**class information** Management 307 (Management of Organizations)  
Class Meetings: Wednesdays from 6:00pm – 8:50pm  
Office Hours: Wednesdays from 9:00pm – 10:00pm or by appointment  
Class Location: Bell Tower 1688

**instructor** David W. Church  
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Phone: 818.516.6056 (mobile)

# course description

### Course Textbook

This class will be using the following textbook:

* Robbins, Stephen P., Coulter, Mary (2009). Management. Custom Edition. Pearson Custom Publishing

CSUCI Blackboard: <http://csuci.blackboard.com>.

### Course Prerequisites

Familiarity with the following:

* Word Processing Software, such as Microsoft Word
* Internet
* Email
* PowerPoint

### Course Description

The course examines the 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.

### Learning Objectives

Students who successfully complete this course will be able to:

1. Communicate orally and in writing the pivotal role of Management in organizations and define the strategic, tactical, and operational roles and functions of Management.
2. Apply the principles of Management to assess the value of
3. Management in different business situations.
4. Describe ethical and social issues relating to Management in organizations.
5. Use critical thinking to formulate and execute Management policies, strategies, plans, and procedures.
6. Individually and in teams identify, conceptualize, and develop solutions for successful Management operations.

### Welcome

First, I wanted to wish you all Happy New Year! My name is David Church and I am looking forward to meeting all of you in the New Year. Welcome everyone to our MGT 307 (Management of Organizations) class! I am excited to participate in this class with all of you.

To give you some background on who I am, I have an extensive background in technical project management, consulting and managing client relationships. I am currently employed at Bank of America as a "Vice President, Sr. Service Delivery Manager." I have worked at Bank of America / Countrywide for over seven years in various project management and analysis roles. This includes a significant amount of time supporting the Institutional Mortgage Services division from a Service Delivery and Process Design perspective. Before I joined Bank of America, I worked in "Big 5" consulting firms - Arthur Andersen, KPMG Consulting and BearingPoint.

I received an MBA from the University of California, Los Angeles - Anderson School of Management, where I was also a Global Access Program Fellow. I have a BS in Business Administration (Information Systems emphasis) from the University of Southern California - Marshall School of Business. Additionally, I am certified as a "Project Management Professional" (PMP).

I teach Undergrad and MBA business courses currently at Cal State - Channel Islands, National University and DeVry University.

### Course Requirements

Students are expected to attend all class sessions, participate in all class activities, complete quizzes and exams as scheduled, make presentation(s) if applicable, and turn in all assignments on time. Failure to do so will result in the loss of points and affect the overall course grade. Students are additionally required to read relevant materials from professional periodic publications as well as other applicable sources prior to class in order to create a collaborative and challenging classroom environment. Details of other assignments and/or projects will be discussed in the class. Occasionally, due to unforeseen circumstances, it will be necessary to modify the course. Therefore, the terms of this outline herein are subject to change at the instructor’s discretion and may be in short notice, either in writing or simply by word of mouth.

All students commit to maintaining and upholding intellectual integrity. The faculty, departments, divisions, or campuses of the University may impose sanctions on students who commit academic integrity violations: cheating, plagiarism, and other related acts. Sanctions may include a failing grade on the assignment, a failing grade for the course, suspension, or dismissal from the University.

CSU 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. Please discuss approved accommodations with the instructor.

<http://www.csuci.edu/disability/disability.htm>

Email Requirements: All students are responsible for checking their CSU email account on a regular basis for additional announcements and general communications about the course.

