

MGT 307: Management of Organizations Section 4
Fall Semester 2018
Syllabus Version 1

Time of class: Tuesday and Thursday 3:00 – 4:15 pm

Location of class: Bell Tower 2582

Professor: Dylan Cooper, PhD

Office: Sage 2133

Email: dylan.cooper@csuci.edu

Office hours: Tues: 12:30 – 1:30, 4:30 – 6:00

Thurs: 1:30 – 2:30, 4:30 – 6:00

To make appointment: <https://calendly.com/dylan-ci/office-hours>

Required text: *Principles of Management* by Talya Bauer, Berrin Erdogan, Jeremy Short, and Mason Carpenter. There are multiple versions available, including a free .pdf file. We will discuss in class.

COURSE DESCRIPTION

This course provides an introduction to concepts of management. Much of the course reviews managerial challenges and tasks relating to directing the organization (e.g., business or non-profit) as a whole, while the rest relates to teams and individuals. You will learn terms used in management, theories underlying managerial action, and tools used to address challenges. Developing skill and knowledge in these domains will help you gain and succeed in managerial positions. Just as importantly, if you do not wish to be a manager, it will help you understand many of the actions taken by managers. This course emphasizes developing critical thinking and communication skills within this domain, so that you can better analyze organizational situations and convey your insights.

LEARNING OBJECTIVES

Upon completion of the course, the student 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 OUTLINE

Week	Topic	Text Book	Notable Assignments
Aug 28 Aug 30	Introduction	V3: Chapter 1 V1: Chapter 1	Introduction HW
Sept 4 Sept 6	History of Management Form Project Groups & Contract	V3: Chapter 2 V1: Chapter 3	Career HW #1
Sept 11 Sept 13	Organizational Mission & Vision Discuss Case #1	V3: Chapter 4 V1: Chapter 4	Group Contract
Sept 18 Sept 20	Groups and Teams Work on Group Project	V3: Chapter 12 V1: Chapter 13	Case Assignment #1
Sept 25 Sept 27	Strategic Management	V3: Chapter 5 V1: Chapter 5	
Oct 2 Oct 4	Goals and Objectives Speaker: Career Services	V3: Chapter 6 V1: Chapter 6	
Oct 9 Oct 11	Organizational Control	V3: Chapter 14 V1: Chapter 15	Career HW #2
Oct 16 Oct 18	Organizational Structure	V3: Chapter 7 V1: Chapter 7	Case Assignment #2
Oct 23 Oct 25	Organizational Change Work on Group Project	V3: Chapter 7 V1: Chapter 7	Developmental Review
Oct 30 Nov 1	Leadership Decision Making	V3: Ch. 9 V1: Ch. 10	
Nov 6 Nov 8	Organizational Culture Speaker: Drew West, Trade Desk	V3: Chapter 8 V1: Chapter 8	
Nov 13 Nov 15	Motivation	V3: Chapter 13 V1: Chapter 14	Project Report
Nov 20 Nov 22	Personality and Attitudes THANKSGIVING – NO CLASS	V3: Chapter 3 & 10 V1: Chapter 2 & 11	
Nov 27 Nov 29	Communication	V3: Chapter 11 V1: Chapter 12	
Dec 4 Dec 6	Human Resource Management	V3: Chapter 15 V1: Chapter 16	Case Assignment #3
Dec 13	Wrap Up – 1:00 PM		Career HW #3

All dates and items on this syllabus are subject to change at the instructor's discretion. V3 = Textbook Version 3. V1 = Textbook Version 1.

COURSE WEBSITE AND EMAIL

I will use the **CI Learn** website (aka Canvas) to post announcements, assignments, readings, grades, class notes, and additional information. You should regularly check CI Learn (or set up alerts) so you don't miss anything important. You can access it through myCI, www.myci.csuci.edu.

