



## Management of Organizations

### MGT 307

**Section 05:** Thursdays 9:00AM – 11:50AM, BEL2582

**Section 01:** Thursdays 6:00PM – 8:50PM, BRO2330

**Term:** Spring 2019

**Semester Instruction Dates:** January 24<sup>th</sup> – May 17<sup>th</sup>, 2019

**Instructor:** Christopher Roos, Ed.D.

**Office Hours:** Thursday 12PM-12:30PM & 5:15PM-5:45PM & 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.

Link to our book: <https://students.flatworldknowledge.com/course/2585747>

### 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.

### 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**

<i>Date</i>	<i>When</i>	<i>What</i>	<i>Where</i>	<i>%</i>	<i>Points</i>
Ongoing	Before the class in which the chapter is scheduled on the Schedule	CHAPTER SUMMARIES Chapter summaries and responses to 2 Discussion Questions 2-3 pages combined.	Post on Canvas	6	60 (15 chapters at 4 points each)
1 per student to be scheduled	After leading a brief class discussion on the day scheduled	CURRENT EVENTS 2-3 page assessment of a current event utilizing management principles. Leading a class discussion regarding your current event.	Turn in to Professor following the discussion.	4.5	45
To Be Scheduled	Presentation to be scheduled and papers due at the end of class on day of presentation.	GROUP PROJECT Group Presentation Group Paper Individual Paper (Note, you must be present to receive full credit)	Turn in or put on Canvas by the end of the class in which you present.	10 10 5	100 100 50
2/28/19	In-class	MIDTERM	In-class	12.5	125
2/28/19	Before class	SYDNEY CASE STUDY Submit a 3-5 page paper responding to the seven discussion questions.	Post on Canvas	5	50
To Be Scheduled	Before class	INTERVIEW A MGR. Individual Assignment: Paper & Presentation	Post paper on Canvas and present in class.	15	150
4/18/19	Before Class	DRUCKER PAPER	Post on Canvas	1.5	15
ONGOING	Each Class	PARTICIPATION Participation, Engagement, and Attendance	In Class	15	150 (10 points per week)
By 5/9/18	By End of Class	PEER REVIEW	On Canvas and to Partner.	1.5	15
5/9/18	In-class	SHORT PAPER AND CLASS ASSIGNMENT	Turn in to classroom rep.	1.5	15
Per CSUCI Schedule	In-class	FINAL EXAM	In-class	12.5	125
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Assignments and scheduling 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

<i>Points Required/Letter Grade</i>	<i>Points Required/Letter Grade</i>
930 – 1000 = A	780 – 799 = C+
900 - 929 = A-	730 – 779 = C
880 – 899 = B+	700 – 729 = C-
830 – 879 = B	600 – 699 = D
800 – 829 = B-	less than 600 = F

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 manner, such as one would experience in an organizational environment. Similar to a workplace environment, it is important that all students attend 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.
- **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited. We will normally take a break approximately 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.** Discussion is encouraged and an integral portion of this class. It's anticipated that in a variety of instances, there may be differing ideas and opinions. 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. At times, there are 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 expected and misuse should not take place.
- **Phones and wireless devices are turned off.** Many of us are familiar with the annoying ringing in the middle of a meeting. Not only is it not professional, it can cut 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 cell phones silenced. Only emergency calls should be accepted in class and should such a situation occur, 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, and/or assignment changes from your classmates or from Canvas.
- **Exam dates are generally fixed and you must attend class to take the exam.**