# Grades and Grading System

**Recommended Course Grading (expressed as percentages)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| A | 96-100 | B+ | 87-89 | C+ | 77-79 | D+ | 67-69 |
| A- | 90-95 | B | 84-86 | C | 74-76 | D | 64-66 |
|  |  | B- | 80-83 | C- | 70-73 | D- | 60-63 |

### Definition of Grades

|  |  |  |
| --- | --- | --- |
| A | Outstanding Achievement | Significantly exceeds standards |
| B | Commendable Achievement | Exceeds standards |
| C | Acceptable Achievement | Meets standards |
| D | Marginal Achievement | Below standards |
| F | Failing \* |  |

### Late Submittal of Assignments

Late assignments will receive a 50% deduction if assignments are not posted by 11:59 p.m. PST on the day they are due unless you have made prior arrangements due to an emergency. Assignments submitted more than one day late will not be accepted without prior agreed-upon arrangements. If you have made prior agreed-upon arrangements, assignments will be accepted up to two days after the due date with a one grade deduction for each day that the assignment is late. Technological issues are not considered valid grounds for late assignment submission. In the event of a server issue, students should submit assignments to the instructor’s private email address and when systems are restored, resubmit those assignments according to syllabus instructions. **Unless an Incomplete grade has been granted (an extremely rare occurrence), assignments submitted after the last day of class will not be accepted**.

### Extra Credit Work

There is no provision for extra credit work during the class.

### Feedback

You will receive feedback from me in a timely manner that allows you to receive comments before your next assignment is due. All feedback on any electronically submitted assignment (i.e., your proposal, the PowerPoint presentation, and the Project) will be accomplished via an electronically returned Word document that has been annotated using track changes. Additionally, I will highlight any portion of the paper that I believe fulfills the objectives of the assignment.

### Plagiarism

Plagiarism is the presentation of someone else's ideas or work as one's own. Students must give credit for any information that is not either the result of original research or common knowledge. If a student borrows ideas or information from another author, he/she must acknowledge the author in the body of the text and on the reference page. Students found plagiarizing are subject to the penalties outlined in the University’s Academic Policies and Procedures, which may include a failing grade for the work in question or for the entire course. The following is one of many websites that provide helpful information concerning plagiarism for both students and faculty: <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>.

### Ethics

Ethical behavior in the classroom is required of every student. The course will identify ethical policies and practices relevant to course topics.

### Individual Assignments

The student develops and writes the assignment on an individual basis. While students may consult with each other, each assignment submitted must be entirely the original effort of the student who submits it. Further, students must not submit an assignment from a previous course.

### Group Work Grade

Considering many organizations use teams to accomplish objectives, the group process is an integral part of formal learning. It allows students to learn from each other as well as from the instructor. For in-class exercises, and group assignments, all group members will receive the same evaluation points/grade. It is up to each group to manage its own members so that work is equally distributed and that project outcomes are maximized. Unless specified, all group members must participate in the oral presentations. If for some reason, one member of the group is not performing, it is the responsibility of the remaining group members to advise the instructor as soon as there is a problem. However, all student-groups are responsible for completing the work on time.

### Oral Presentation Grade

Presentation must include an introduction, coverage of main points (the body), and conclusion/ recommendations of the topic(s). Further, outside resources, curriculum that goes beyond the class textbook is required. Media, charts, pictures, scenario examples are necessary to receive a high grade. Unless specified, all presentations must include MS PowerPoint and at least two visual aids (in your presentation or outside).

### Technology

Students are expected to be competent in using current technology appropriate for this discipline. Such technology may include word processing, spreadsheet, and presentation software. Use of the internet and e-mail may also be required.

### Diversity

Learning to work with and value diversity is essential in every class. Students are expected to exhibit an appreciation for multinational and gender diversity in the classroom.

### Civility

As a diverse community of learners, students must strive to work together in a setting of civility, tolerance, and respect for each other and for the instructor. Rules of classroom behavior (which apply to online as well as onsite courses) include but are not limited to the following:

* Conflicting opinions among members of a class are to be respected and responded to in a professional manner.
* Side conversations or other distracting behaviors are not to be engaged in during lectures, class discussions or presentations.
* There are to be no offensive comments, language, or gestures.

### Students with Disabilities

Students seeking special accommodations due to a disability must submit an application with supporting documentation, as explained under this subject heading in the General Catalog. Instructors are required to provide such accommodations if they receive written notification from the University.

**Writing Assistance:**

The University has resources that can assist you with writing, research or other educational aspects. If you are interested visit this website to learn more about what the University has to offer: <http://www.csuci.edu/academics/advising/tutoring.htm>.