I will also send you **email**, through CI Learn and my own CI account. Email to me must be sent from CI Learn or your CI email account, so that I know that it came from you. Please do not use a private account (e.g., gmail). This allows me to maintain your privacy and conform to federal laws protecting your rights as a student. I strongly suggest checking your CSUCI email several times a day. I have it set up in my phone to alert me whenever I receive a CI email.

PERFORMANCE EVALUATION

Your performance will be evaluated using the criteria below, each weighted as follows:

Business Cases	
Group Business Case Write-Up	5%
Individual Business Case #1	15%
Individual Business Case #2	15%
Group Project	
Group Contract	2%
Peer Feedback	5%
Individual Project Grade	15%
Group Project Grade	15%
Homework Assignments	
Career Exploration Assignments	10%
Other Homework and Quizzes	8%
Class Attendance	5%
Class Participation	5%
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Total	100%

Grades will be assigned according to the scale below.

$\geq 97\%$ = A+	93.00 – 96.99% = A	90.00 – 92.99% = A-
87.00 – 89.99% = B+	83.00 – 86.99% = B	80.00 – 82.99% = B-
77.00 – 79.99% = C+	73.00 – 76.99% = C	70.00 – 72.99% = C-
67.00 – 69.99% = D+	63.00 – 66.99% = D	60.00 – 62.99% = D-

1. Business Case Analyses. You will conduct three business case analyses for this class. You will discuss the first one as a group, but write-up the analysis individually. You will complete the other two cases individually. These cases make up a substantial portion of your grade, similar to the role that exams often take. See the business case document on CI Learn for more details. The cases come from Harvard Business

Publishing, and you are required to purchase the cases. The cost should be less than \$10 per case.

2. Career Exploration Homework. There will be three homework assignments related to thinking about what you value in a career, setting goals for working toward making that a reality, and tracking your progress toward the goals. A document describing these assignments is available on CI Learn and more information will be provided in class.

3. Other Homework and Quizzes. Most chapters have an online quiz that is due before the first class of the week. There are also quizzes about this syllabus and the group project. **It is your responsibility to check CI Learn to see if there is a quiz for the current chapter.** The point of the quizzes is to ensure you are prepared for class, so you may take each quiz as many times as you would like. Only the highest score counts toward your grade. There is no opportunity to make up for missing a quiz, but each quiz is worth a very small percentage of your grade. There are a few other smaller homework assignments as well, and it is possible that we will have graded in-class activities.

4. Group Project. This is a large part of your grade. You will form groups of four or five students. Each group will plan a fictitious organization (i.e., a company or non-profit organization). After deciding what the organization does, each group will 1) develop vision and mission statements, 2) develop a strategy for the organization, 3) set goals and objectives, 4) determine how objectives will be measured and which organizational controls will be employed, and 5) define the organizational structure. Your group will present this plan in a written document. **You will receive a group grade for the project and an individual grade for one part of project that is your specific assignment.** A document describing this project is available on CI Learn. Further details will be provided in class.

5. Class Attendance. You will receive credit just for showing up to class. This reflects the reality that consistent attendance at work is an important, if implicit, part of many employee performance reviews. You will lose points for absences and tardiness. If you miss class for an emergency (e.g., medical necessity) and provide documentation, you will receive credit for attendance, but not participation or any in-class activities.

6. Class Participation. I grade participation because employees who communicate their ideas with their supervisors and work teams are often seen as more valuable, leading to better assignments, promotions, raises, etc. I would like you to practice the skills that will help you be one of these employees. Start by concentrating on making sure that you contribute something. You do not have to worry about it being the world's greatest comment. I keep track of who speaks each day; anything you say in class discussions counts. (Speaking during small group breakouts does not count.) I often randomly call on students. Remember that attendance does not count as participation.

7. Extra Credit. It is possible that opportunities for extra credit may arise during the semester. Please do not rely on such opportunities. I do not have any extra credit currently planned.

8. Late assignments. In general, I will accept late assignments. However, your grade will be reduced by at least one letter grade. Turning the assignments in on time is a better plan. If you will be late, please talk to me *before* the assignment is due.