### Schedule Spring 2019

Date & Topic	Prepare for this class	Assignments and Activities
Week 1: Thursday 1/24	Introduction and Principles of Management	Class discussions Chapter 1 Summary due on Canvas
Week 2: Thursday 1/31	History of Management Attitude & Work Behavior	Chapter 2 Current Events Begin Chapter 3
Week 3: Thursday 2/7	Mission & Vision Strategic Management	Chapter 4 Form Groups for Projects Chapter 5
Week 4: Thursday 2/14	Work on Group Project Goals and Objectives	Work on Group Projects Chapter 6
Week 5: Thursday 2/21	Organizational Structure and Change	Chapter 7 Review
Week 6: Thursday 2/28	Midterm Sydney Case Study	Midterm Sydney Discussion
Week 7: Thursday 3/7	Organizational Culture	Ch. 8 & Group Presentations Begin
Week 8: Thursday 3/14	NO CLASS	SPRING RECESS
Week 9: Thursday 3/21	Leadership	Ch. 9 & Group Presentations
Week 10: Thursday 3/28	Decision Making	Ch. 10 & Ind. Mgr. Presentations
Week 11: Thursday 4/4	Communication	Ch. 11 & Ind. Mgr. Presentations
Week 12: Thursday 4/11	Managing Groups & Teams	Ch. 12 & Ind. Mgr. Presentations
Week 13: Thursday 4/18	Peter Drucker Paper	Peter Drucker Discussion and Individual Manager Presentations
Week 14: Thursday 4/25	Motivating Employees	Ch. 13 & Ind. Mgr. Presentations
Week 15: Thursday 5/2	The Essentials of Control	Ch. 14 & Ind. Mgr. Presentations
Week 16: Thursday 5/9	Strategic H.R. Mgmt. Short Paper	Ch. 15 & Class Assignment & Review
<b>Final Exam: Check the CSUCI Schedule</b>	CHECK CSUCI SCHEDULE	<b>Final Exam – comprehensive</b>

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 result 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 points for that document.

In case where the cheating or plagiarism was premeditated or 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>

## **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>

## **Assignments**

### **Chapter Summaries and Discussion Questions**

DUE ON CANVAS BEFORE CLASS ON THE DAY THE CHAPTER IS LISTED ON SCHEDULE

For each of the textbook chapters:

1. Write a summary of the chapter's main points and themes.
2. Choose 2 of the Discussion Questions within the respective chapter and answer them.

Each of the above should combine to be 2-3 double spaced pages per chapter. Please use 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x 11 inch paper.

**IMPORTANT:** Please demonstrate your understanding of the material and critical thinking in your responses. In other words, I'd like to see some depth in your work; therefore, please make it evident that you not only read, but that you grasp the material. When appropriate, share your own opinion and examples in addition to your basic summary.

## **CURRENT EVENTS**

### **TURN INTO PROFESSOR FOLLOWING YOUR FACILITATION OF DISCUSSION**

You will schedule one date in which you will submit a 2-3 double spaced page summary and assessment of a current event utilizing management principles and critical thinking. Please use 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper. Please remember to demonstrate your understanding of the material and critical thinking in your responses. Use appropriate citations as needed. When appropriate, please include your own opinion(s) and examples.

You will also lead a class discussion regarding your current event. Be prepared to give a synopsis of the article/event as well as discuss some of your opinions and facilitate a brief discussion with the class about the event and how it relates to our coursework.

**Group Project****DUE THE DAY YOU'VE SCHEDULED WITH PROFESSOR**

You will form groups of 3 to 5 students. Each group will plan a fictitious organization such as a company or a nonprofit organization.

Decide the makeup/structure of your organization. Things to consider include name, what the organization does, where it would be located, the number of employees, how will it be funded and what makes you think this organization will be successful.

Implement the POLC principal. Determine a short and long-term strategy for the organization. Establish goals and objectives and determine how they will be measured and what controls will be implemented.

Consider and discuss a SWOT analysis and including what you consider to be and how you'd address your Strengths, Weaknesses, Opportunities and Threats.

As a group, you are to write and submit via Canvas a paper introducing your fictitious organization. Write it as if you were presenting a business proposal to a potential investor. The paper should be a minimum of 8 double spaced pages and not more than 15 pages. Please use 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper. Use appropriate citations.

As a group, prepare a 10-15 minute classroom presentation to discuss introduce your organization to the class as if trying to solicit investors. Each member of your group is expected to participate in the group presentation. Use appropriate citations. Be prepared to respond to questions as if your fellow class members and professor are potential investors.

