



MGT 307 – Syllabus¹ - Fall 2021

Instructor: Maria Ballesteros-Sola, DBA, MBA, LLB
I have a very long last name, but you can call me Dr. B or Dr. [BUY-A-STAIR-OS]. Please, update your profile in MyCI if you have a preferred name other than your legal name.

Class Meetings: Monday 3-4.15 pm
Wednesday 3-4.15 pm

Happy Hours: In my office at **SAGE Hall #2153** – right before class or online by appointment – we are just a Zoom away!

- Monday 2-2.45 pm.
- Wednesday 2-2.45 pm

Please remember that masks are required in doors for everyone regardless of vaccination status and adhere to posted physical distancing indicators and signage.

Please, I am here to help. Don't wait until you are in over your head; contact me as soon as you have doubts or concerns.

E-mail : maria.ballesteros-sola@csuci.edu

During the week, I respond to e-mails in a 24 h period max. If you haven't heard from me in one day, please resend.

MVS BUSINESS PROGRAM LEARNING GOALS

1. Critical Thinking
2. Oral & Written Communication
3. Collaboration
4. Conduct (Ethics)
5. Competency in Disciplines

WHAT IS THIS COURSE ABOUT?

¹This course design, syllabus, assignments have been inspired by Dr. Cooper's own course. Special thanks to Dr. Cooper for his generosity and management wisdom.

This course is an introduction into the field of management that will hopefully help you think like a manager. You'll learn about the environment managers operate in, different management functions and some of the tools managers use. By understanding why and how managers do what they do you will be better equipped to be successful in an organization as well as decide whether you are interested in a career in management. Even, if you do not wish to be a manager, it will help you understand many of the actions taken by managers. Much of the course reviews managerial challenges and tasks relating to directing the organizations in broad sense, whether for profits or non-profits, while the rest relates to teams and individuals. This course also emphasizes developing critical thinking and communication skills within this domain, so that you can better analyze organizational situations and convey your insights.

WHAT WILL YOU LEARN IN THIS COURSE? LEARNING OUTCOMES

After completing the course, you should 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)

Other critical course objectives are team building, focused and precise writing, public speaking and presentation skills, and proficiency in some web-based essential tools such as Google Docs and Google Slides.

WEEKLY ACTIVE LEARNING CYCLE
BY PROF. BALLESTEROS-SOLA

STAGE 1: CONCEPT EXPLORATION
In this first stage students work individually or in small groups at their own pace.
• Readings: textbook, cases & articles
• Lectures/tapes
• Slides

STAGE 2: CONCEPT INTRODUCTION
Weekly synchronous class time
Focus on key concepts
Check understanding

STAGE 3: CONCEPT APPLICATION
This stage closes the gap between theory & practice.
• Case analysis
• Scaffolded team project

STAGE 4: REFLECTION
Weekly double-entry journal:
*How this Learning Unit applies to my own (future) professional and personal life?

SOURCE: DR. BALLESTEROS-SOLA BASED ON ACUE'S MATERIALS

These objectives will be achieved through a mix of mini-lectures, readings, interactive activities and case discussions and writing assignments. You maybe wonder what's the point of learning to use a collaborative cloud base solution like the G Suite. You aren't the only one asking this question. I wrote this short blog entry so you can better understand my rationale. <http://tlinnovations.cikeys.com/teaching-learning/kick-out-the-jams/>

I welcome you to contact me outside of class and happy hours. E-mail is the fastest way. I aim to reply in 24 hours Monday through Friday so. You haven't heard back from me in 24 h, please resend your email. I teach other courses so please add MGT 307 on the subject.

HOW WILL YOU LEARN IN THIS COURSE? THE ACTIVE LEARNING CIRCLE

We will introduce the basics of management g using an **active learning** pedagogy. As explained in the infographic, you will engage first on individual Concept Exploration (Stage 1) ahead of our face-to-face class time. We will work first on Stage 2 Concept Introduction during our weekly meetings, using the time together to review key concepts and apply them through case discussions and the team project (Stage 3). Finally, you will submit a brief reflection at the end of each learning unit (Stage 4) to distill the key concepts, understand how they apply to your world, and connect them to your interests.

REQUIRED COURSE MATERIALS

- **Textbook: "Principles of Management (Ed. 5)"** (FlatWorld Knowledge). You can purchase your textbook in an affordable format of your choice
<https://students.flatworldknowledge.com/course/2597907>
You can also access a free online older version of the textbook here:
<https://open.lib.umn.edu/principlesmanagement/>
- **Case studies:** available in the SAGE Library database (full details in CI Learn)
- **Additional readings** as posted on CI Learn and handed out in the classroom.

ADDITIONAL RESOURCES

- **LinkedIn Learning Management** micro-courses available through MyCI. Free for all CI students! We will use a few this semester but be curious and check it out.
- **Periodicals:** Harvard Business Review (available through the library), Time Magazine, local newspapers, etc.
- **Apps:** Harvard Business Review Today (great podcast series!)