WRITING AND MULTILITERACY CENTER

The Writing and Multiliteracy Center (WMC) provides all CI students with FREE support services and programs that help them become more effective writers and communicators. Peer *consultants* help you at any stage of the composition process in any discipline for writing or speaking (such as slideshow presentations). You are also welcome to bring in other types of non-academic work such as resumes, letters of application, and personal statements. The *online writing consultants* will also work with you if you don't live on campus or if you have trouble physically getting to our Center. *Speaking groups* help those who want to talk about or wish to learn new skills in speaking in academic contexts, whether it's oral presentations, in-class discussions, or talking with professors during office hours. To make an appointment to see a consultant or learn more, visit <http://www.csuci.edu/wmc>. You can also go directly to the Center or call 805-437-8934.

Leah Ostermann will be the Embedded Multiliteracy Tutor (EMT) for our class. She was the EMT for this class last semester. At two or three points during the semester, she will block out parts of her schedule to give priority to students in this class to sign up for appointments. If Leah is unavailable, I encourage you to meet with one of the other talented writing tutors.

There are two course pages on Canvas related to Writing, the WMC, and grammar tips. Please read all of these pages early in the semester.

NOTICE TO STUDENTS WITH DISABILITIES

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of need. You can [apply for DASS services here](#). Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

ACADEMIC DISHONESTY

Academic Dishonesty occurs whenever any action or attempted action is pursued that creates an unfair academic advantage or disadvantage for you and/or any member or members of the academic community. *All forms of academic dishonesty are subject to sanctions under the Policy on Academic Dishonesty.* Sanctions include: oral warning, failing grade for work involved, and failing grade in the course. Various forms of

academic dishonesty include, but are not limited to cheating, fabrication of information or citations, plagiarism, and/or facilitating academic dishonesty.

Extra note on plagiarism: plagiarism is attempting to pass off someone else's work or ideas as your own. If you copy words (e.g., a sentence) from another source, you have to (1) put those words quotes and (2) provide a reference saying where you copied the words from. In addition, if you reword or paraphrase ideas from another source, you have to provide a reference. Academics do not make things; all we have is our ideas. So if you try to pass off someone's ideas as your own, academics see that as theft.

EMERGENCY INTERVENTION AND BASIC NEEDS STATEMENT

As CI's website points out, "a recent study commissioned by the CSU Chancellor's Office shows that nearly 25 percent of CSU students either regularly skip meals for financial reasons or lack access to toiletries and sufficiently nutritious food options. In addition, more than 10 percent are displaced from their homes due to things like an unexpected loss in income or personal safety issues." If you recognize yourself, or someone you know from this description, please know that there are resources on campus to help, including the Dolphin Food Pantry for students which offers free food, toiletries and basic necessities. The Dolphin Pantry is currently located in Arroyo Hall, Room 117 and is open Monday – Friday 8:30 – 4:30 (please check the website below for updates).

Emergency housing and funds are also available. More information on these, and other services available at CSUCI can be found at: <https://www.csuci.edu/basicneeds/>

ADDITIONAL NOTES

Please respect the other members of this class by not talking or otherwise disrupting the class. If someone is interfering with your ability to concentrate or participate in class, please let me know. If you are too shy to tell me, please move to a different part of the classroom.

Because we are all adults, I do not have specific rules about using your electronic devices in class. However, I suggest avoiding them (or at least disabling internet access) during class time, because there is evidence that internet usage in class reduces your learning and grades! Check out this article about it: <https://www.scientificamerican.com/article/students-are-better-off-without-a-laptop-in-the-classroom>. In addition, if we are having a class discussion and I notice that you are doing something else with your phone, tablet, or computer, it will negatively impact your participation grade.

You should never consider class to be officially cancelled unless an announcement is made or I do not show up to class until 20 minutes after the start time of class.

A small number of supplementary, non-textbook readings may be assigned during the semester. Make sure the read them before attending class.

I look forward to working with you this semester!