

MGT 307 – Management of Organizations – Spring 2023 - Syllabus

Instructor & contact information

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Email is the best way to reach me and I will do my best to get back to you within 24 hours. All email communication should have the following subject heading: **MGT307**, followed by a brief summary of the question. I am not on Facebook, Twitter, Instagram, or basically any social media sites – its not that I'm unfriendly just old and such things don't really appeal to my communication habits or style.

Please check your CI email and CI Learn regularly for additional announcements and communication.

Texts: We will use a free, open source text which I have uploaded to your CI account. My lecture notes, cases, additional readings have also been uploaded to Canvas for you.

Course objectives: The purpose of the course is to enable you to think like a manager and to provide you with an introduction to the field of Management. You will learn about: the environment managers operate within, various management functions, and different tools managers use, along with a lot of vocabulary. 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.

A second and equally important purpose of the class is to draw upon the liberal arts foundation of CSUCI to enhance your critical thinking ability and communication skills. In the finest tradition of the liberal arts, this course is structured in such a way as to encourage/require that you not only learn facts about management (important) but that you also further develop the ability to use & combine these new facts to see an overall “bigger” picture. Moreover, the class is designed to help you also better express your thoughts about the “larger” patterns you now understand. Simply put, rote memorization isn't the point.

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

General Professionalism/Class Policies

1. Work is due when it is requested. **Late work will NOT be accepted. You will always have a two week widow to submit early BUT never late.**
2. There is 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. The final exam and quizzes are time definite. While you will be given a widow of time to complete there will be NO modifications of those timelines.
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. **We exhibit appropriate demeanor, and never accept offensive, sarcastic, or belittling behavior of each other. Simply put, while we may disagree we can disagree without being disagreeable.**

GRADING:	Final Exam	300
	Exercises	300 (3@100pts each)
	Cases	210 (3@70pts each)
	Assignments	110
	Reading Quizzes	080 (4@20pts each)
	Total	1000

Final grades will be assigned as follows:

	>940.0= A	900-939= A-
870 -899 = B+	840-869= B	800-839 = B-
770 -799 = C+	740-769=C	700-739 = C-
670 -699 = D+	640-669= D	600-639 = D-
(<600= F)		

Exam: (scale of 0-100@3=300pts)

A final examination, covering notes, text, readings, and discussions will be held in class on 5/16 (1:30-2:45 section) 1-3 or 5/18 7-9 for the 6-7:15 section. The exam will be some combination of objective choice (either multiple choice or fill-in-blanks) and short answer/essay. With essay questions, it is not about spitting back data (remember class objective #4) but about applying facts to generate creative solutions. Learning at its finest. Further, to encourage timely and diligent engagement with the class, **there IS an opt-out option for the final**. Here's the deal: if on 5/14/22 you have 560+ points you can decide not to take the final. If so, your final grade would be the total points you have as of 5/14 divided by 700. So for example: on 5/14 you have 605 points; your final grade would be $605/700$ or .864 or 864 =B. If that's good enough for you then you are done. To get to 560 5/14 you **MUST** submit all work timely (FYI not taking the final with less than 560 as of 5/14 would lead to F since $560/1000 = F$) Got it?

Exercises (3 exercises @100pts each=300pts)

Three exercises are assigned during the semester and are due on the dates noted. While each exercise is described below, students will (in general) turn-in 700-1500 word responses/analyses to the presented problem(s). **As a consequence each exercise is 100 pts.**

Exercise 1: Take the first letter of your last name and correlate it with the Asian country that starts with the letter closest (either direction) with that letter. So for example, your last name is Norris thus your Asian country would be either Nepal or North Korea (either one does not matter) . NOW:

A: Indicate two interesting social/cultural things about your country.

B: Indicate two interesting economic facts about your country.

C: Indicate two ways in which your country's cultural values differ from the cultural values of the USA. Use this link to support your answer: <https://www.hofstede-insights.com/product/compare-countries/> . AND how do these differences help explain PART A's answer.

D. OK, so you own a USA based business that wants to open a branch in your country. What two things do you need to know before opening that branch? Why these? AND indicate one way in which knowing differences in cultural values (PART C) might help you be more successful in your country. Really? Why?

Exercise 2: Do some research on a recent (since 2015) incident of unethical conduct by a business and/or business leader. Document that research by citing two sources (exclude wiki). Now answer the following three questions: (1) What ethical violation did you find – use our list of ethical violations from the Book-of-Notes. (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 -- again, support your response through direct and explicit connection back to the textbook.