### APA

All assignments are to be in current APA style to include citations and references. The Publication Manual of the American Psychological Association (Sixth Edition) is highly recommended as a reference.

While all papers shall adhere to APA requirements and standards, it should be noted that for relatively short papers (and all the papers except for the two projects for this course qualify as a short paper) there is no need for a Table of Contents or an Abstract/Executive Summary. However, you must provide a cover page and a reference page and the body of the paper must adhere to formatting requirements (margins, spacing, citations, etc.).

Non-peer reviewed references such as Wikipedia or Ask.com are not to be used as cited references, but may be used as a secondary means for identifying primary sources.

The following website provides information on APA, MLA, and other writing and citation styles that may be required for term papers and the like: <http://english.csuci.edu/resources/apa-ref.htm>.

# How to Avoid Plagiarism

1. Provide clear attribution of outside sources by using lead-in or signal phrases to introduce information from sources. Attributions may contain the name of the author and that individual's professional affiliation or the name of the organization that provided the information for your paper.
2. Identify all words and phrases taken from sources by enclosing them within quotation marks, unless those words or phrases are commonly used expressions or clichés.
3. Follow all quotations, paraphrases, and summaries of outside sources with appropriate and complete citations, unless the information that you have included in your attribution is sufficient to identify the source in your bibliography and no page number is needed. Citations should immediately follow the material being quoted, paraphrased, or summarized
4. Use your own words and sentence structure when you paraphrase. Paraphrase should capture a specific idea from a source but must not duplicate the writer's phrases and words.
5. Be certain that all summaries and paraphrases of your sources are accurate and objective. You must clearly distinguish your own views and ideas from those of your sources.
6. Include all of the sources cited in your paper in the Works Cited list or References page that follows the body of your paper. Be sure that all of the required information for each entry is accurate and complete.
7. Provide documentation for all visual images, charts, and graphs from printed or electronic sources. Be certain to accurately record the URL for Internet sources so that your citation will be correct. Images, charts, and graphs require documentation whether they are "pasted" into your paper as illustrations or summarized within the text of your paper.

# Grading Criteria

|  |  |  |
| --- | --- | --- |
| **Activity** | **Grade Points** | **% of Total Grade** |
| Participation in classroom (including attendance) | 150 (10 points for each course, lowest one dropped) | 15% |
| Textbook Assignments | 200 (20 points each for 10 assignments) | 20% |
| Homework Assignments | 100 (20 points each for 5 assignments) | 10% |
| Exams / Tests | 250 (50 points each for 5 exams) | 25% |
| Group Presentation | 100 | 10% |
| Final Exam (cumulative) | 200 | 20% |
| **Total Points** | **1,000** | **100%** |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **A** | **A-** | **B+** | **B** | **B-** | **C+** | **C** | **C-** | **D+** | **D** |
| Grade Points | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | 1.3 | 1.0 |