In addition to the group paper and presentation, each group member is to submit his/her own 2-4 page paper describing your experience with the group. Some things to consider "might" include, but not be limited to: Who led your group? How was it determined who would lead? How was your group led? How were the responsibilities divided and determined (including, who did what)? Did you agree with how things were done in your group and what was reported? If not, what would you change? If so, what do you think worked well? Did you know anyone in your group beforehand (for instance, any friends)? How do you see your fellow group members subsequent to the project? Did you feel motivated to help your group do well? If not, why not? Overall, I am seeking your personal recap from a managerial perspective of what transpired and what you think worked well and what you'd change. Write the paper as if you were providing a report on a project to your supervisor who has asked for feedback relative to your work team.

Grading will be as follows:

Group paper = graded on a 100 point scale (different scores may be given to different members)

Group presentation = graded on a 100 point scale (different scores may be given to members)

Individual paper = graded on a 50 point scale



### **Sydney Brian-Peters: A Case Study**

DUE PRIOR TO CLASS ON THE DAY SCHEDULED ON THE SYLLABUS

Read the Sydney Brian-Peters Case Study on Gender and Leadership Issues available via the following PDF file from Sage Business Cases.

<http://sk.sagepub.com.summit.csuci.edu:2048/cases/sydney-brian-peters-a-case-study-in-gender-and-leadership-issues?fromsearch=true>

Submit a 3 to 5 page paper, double spaced, responding to the seven discussion questions which appear at the end of the case study. Please use 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper. Please remember to demonstrate your understanding of the material and critical thinking in your responses. Use appropriate citation.

**Interview a Manager (Individual) Assignment**

DUE THE DAY OF YOUR PRESENTATION

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 herself.

**Step 1:**

At a minimum, ask the manager these questions. You should also include other questions of your own in order to best enable you to complete the paper review and discussion as discussed below in Steps 2 and 3.

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 do you believe 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? How might you have avoided them?
9. What has been your proudest moment?
10. What are a couple of changes you'd like to implement going forward to increase the effectiveness of your department or team?

**Step 2:**

Prepare a 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 along with providing other useful information, that is you are paraphrasing, not just writing the manager's answers verbatim, please include one or two paragraphs 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.

The paper should be 4-6 double spaced pages, 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper. Use appropriate citation as needed.

**Step 3:**

Prepare a 5-8 minute discussion on your findings, present and lead your discussion with the class.

Grading on the paper and presentation will be based on clarity, thoroughness, creativity, critical thinking, assessment and discussion relative to management principles. It will also evaluate preparedness and effectiveness of your presentation.

You may take your draft to the Writing & Multi-literacy Center for editing assistance. Your final edited paper should be turned in at the beginning of class on the day of your presentation. Source: Hill, L. A. (1992). *Becoming a Manager: Mastery of a New Identity*. Boston: Harvard Business School Press. And Professor Sherman, CSUCI.

### **Peter Drucker Paper**

DUE ON CANVAS BEFORE CLASS PER THE SYLLABUS SCHEDULE

Page 39 of our text introduces Peter Drucker as an instrumental author relative to today's management principles. Perform research in order to find an article Drucker authored. Read and provide a review of the article discussing your take on the article and the principles within it. Things to consider are your level of agreement or disagreement. Also, in what ways do you find the information corresponds to principles of management you've learned in this class.

The paper should be 2-4 double spaced pages, 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper. Please remember to demonstrate your understanding of the material and critical thinking in your responses. Use appropriate citation as needed.

**Participation, Engagement and Attendance**

## ONGOING

Take into consideration the learning objectives of this course.

**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)

Then consider the Program Learning Goals of: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

Similar to working within various professional organizations, each team member (of our class) plays an important role in the success of the organization. Therefore, attendance, participation and active involvement in activities and discussions will be integral towards making the course as conducive as possible and will be a fairly large portion (up to 15%) of each individual's grade.

