-emergency doctor’s appointments are not excused. Required and non-reschedulable CSUCI-related activities are excused.**

**Unexcused Absence Policy**

# of absences % points deducted from participation/attendance grade (20% total)

1-2 (or 1 week) no penalty

3-4 (up to 2wks) 2.5

5-6 (up to 3 wks) 7.5

7-8 (up 4 wks) 12.5

5+ weeks 10

\*\*If you are an **athlete** or if you have a **documented disability**, notify me during the first week of class. Notification means showing me official documentation, discussing specific challenges and constraints we need to manage, and mutually agreeing upon ways to ensure your success. Athletes, please give me **one** list of the dates you will miss so that we can plan accordingly.

“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 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 Services office at (805) 437-8510 for personal assistance and accommodations.” [**http://www.csuci.edu/disability/disability.htm**](http://www.csuci.edu/disability/disability.htm)

**Weighting of Assignments**

|  |  |  |
| --- | --- | --- |
| **Individual or Team Grade** | **Graded Activity** | **% of Grade** |
| Individual | Quizzes (5 @5% each) | 25 |
| Individual | Class Participation & Attendance | 20 |
| Individual | Career Interview Report | 15 |
| Individual | Resume & Cover Letter Assignment | 10 |
| Individual | Final Examination | 10 |
| **Individual Total** |  | 80% |
| Team | Career Interview Synthesis Presentation | 10 |
| Team | 360-degree Peer Feedback | 10 |
| **Team Total** |  | 20% |
| **Grand Total** |  | 100% |

**Grading:** I grade in “Letters.” However, for calculation purposes, here is how the grades correspond to percentages (for the quiz and 360 Evaluation, which are numeric). All other assignments are graded using a 4.0 point grading scale, as follows:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| numerical value: | 0-59 | 60-63 | 64-66 | 67-69 | 70-73 | 74-76 | 77-79 | 80-83 | 84-86 | 87-89 | 90-92 | 93-100 |
| letter grade is: | F | D- | D | D+ | C- | C | C+ | B- | B | B+ | A- | A |
| GPA | 0 | .75 | 1 | 1.25 | 1.75 | 2 | 2.25 | 2.75 | 3 | 3.25 | 3.5 | 4 |

**Academic Integrity**

Breaches of academic integrity are unacceptable. Please refer to the University’s statement on Academic Integrity at the following link:

<http://www.csuci.edu/academics/catalog/2006-2007/12_policiesandregulations/50_academicdishonesty.htm>, which states:

*1. Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess.*

*2. Course instructors have the initial responsibility for detecting and dealing with academic dishonesty. Instructors who believe that an act of academic dishonesty has occurred are obligated to discuss the matter with the student(s) involved. Instructors should possess reasonable evidence of academic dishonesty. However, if circumstances prevent consultation with student(s), instructors may take whatever action (subject to student appeal) they deem appropriate.*

*3. Instructors who are convinced by the evidence that a student is guilty of academic dishonesty shall assign an appropriate academic penalty. If the instructors believe that the academic dishonesty reflects on the student's academic performance or the academic integrity in a course, the student's grade should be adversely affected. Suggested guidelines for appropriate actions are: an oral reprimand in cases where there is reasonable doubt that the student knew his/her action constituted academic dishonesty; a failing grade on the particular paper, project or examination where the act of dishonesty was unpremeditated, or where there were significant mitigating circumstances; a failing grade in the course where the dishonesty was premeditated or planned. The instructors will file incident reports with the Vice Presidents for Academic Affairs and for Student Affairs or their designees. These reports shall include a description of the alleged incident of academic dishonesty, any relevant documentation, and any recommendations for action that he/she deems appropriate.*

*4. The Vice President for Student Affairs shall maintain an Academic Dishonesty File of all cases of academic dishonesty with the appropriate documentation.*

*5. Student may appeal any actions taken on charges of academic dishonesty to the "Academic Appeals Board."*

*6. The Academic Appeals Board shall consist of faculty and at least one student.*

*7. Individuals may not participate as members of the Academic Appeals Board if they are participants in an appeal.*

*8. The decision of the Academic Appeals Board will be forwarded to the President of CSU Channel Islands, whose decision is final.*

**Professor’s Note:** Unless specified otherwise, assume that all assignments are to represent your individual (or your team’s as appropriate) intellectual contributions. While you are free to discuss assignments with each other, all experiences analyzed and conceptual explanations provided must be unequivocally yours. Similarly, cite authors properly in your papers and presentations. For example, it is not ethical to write about the “Hierarchy of Needs” without citing Maslow (even though “everyone knows” it’s his work). If I discover that you have cheated on any assignment, your grade on the assignment will be “F.” Additionally, you will be reported to the appropriate University Committee.

**Statement on Disruptive Behavior**

We will be respectful and act in a civil manner in this class. Any acts of disruption that go beyond the normal rights of students (and instructors) to question and discuss the educational process relative to subject content will not be tolerated and will be reported to administration, campus police, and/or campus counseling services.

**Spring 2011 MGT 307 Syllabus**

| **Class Meetings** | **Chapter/Topic** | **Due TODAY (in addition to reading)** |
| --- | --- | --- |
| 1/24 | Introductions, Syllabus | **Who are you? Form** |
| 1/26 |  |  |
| 1/31 |  |  |
| 2/2 | 1 Innovative Management for Turbulent Times |  |
| 2/7 | 2 The Evolution of Management Thinking |  |
| 2/9 | Resume and Cover Letter Workshop | **Quiz Chapter 2** |
| 2/14 | 6 Managerial Planning and Goal Setting |  |
| 2/16 | Team Project Planning Exercise | **Resume and Cover Letter** |
| 2/21 | Career Goal Setting |  |
| 2/23 | 7 Strategy Formulation and Implementation |  |
| 2/28 | 8 Managerial Decision Making | **Quiz Chapter 7** |
| 3/2 | Ethical Decision-Making Exercise |  |
| 3/7 | 18 Managing Quality and Performance |  |
| 3/9 | 19 Managing the Value Chain, Information Technology, and E-Business |  |
| 3/14 | 13 Dynamics of Behavior in Organizations | **Career Interview Reports Due** |
| 3/16 | Team Assessment Discussions | **Quiz Chapter 13** |
| 3/21 | SPRING BREAK |  |
| 3/23 | SPRING BREAK |  |
| 3/28 | 14 Leadership |  |
| 3/30 | Leadership |  |
| 4/4 | 15 Motivating Employees |  |
| 4/6 | 16 Managing Communications | **Quiz Chapter 15** |
| 4/11 | Managing Communications |  |
| 4/13 | 17 Leading Teams |  |
| 4/18 | 9 Designing Adaptive Organizations | **Quiz Chapter 17** |
| 4/20 | 10 Managing Change and Innovation |  |
| 4/25 | 11 Managing Human Resources |  |
| 4/27 | Human Resources Case Discussion |  |
| 5/2 | 12 Managing Diversity |  |
| 5/4 | Managing Diversity | **Quiz Chapter 12** |
| **5/9** | Team Career Interview Presentations | **Presentations** |
| **5/11** | Team Career Interview Presentations | **Presentations** |
| **18 May**  **10:30-12:30** | **FINAL EXAM SESSION**  In-class final exam |  |

**Have a safe and pleasurable break!**