

**MGT 307 – Course Syllabus, Fall 2011**  
**Martin V. Smith School of Business and Economics**  
**California State University Channel Islands**

<b>Course</b>	MGT 307, Management of Organizations Class No. 1106, Section 4 Thursday., 6:00pm to 8:50pm; Bell Tower 1494
<b>Professor</b>	Jeffrey Stone, Ph.D.
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<b>Office Hours</b>	Monday 11am-12pm, Thursday 5:00pm-6:00pm
<b>Required Textbook</b>	Certo, Samuel C. and S. Travis Certo. <i>Modern Management, 12<sup>th</sup> Edition</i> . Prentice-Hall, 2011. ISBN 978-0-13-217631-6

### **COURSE DESCRIPTION AND STUDENT LEARNING OUTCOMES**

This course is an introduction to the basic concepts in management and organizational behavior. It emphasizes the application of behavioral science concepts, interpersonal skills and team building principles and processes to organizations. After you complete this course, you should be able to:

1. Describe orally and in writing the fundamentals of management within domestic and global enterprises,
2. Write analyses of complex cases related to management and organizational behavior principles,
3. Formulate and execute management policies, strategies, plans and procedures,
4. Identify, conceptualize, and develop solutions for successful resolutions to organizational problems.

### **COURSE COMPONENTS**

#### **Case Analysis**

You will answer questions to four challenge cases and one comprehensive case. Your **answers must be submitted on paper at the time due. Answers must be typed using double-space, 12-point Arial or Times/Times New Roman font, with 1” margins. Put your name, course number and date in the upper right corner of the first page, single spaced.** All assignments are *individual* assignments only. Collaboration with classmates on your answers, or use of material other than that provided in the textbook or by the professor will be considered plagiarism. However, you should have someone review your work for grammar and spelling. Do not rely on the spell-check and grammar feature of your word processing software. All assignments are due the beginning of class. Late submissions or email attachments before or after class will not be accepted. **Failure to follow these instructions will lower your grade on these papers.**

**(1) Answers to Challenge Case Questions (four at 2% each) 8%**

Each chapter starts and ends with a company case that exemplifies concepts from that chapter. You are to answer the indicated question. Maximum length for each assignment is one page.

**(2) Comprehensive Case Assignment 7%**

There is one written case assignment. It will be evaluated on your ability to communicate clearly and concisely. Grammar and spelling will be weighted heavily in assessing your paper. The maximum written length of the comprehensive case writing assignment is three pages. Staple the pages in the upper left corner.

I will review grading rubrics for the written assignments in class. I will not provide written guidelines, however. Assignments are graded for the entire class at the same time. I will provide feedback to the class when I return the assignments. I cannot re-grade assignments after they are returned, and I will not negotiate with you to improve your score.

**Attendance and Participation 10%**

Attendance will be taken most days at the *beginning* of class. No credit will be given for missing class, regardless of any reasons or excuses.

Please bring your textbook to class each session because we will do textbook exercises in class.

**Evaluations (weighted at 15%, 25% and 35%) 75%**

There will be three evaluations to provide feedback on your understanding of the management concepts presented in the course. Content for the evaluations may originate from the textbook, case analysis, lecture materials and video presentations. The evaluations will be multiple-choice and cover the chapter and lecture material for only that section of the course, with the exception of the final evaluation, which will include eight additional questions covering the entire course. Use a Scantron Form No. 882-E. **NOTE:** No make-up exams or early exams will be given unless you provide written documentation for a compelling reason for missing the exam (e.g., a doctor's note, accident report, etc.). Planned vacations are not considered a valid reason for taking the final exam early.

**GRADING**

Plus and minus grades will be awarded for the course. There are no extra credit assignments. In general, for this course, you may expect approximately 10% A's, 30% B's, 46% C's, 10% D's, and 4% F's. There are no grade changes except for instructor error.

**STUDY GUIDELINES**

It is very important to read the textbook chapters before the classroom lecture. By reading the textbook first, you will have a basic understanding of the material. If you have any questions or misunderstanding, the instructor may clarify your understanding during lecture.

When reading the textbook, first read the first page of the chapter to understand the objectives of the chapter. Next, read the Challenge Case and follow the directions in the “Exploring your Management Skill” section. Complete Part 1 before reading the rest of the chapter.

Next, review the section headings and look at the figures throughout the chapter. The purpose of this process is just to become familiar with what’s in the chapter.