Besides attendance, necessities to help you earn point recognition include but are not limited to: expression of critical thinking; analysis, understanding and communication of managerial related concepts; politeness, appropriate conduct and ethical behavior; respect for your instructor and fellow classmates; and openness to other viewpoints.

**Peer Review Assignment**

This assignment can be done and turned in any time during the term prior to the beginning of the last scheduled class (not including finals week).

For this assignment, you will choose a partner from the class. At some point throughout the term you are to write a review of one of your partner's classroom contributions. It could be their portion of their group presentation, their personal project presentation, their current event, a specific classroom discussion or something else which affords you the opportunity to assess his/her performance in order to provide helpful feedback.

This review is to serve as a constructive critique, written as if you were helping a peer employee improve his/her work performance. It should afford you as the reviewer/writer practice in observing, assessing and providing beneficial feedback of a peer. Meanwhile it affords the person you are reviewing the opportunity to receive feedback from a peer who may view things in a different light than himself/herself.

This is not meant as an exhaustive assignment and should be two double spaced pages at the maximum. Within the review, please provide 3 areas of positive feedback of things you found the person did well. Additionally, please provide 2 suggested improvements he/she may care to consider.

This is not a free path to attack, abuse or harm a peer. Nor is it meant to simply placate the peer so that the assignment and the feedback is not beneficial. Once your review is done, you are to provide one (hard paper) copy of the review to the student you've reviewed and also turn in (via Canvas) a copy to the professor. Think of the copy you are providing the professor as a copy/feedback you'd be turning into the manager of both you and the person you've reviewed. In addition to your actual review, both copies shall provide your name, the name of the person whom you reviewed, the date of the performance/action you have chosen to review, the date you completed writing the review, and a brief description of what it is you've reviewed.

Remember that you are performing the review on your partner and they are performing it on you. Be respectful, professional, ethical and appropriate. You will be graded based on the content, creativity, and what is deemed to be actual helpfulness of the feedback provided by you (the reviewer) within your review.

### **Short Paper and Class Assignment**

**IMPORTANT NOTE:** This assignment (as described below) is subject to change. It is strongly encouraged that it not be completed prior to the last week or two of class.

**IF THE PROFESSOR INDICATES THE ASSIGNMENT SHALL REMAIN AS DEPICTED, IT WILL BE DUE DURING OUR LAST CLASS**

This is an anonymous paper. No name or descriptive or identifying information which would lead the instructor to know who submitted the paper should be included. As the end of class is rapidly approaching, please take this opportunity to share with your professor and potentially classmates, aspects of the class you particularly liked or didn't. What assignments did you find meaningful? What changes would you make?

Think from a management perspective as if you were part of a team asked to conduct an internal review in order to discuss with your supervisor who was contemplating training of the next professor to lead a similar class. What points would you hope to get across in order to improve the class?

As with other assignments and discussions throughout this course, you are encouraged to be creative and include your critical thinking in your assessment.

The paper should be 2-3 double spaced pages, 12 point Arial or Times New Roman type, 1-inch margins on standard 8.5 x11 inch paper.

A classroom representative will be appointed to collect the papers at the start of class. The papers will then be mixed and randomly redistributed throughout the class. Each student will then read the paper they will be given. The class will then take time to discuss some of the feedback which was provided in the paper they received. Do you agree with your classmate(s)? Similar to being in a department, group or board meeting, there are times we may have ideas that we feel strongly about or others that aren't that important to us. Meanwhile, there are certain ways of doing things that we wished were changed, we love, or simply dislike. Perhaps you can call upon your experience in this class, in other courses, in business, or upon other knowledge in order to establish credibility of your views. Then again, perhaps you feel strongly about a subject matter; yet can't quite explain why but are hoping to get others to buy in to your beliefs.

Will the class be able to come to a consensus? What topics might there be differing opinions about?

The professor will ask by show of hands if everyone wrote and submitted a paper. Each student must have submitted a paper, be present in class, and participated within the assignment and discussion in order to receive the full amount of points. This particular assignment will be graded with each student receiving either the full 15 or zero points.