Course: Management 307
Title: Management of Organizations
Units: 3
Location: Bell Tower Room 1642
Class Hours: Monday and Wednesdays: 10:30 a.m. - 11:45 a.m.
Office Hours: Wednesdays (3-4 pm or by appointment)
Professor: Laura D. Hernandez
Telephone: 805-844-1720
E-mail: Laura.Hernandez@csuci.edu

Required Text: Required Text: Management, 11th Edition, Authors - Stephen P. Robbins and Mary Coulter. The PDF version is available online. It will also be posted on the CI Blackboard.

Library & Internet Resources: Students are encouraged to use the campus library and the internet for research and to complete assignments when necessary.

Class Notes:

Instructor’s Notes are located in your Blackboard Accounts on MyCi under course information. These notes will serve as the basis for all essay exam questions.

Course Objectives:

The purpose of the course is to enable you to think like a manager and provide you with an introduction to the field of Management. In this course, you will learn about the environment managers operate within, various management functions, different tools managers use, and management terminology. By learning about what managers do, you will be better able to function in a management position and to decide whether or not you are interested in a career in Management.

Another important purpose of the class is to draw upon the liberal arts foundation of CSUCI to enhance your critical thinking ability and communication skills. This course is structured in such a way as to encourage/require that you not only learn facts about management but that you also further develop the ability to apply these new facts to the “real world” as you advance into your careers. This class is designed to help you develop a practical understanding about the course material and how knowing this subject matter will help you in the workplace. This class is about using new information about managers in the private sector, government, and not-for-profit organizations.
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

Grading:

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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Attendance and In-Class Participation</td>
<td>8%</td>
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<tr>
<td>Reading Quizzes (4)</td>
<td>12%</td>
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<tr>
<td>Exercises (4)</td>
<td>20%</td>
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<tr>
<td>Exam 1</td>
<td>20%</td>
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<td>Exam 2</td>
<td>20%</td>
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<td>Exam 3</td>
<td>20%</td>
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<td>Total</td>
<td>100%</td>
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Final grades will be assigned as follows:

- 93.0 – 100 = A
- 90.0 - 92.99 = A-
- 87.00 - 89.99 = B+
- 83.0 - 86.99 = B
- 80.0 - 82.99 = B-
- 77.00 - 79.99 = C+
- 73.0 - 76.99 = C
- 70.0 - 72.99 = C-
- 67.00 - 69.99 = D+
- 63.0 - 66.99 = D
- 60.0 - 62.99 = D-
- <59.99 = F

Exams (3)

Three examinations, covering the assigned notes, lecture and class discussion will be given on the dates noted in the course outline. Students should (must) make every effort to attend the examinations when scheduled. Should extreme circumstances prevent a student from taking that exam, a make-up exam may be taken, subject to the approval of the instructor.

Exams will include a combination of multiple choice, fill-in the blank and short answer/essay questions. With essay questions, I am looking for your ability to apply facts and generate creative solutions. Each of the three exams will cover specific chapters of the book.

Exercises: (4)

Because management is such an applied field, it is important that you be given opportunities to put into place what you have been learning. The following 4 exercises are designed to teach how to apply what you have learned from the textbook. Each exercise is worth 5 points, for a total of 20% of your total grade for all four exercises.

1. **Exercise #1: “What’s Your Learning Style?”** Complete Index of Learning Styles Questionnaire. Go to [http://www.engr.ncsu.edu/learningstyles/ilsweb.html](http://www.engr.ncsu.edu/learningstyles/ilsweb.html). Answer questions and print out results. Write a one – two-page essay on the results and describe how your learning styles can help you perform as a manager. Be prepared share your
findings in class.

2. Exercise #2 (5pt): “Finding Your Moral Compass” Conduct research on a recent (since 2014) incident of unethical conduct by a business and/or business leader. Document that research by citing two sources (excluding wiki). The following questions should be answered. (1) What ethical violation did you find? (2) Drawing explicitly from our discussion of ethics indicate two societal consequences of the misconduct you have investigated; and (3) provide two specific things that must be done to prevent this from happening again. Please support your response through direct and explicit connection back to the textbook. Be prepared share your findings in class.

3. Exercise #3 (5pt): “Building Your Organization” Students will have an opportunity to practice their entrepreneurial skills and teambuilding abilities by developing an organization of their choosing. Students will be divided into workgroups and be evaluated on both individual and group performance. Using what you have learned from class discussions and the textbook develop an idea for a company or a non-profit. Your organization should have a mission statement, goals and objectives, and an organizational chart. Be prepared to present your organization to the class with each student participating in the class presentation. More details on this assignment will be provided in class.

4. Exercise #4 (5pt): “Take Me to Your Leader” Research a leader of a company, organization, or government that you would like to work for. Create a profile of this leader and describe the positive and negative aspects of this leader’s style based on what you have learned from the textbook. Provide three arguments as to why you would work for this leader and what challenges you might expect as a manager working within this organization. Describe at least I three KSAs (knowledge, skills and abilities) that will help you succeed under this leadership style.