Finally, read the chapter in detail. Textbooks are meant to be study tools. They are not written to entertain you, but to inform you. Stop after each section and ask yourself, “what was that section about, what did it say, how does this apply to my work life?”

Do not try to read the chapter in one sitting. Take a short break after each major section.

After you have finished reading the chapter, you’re not finished. Complete the “Exploring Your Management Skill:Part 2” at the end of chapter. Review the questions that you completed in Part 1 of the section before you read the chapter, and score yourself. Answers to the questions are at the end of the book.

Lastly, read the “Challenge Case Summary.” If there is an assignment due for a particular case, answer the questions at this time.

This class is intended to help you integrate fundamental management and organizational concepts into your overall understanding and practice of business. When reading and studying, it is best if you apply the material to your specific work environment. Make the material part of your life. See if you have any “case studies” of your own that demonstrate the chapter material.

## **CLASSROOM PROTOCOL AND ACADEMIC HONESTY**

Powerpoint slides will be available in Blackboard before class. You should print the slides before class using the “black and white” option in Powerpoint. During class, you can take notes on the printed slides. Alternately, you may use a laptop computer to take notes directly in powerpoint. If you chose to use a laptop, you must use it only to take notes. Using a laptop to connect to the internet, without consent of the professor, is prohibited.

Texting is prohibited. Texting or web surfing during class is unprofessional, disrespectful to the course material, the professor and your fellow students. If you cannot stay awake during class, you will be asked to leave and receive no credit for attendance. Disciplinary action will be undertaken if your behavior is disruptive to the class.

Regarding academic honesty, the corporate world of today places significant emphasis on ethics, as does CSUCI and the Smith School of Business and Economics. In this class, therefore, you must not collaborate on your case assignments or use material outside the scope of the requirement. This includes outside references (other than the textbook or class materials) such as other papers or web sites. Suspect papers will be checked carefully, and plagiarism will be disciplined appropriately. Please review the University policy on academic honesty found at

[http://www.csuci.edu/academics/catalog/2010-2011/Sec-7\\_Policies-and-Regulations.pdf](http://www.csuci.edu/academics/catalog/2010-2011/Sec-7_Policies-and-Regulations.pdf)

**CLASS SCHEDULE AND ASSIGNMENTS (SUBJECT TO CHANGE)**

<b>Week</b>	<b>Dates</b>	<b>Topic and Assignments</b>
1	9/1	Course Introduction Ch. 1, Introducing Modern Management
2	9/8	Ch. 2, History and Current Thinking Ch. 18, Groups and Teams
3	9/15	Ch. 3, CSR, Ethics, Sustainability <b>Turn in</b> answer (max. one page) to Q1 on page 77 for the Verizon case. Ch. 4, Management and Diversity
4	9/22	Ch. 5, Managing in the Global Arena
5	9/29	<b>EVALUATION 1</b> covering Ch. 1-4 and 18 (6:00pm to 7:15pm) Ch. 8, Decision Making (7:30pm to 8:45pm)
6	10/6	Ch. 7, Principles of Planning <b>Turn in</b> answer (max. one page) to Q2) on page 177 for the QBP case. Ch. 10, Plans and Planning Tools
7	10/13	Ch. 9, Strategic Planning
8	10/20	Ch. 11, Fundamentals of Organizing <b>Turn in</b> answer (max. one page) to Q2 on page 269 for the Sony case. Ch. 19, Managing Organization Culture
9	10/27	<b>EVALUATION 2</b> covering Ch. 7-11 and 19 (6:00pm to 7:15pm)
10	11/3	Ch. 13, Human Resource Management Ch. 12, Responsibility, Authority and Delegation <b>Receive</b> Comprehensive Case instructions.
11	11/10	Ch. 17, Motivation <b>Turn in</b> answer (max. one page) to Q1 on page 421 for the Bristol-Myers Squibb case.
12	11/17	Ch. 14, Organizational Change Ch. 15, Influencing and Communication
13	12/1	Ch. 16, Leadership <b>Turn in</b> Comprehensive Case (max. three pages)
14	12/8	Ch. 20, Creativity and Innovation Ch. 6, Management and Entrepreneurship
	12/15	<b>FINAL EVALUATION</b> (7:00pm to 9:00pm) Covering Ch. 6, 12-16, 20 and 8 comprehensive questions