Exercise 3: Find and embed the mission statement of a company that you would like to work for. Draw from that mission statement to: (1) Indicate TWO things it tells you regarding what they do, how they do it, where they do it, who they serve etc. (2) Indicate TWO ways that this mission

statement informs you regarding your possible “fit” with this organization. That is, knowing what you now know about the company what makes you a good potential hire; (3) Drawing explicitly from our discussion of organizing discuss how they should use TWO organizing tools (the list of 5 organizing tools can be found in module 5 slides) to help them better accomplish their mission.

CASES (3 cases @ 70pts each=210pts)

Over the course of the semester we will discuss four HBR cases. These cases have been uploaded to Canvas. Each of the cases illustrates a topic related to management. Students **MUST** submit a **500-750 word analyses of any three of the four**. **Students may decide to submit more than 3 and I will take the grade of the best 3, however, once a case has been discussed in class it can no longer be submitted for write-up.** The written analyses should:

Content	Percentage
Identify the main issue or problem in the case. A couple of sentences at most – Don’t need a summary of the case – assume that I have read the case and know the details. However, I want you to briefly state the problem evidenced!	20%
Identify 3 concepts discussed in the textbook, readings, notes that the case illustrates and/or helps explain why the problem identified has developed	40%
Discuss and support the action you “will” take to fix the situation; recommend course of action to be taken. While you may generate several options to be taken – in the end, I want ONE and only one solution – what should they do and why!!!!	40%

To increase understanding of case analyses expectations I have uploaded a practice case with video explanation in module 1.

Assignments: 110pts -- There are a number of assignments throughout the modules. Each has specific directions.

Reading Quizzes – 80pts --There are 5 in-class unannounced readings quizzes. I will take the grade of the best 4 (so I drop one). To be clear, these quizzes can **ONLY** be taken in-class during the first 10 minutes of that class. The quiz will ask 4-6 questions (the questions will be broad and general) about materials you should have read/watched on that day. The purpose of the quizzes is to “nudge” you to read during the semester – doing so will enhance your case analyses and performance on the final. The quizzes will be some combination of multiple choice, fill in the blank, and true/false drawing from the assigned readings, textbook, videos. They will be time limited and time specific.

Extra Credits Points: At the end of the semester I give myself permission to “nudge” student points up by +10. Only students who have attended class regularly, engaged in class discussion,

asked questions, perhaps came by to visit during office hrs etc. earn these points. To be clear these points are extra – you are not punished for not doing these things only a small reward for engagement. Completely subjective perhaps but by the end of the semester it will be pretty clear who engaged in these actions and who did not (plus I keep a written record noting student engagement).

ADA Statement: 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.

COURSE OUTLINE

Dates	TOPIC
Mod 1	Overview of class; management functions & skills
Mod 2	Management History & International
Mod 3	Ethics & Decision-making
Mod 4	Planning
Mod 5	Organizing & Control
Mod 6	Motivation & HRM
Mod 7	Leadership & Communication
Mod 8	Final Exam

Course Outline and Assignments by date (subject to change)

Date	Topic	Readings	Cases/Assignment/Exercises:
1/24	Class Overview	Read Syllabus	
1/26-2/2	Intro: Management Functions & EQ	Chapter 1 Readings: Disgust Explains & What Makes a Leader	
2/7			Assignment 1A & 1B Practice Case Review
2/9	MGMT History	Chapter 3; Reading: Management Myth	
2/14	Environment		
2/16-21	International	Reading: Managing Across Borders (2/21)	
2/23			Exercise 1; Case 1
2/28-3/2	Ethics	Chapter 4; Readings: Walk Away & Up to Code (2/28)	
3/7	Ethics	Ethical Organizations	
3/9			Exercise 2: Case 2
3/14-16	Decision-making	Chapter 11 Reading: Cognitive Tricks	
3/21	Spring Break		
3/28	Planning	Chapters 5 & 6	
3/30	SWOT	Reading: How to Conduct SWOT	
4/4 & 4/6	Organizing	Chapter 7(4/4) Reading: Knowing-Doing Gap (4/6)	
4/11			Assignment: CSUCI SWOT
4/13	Control	Chapter 15	
4/18	Quality		Assignment: Me & Control
4/20	Motivation: Content	Chapter 14	Exercise 3
4/25	Motivation: Process	Reading: In Praise of Laziness	
4/27	Leadership	Chapter 10 Readings: Patagonia & When Women Run Colleges	Assignment: How's your motivation
5/2	Leadership		Case 3
5/4	Communication	Chapter 12	
5/9	Communication		
5/11	Review		Case 4
5/18	Final Exam:		In Class – 7-9pm

Disclaimer

Information contained in this syllabus, other than that mandated by the University, may be subject to change with advance notice, as deemed appropriate by the instructor. I will let you know if advance if changes are needed.