Reading Quizzes (4): Reading quizzes will consist of questions about the reading assignment. Reading quizzes help ensure that you have read since reading materials before class enhances your learning and provides a foundation for application. Your ability to correctly answer the questions positively impacts your final class grade. Each quiz is worth 3% of your final grade for a total of 12% for all four quizzes. There is NO option to make up missed quiz.

Writing Assignments

Writing assignments will be no less than 1 page typed, spell-checked, grammar-checked, and conform to a standard format (normal margins and spacing and 12 pt. font size). Exercise assignments will be evaluated on the following criteria: Format & Style, Grammar and Readability, Content, Organization, Critical Analysis and Thinking, Understanding of the class Material, and Conclusions and Recommendations.

Attendance and In-Class Participation:

To encourage collaborative/appropriate classroom behaviors, 8% of your grade will be based on attendance, arriving to class on time, engaging in classroom discussion in a positive way, participating in team exercises, not leaving class early (without notifying me in advance), appropriate use of technology (i.e. no web surfing of outside class materials) etc. Points may be taken for classroom behavior that is disruptive or distracting. I will keep a daily roster and will make note of good/poor classroom behaviors to help me best capture this aspect of your classroom performance.

Throughout the semester, students are expected to be prepared to discuss issues relevant to the course and to participate in team exercises. For these exercises, students will be required to be actively involved to receive credit – i.e. making substantive comments, answering questions, and preparing short presentations. Points will be awarded by the instructor based on individual and group participation. Material for in-class assignments will be provided to you or you may be directed to where they can be located in the text.
General Professionalism/Class Policies:

1. Work is due when it is requested. Only with prior approval will late work be accepted but will always be graded at LEAST one letter grade lower than on time work. While there is no mandatory class attendance policy you are expected to come to class on time. It shows respect for you, me, and CSUCI. Failure to attend/being late for class negatively impacts your participation grade.

2. There is normally no provision made for earning extra credit in this course. Consequently, it is important that you do your best work on each exam and assignment.

3. Turn off your cell phones and/or other electronic devices. If you are using a laptop DON’T surf other sites during class lectures and discussions --- it’s annoying, unprofessional, and disruptive.

4. Truth, integrity, justice, and honesty are a given part of our class. There can be no exceptions - ever. For a full discussion of what this means and the consequences of failing to comply with this, students are expected to have read CSUCI’s Honor Code/Policy on Academic Honesty. This can be found at: http://www.csuci.edu/studentlife/judicial-affairs/

5. Students are expected to maintain the highest standards of academic integrity. Behavior that violates these standards is not acceptable. Examples are the use of unauthorized material, communication with fellow students during an examination, attempting to benefit from the work of another student and similar behavior defeats the intent of an examination or other class work. Cheating on exams, plagiarism, improper acknowledgement of sources in essays, and the use of a single essay or paper in more than one course without permission are considered very serious offences and shall be grounds for disciplinary action.

5. We exhibit appropriate demeanor, and never accept offensive, sarcastic, or belittling behavior of each other.

Disabilities Statement:

Students who have disabilities or special needs and require accommodations in order to have equal access to classrooms MUST register with the designated staff member in Student Affairs in order for CSUCI to better accommodate special needs. Students are required to provide documentation of a disability when accommodations are requested.
Course Outline and Assignments*
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<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assignment</th>
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| 1    | 01/25/16 | - Course Overview  
- Student Introductions  
- Instructor Comments  
- Present Exercise #1                                                                 | Attend class. Be prepared to introduce yourself, your major, and what problem you’d like to change in the world.  
- Read: Chapter 1 Page 2  
Exercise #1 - Complete *Index of Learning Styles Questionnaire*. See Page 3 of this syllabus |
|      | 01/27/16 | - Lecture: Part I Introduction to Management Chapter 1  
Management and Organizations  
- Class Presentations: Learning Styles                                                                 | Read: Module Management History – 27  
In-Class Exercise Case Application |
| 2    | 2/1/16  | - Lecture: Management History  
- Present Study Plan for Quiz #1                                                                 | Read: Chapter 3 – Page 68  
In-Class Exercise Case Application |
|      | 2/3/16  | - Administer Quiz #1  
- Lecture: Chapter 2 Understanding Management’s Context: Constraints and Challenges                                                                 | Reading Quiz #1: Study Part I -Introduction to Management  
Read Chapter 2 – Page 42 |
|      | 2/8/16  | - Review: Chapter 2 and Quiz Results  
- Lecture – Part II Integrative Managerial Issues Chapter 3  
Managing in a Global Environment  
- In-Class Exercise: Case Study: Is a Promotion Worth Hiding Who You Are?                                                                 | Read: Chapter 4 – Page 96  
In-Class Exercise Case Application |
| 3    | 2/10/16 | - Review: Chapter 3  
- Lecture: Chapter 4 Managing Diversity  
- Class Presentations – Exercise #2                                                                 | Read: Chapter 5 – Page 122  
Exercise #2 - See Page #3 of this syllabus for more details. |
|      | 2/15/16 | - Review: Chapter 5  
- Lecture: Chapter 6 Managing Change and Innovation                                                                 | Read: Chapter 6 – Page 150  
In-Class Exercise Case Application |
|      | 2/17/16 | - Review: Chapter 6 Quiz #2  
- Lecture: Chapter 8 Foundations of Planning                                                                 | Reading Quiz #2: Study Part II  
Read: Chapter 7 Page 176 |
| 5    | 2/22/16 | - Review: Chapter 7 Quiz #2  
- Lecture: Chapter 8 Foundations of Planning                                                                 | Chapter 8 Page 202  
In-Class Exercise Case Application |
- Exam # 1 Review: Chapters 1-8                                                                 | Exam Preparation: Study Chapters 1-8 |
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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Notes</th>
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<tr>
<td>3/2/16</td>
<td>• Exam #1</td>
<td>. Exam #1 Chapters 1-8</td>
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<td>7</td>
<td>3/7/16 • Review: Exam #1 Results • Lecture: Chapter 9 Strategic Management • Strategic Management Exercise</td>
<td>Read: Chapter 9: Page - 222 In - Class Activity: “Managing Your Closet”</td>
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<td>8</td>
<td>3/9/16 • Lecture: Part IV Organizing Chapter 10 Basic Organizational Design</td>
<td>Read: Chapter 10 Page 262 Begin Exercise #3 – “Building Your Organization”</td>
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<td>3/14/16 • Review: Chapter 10 • Lecture: Planning Tools and Techniques</td>
<td>In-class #3 Exercise: “Building Your Organization”</td>
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<td>10</td>
<td>3/16/16 • In Class Presentations</td>
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<td>3/20/16-3/26/16 SPRING BREAK</td>
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<td>11</td>
<td>3/28/16 • Review: Class Presentations • Lecture: Chapter 11 Adaptive Organizational Design</td>
<td>In-Class Exercise Case Application</td>
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<td>3/30/15 • Review: Chapter 11 • Lecture: Part IV Organizing Chapter 12 Managing Human Resources</td>
<td>Read: Chapter 12 Page 310 In-Class Exercise Case Application</td>
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<tr>
<td>12</td>
<td>4/4/16 • Review: Chapter 12 • Lecture: Chapter 13 Managing Teams</td>
<td>Reading Quiz #3 - Study Chapters 11 &amp; 12 Read: Chapter 13 Page 344</td>
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<td>4/6/16</td>
<td>Mid Term Exam #2 Review</td>
<td>Study Part 4: Chapters 9-13</td>
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<td>13</td>
<td>4/11/16 Mid- Term Exam (Exam #2)</td>
<td>Mid- Term Exam (Exam #2) 9-13</td>
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<td>4/13/16 • Review: Mid-Term Exam Results • Lecture: Part V Leading Chapter 14 Understanding Individual Behavior • Introduce Exercise #3</td>
<td>Read: Chapter 14 Page 370 In-Class Exercise Case Application</td>
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<td>4/18/16 • Review: Chapter 14 • Lecture: Chapter 15 Managers and Communication</td>
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<tr>
<td>14</td>
<td>4/20/16 • Review: Chapter 15 • Lecture: Chapters 16 Motivating Employees</td>
<td>Read: Chapter 16 – Page 428 In-Class Exercise Case Application</td>
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<td>Date</td>
<td>Activities</td>
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| 14| 4/25/16    | - Review: Chapter 16  
- Lecture: Chapters 17 Managers as Leaders  
- Video Presentation: Leadership |
|   |            | Chapter 17 – Page 458                                                      |
| 15| 4/27/16    | - Lecture: Chapters 17 Managers as Leaders (Continued)  
- Class Presentation on Exercise #4 |
|   |            | Exercise #4 - Research a leader. See Exercise #4 on Page 3 of this syllabus |
|   | 5/2/16     | - Review: Chapters 17  
- Lecture: Part VI Controlling Chapter 18 Introduction to Controlling |
|   |            | Reading Quiz #4: Study Part V  
Read: Chapter 18 – Page 484 |
|   | 5/4/16     | - Review Chapter 18  
- Lecture Chapter 19 Managing Operations |
|   |            | Read Chapter 19 Page 514                                                   |
| 16| 5/9/16     | Guest Speaker                                                              |
|   | 5/11/16    | Final Exam Review                                                          |
|   | 5/18/16    | Final Exam 8-10 am                                                         |

*This syllabus is subject to change as circumstances dictate.*