# Course Schedule

| **Week** | **Session** | **Reading Due by Class** | **Assignment Due by Class** |
| --- | --- | --- | --- |
| 1 | Wed, 01/25/12 | * None. | * Obtain textbook. |
| 2 | Wed, 02/01/12 | * Syllabus * Chapter 1 | * Ch 1 Thinking About Management Issues-Q #6—P. 19. |
| 3 | Wed, 02/08/12 | * Chapter 2 | * Ch 2 Thinking About Management Issues-Q #4—P. 40. |
| 4 | Wed, 02/15/12 | * Chapter 3 | * Prepare for Test #1 (cumulative) * Ch 3 Thinking About Management Issues-Q #4—p. 66. * Assignment 1 (see below for details) |
| 5 | Wed, 02/22/12 | * Chapter 4 | * Prepare for Test #2 (cumulative) * Ch 4 Thinking About Management Issues-Q #5—p 87. |
| 6 | Wed, 02/29/12 | * Chapter 5 | * Ch 5 Thinking About Management Issues-Q #4—p 114. * Assignment 2 (see below for details) |
| 7 | Wed, 03/07/12 | * Chapter 6 | * Ch 6 Thinking About Management Issues-Q #5—p 139. |
| 8 | Wed, 03/14/12 | * Chapter 7 | * Prepare for Test #3 (cumulative) * Ch 7 Thinking About Management Issues-Q #6—p 158. |
| 9 | Wed, 03/21/12 | * Chapter 8 | * Ch 8 Thinking About Management Issues-Q #4—p 179 * Assignment 3 (see below for details) |
| 10 | Wed, 03/28/12 | * Chapter 9 | * Prepare for Test #4 (cumulative) * Ch 9 Thinking About Management Issues-Q #2—p 201. |
| 11 | Wed, 04/04/12 | * Chapter 13 | * Assignment 4 (see below for details) |
| 12 | Wed, 04/11/12 | * Chapter 14 | * Prepare for Test #5 (cumulative) * Ch 14 Thinking About Management Issues-Q #4—p 335. |
| 13 | Wed, 04/18/12 | * Chapter 15 | * Assignment 5 (see below for details) |
| 14 | Wed, 04/25/12 | * Chapter 16 | * None – Prepare for Presentations |
| 15 | Wed, 05/02/12 | * None. | * Group Presentations (more detail to be provided) |
| 16 | Wed, 05/09/12 | * None – Prepare for Final | * Prepare for Final Exam (cumulative) |

Note: All Homework assignments should be a minimum of 1 – 2 paragraphs.

### Assignment 1

This is an individual assignment only. This should be a minimum of about 1-2 paragraphs. Also remember to proof-read your answers to help ensure the answers are grammatically correct, no spelling mistakes and flow well.

Go to the following website: [www.Kwintessential.co.uk/resources/culture-tests.html](http://www.Kwintessential.co.uk/resources/culture-tests.html) and take the “Cross Cultural Quiz” for two countries. Indicate in your response which two countries you selected, and answer the following questions.

1. What surprised you about the results?
2. What does your score tell you about your cultural awareness?

### Assignment 2

This is an individual assignment only. This should be a minimum of about 1-2 paragraphs. Also remember to proof-read your answers to help ensure the answers are grammatically correct, no spelling mistakes and flow well.

Do some research on a recent incident of unethical conduct by a business and/or business leader. Document that research by citing two sources. Now answer three questions:

1. What ethical violation did you find?
2. Drawing explicitly from material in Chapter 5 of the text indicate two societal consequences of the misconduct your have investigated.
3. Provide two specific things that must be done to prevent this from happening again.

### Assignment 3

This is an individual assignment only. This should be a minimum of about 1-2 paragraphs. Also remember to proof-read your answers to help ensure the answers are grammatically correct, no spelling mistakes and flow well.

Find and print-out the Mission Statement of a company that you would like to work for. Draw from the Mission Statement to respond to the two questions below.

1. Indicate TWO things it tells you regarding what they do, how they do it, where they do it and who they serve.
2. Indicate TWO ways that this Mission Statement informs you regarding your possible “fit” with this organization.

Visit the CSUCI web site and find the Mission Statement for the University. Answer the following questions.

1. Does the University Mission Statement meet the general requirements for a Mission Statement? Explain your answer.
2. Do you believe your educational experience at CSUCI been within the framework of the Mission Statement?

### Assignment 4

This is an individual assignment only. This should be a minimum of about 1-2 paragraphs. Also remember to proof-read your answers to help ensure the answers are grammatically correct, no spelling mistakes and flow well.

For three days keep track of how many times you use positive reinforcement, negative reinforcement or punishment to shape behaviors. At the end of the three day period look at the results, and answer the following questions.

1. Which one did you use the most?
2. What were you trying to do with the different behaviors?
3. Were your attempts successful?
4. What could you have done differently if you were trying to change someone’s behavior?

### Assignment 5

This is an individual assignment only. This should be a minimum of about 1-2 paragraphs. Also remember to proof-read your answers to help ensure the answers are grammatically correct, no spelling mistakes and flow well.

Find three different examples of employee recognition programs. These could be an organization(s) that you are familiar, or they could come from articles that you find. Describe your examples and evaluate what you think about the various approaches.