PREREQUISITES: none

GRADING

There is a total of 1000 possible points to earn in this class. Points will be earned through:

	POINTS	PERCENTAGE
Career Advancement HW 1	25	2.5%
Career Advancement HW 2A	50	5.0%
Career Advancement HW 2B	25	2.5%
Career Advancement HW 3	50	5.0%
Career Advancement HW 4	25	2.5%
Journal - 15 entries (one per module)	75	7.5%
Attendance	50	5.0%
Class Participation	50	5.0%
Case Analysis 1 - ind.	25	2.5%
Case Analysis 2 - team	50	5.0%
Case Analysis 3 - team	75	7.5%
Case Analysis 4 - ind.	75	7.5%
Weekly Quizzes (14 modules x 5)	75	7.5%
Midterm	125	12.5%
Final Exam	225	22.5%
	<hr/>	<hr/>
	1000	100.0%

Please, take a second to reflect on the points distribution. You have many opportunities throughout the semester to earn "easy" points. Don't wait till the end of the semester to start caring about your performance or to ask for extra credit opportunities. Start strong on week one!

The final grade will be calculated on the weighted value of all components. Final grades will be given based on the guidelines provided by the school. The professor reserves the right to change the method for determining course evaluation at any time.

A+: 1000-980	A: 979-930	A-: 929-900
B+: 899-880	B: 879-830	B-: 829-800
C+: 799-780	C: 779-730	C-: 729-700
D: 699-600	F: <600	

ATTENDANCE

This class follows a face-to-face delivery format. We don't know what the rest of 2021 will throw at us, but we must connect weekly, knowing that we are there for each other. My attendance policy is as follows:

Only one undocumented absence will be allowed during the semester. Each additional undocumented absence will result in a 10-point penalty deduction from your attendance grade up to three unexcused absences (-30 points).

Students that miss more than four classes without proper documentation will NOT pass the class.

So, you should attend every class, but extenuating circumstances arise that can make this difficult. If you cannot attend a class, please let me know in advance. When you miss a class, you are responsible for obtaining any notes, handouts, additional reading materials, or assignment changes from your classmates or CI Learn. Please check first with them. For additional information please check the **Disruption Plan** under Start Here module in CI Learn.

For absences with extenuating circumstances related to a medical condition or disability for which you may require reasonable accommodation, please refer to the Disability Statement.

Students are expected to arrive in our Zoom room on time. Three late arrivals will count as one undocumented absence.

Notice that the CI Learn attendance feature doesn't allow for real-time grade adjustment – your attendance grade will be adjusted manually at the end of the semester following the rule listed above.

CLASS PARTICIPATION

All of us in the class, you, me, your peers have a responsibility to create an environment in which we can all learn from each other. I expect everyone to participate in class so that we can all benefit from the insights and experiences that each person brings. To participate, you are expected to come to class with the assigned readings completed, especially the cases, and fully prepared to participate in the discussion. Therefore **preparedness, your contributions** toward advancing class discussion, and

generally **fostering learning among peers**, will count toward your class participation grade. I reserve the right to start requesting written summaries of the weekly assigned readings if the students don't come prepared for class.

Class participation² provides the opportunity to practice speaking and persuasive skills, as well as the ability to listen. Comments that are vague, repetitive, unrelated to the current topic, disrespectful of others, or without sufficient foundation, will be evaluated negatively. What matters is the quality of one's contributions to the class discussion, not the number of times one speaks.

- **Outstanding Contributor:** Contributions in class reflect exceptional preparation. Ideas offered are always substantive; provide one or more significant insights as well as direction for the class. Challenges are well substantiated and persuasively presented. If this person were not a member of the class, the quality of discussion would be diminished markedly. **Grade: 50 points**
- **Good Contributor:** Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide useful insights and sometimes direction for the class. Challenges are well substantiated and often persuasive. If this person were not a member of the class, the quality of discussion would be diminished. **Grade: 40 points**
- **Adequate Contributor:** Contributions in class reflect satisfactory preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a new direction for the discussion. Challenges are sometimes presented, well-substantiated, and are occasionally persuasive. If this person were not a member of the class, the quality of discussion would be diminished somewhat. **Grade: 30 points**
- **Non-Participant:** This person says little or nothing in class. Hence, there is not an adequate basis for evaluation. If this person were not a member of the class, the quality of discussion would not be changed. **Grade: 10 points**
- **Unsatisfactory Contributor:** Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive; provide few if any insights and never a constructive direction for the class. Integrative comments and effective challenges are absent. If this person were not a member of the class, valuable airtime would be saved. **Grade: 0 point**

ASSIGNMENTS

1. Career Advancement Homework

The set of homework is designed to give you an opportunity to do some deep thinking about your career. There will be five homework assignments related to thinking about what you value, setting goals for working toward making that a reality, and tracking your progress toward the goals. See the “Career Advancement Homework” module on CI Learn for details.

Homework will be uploaded to CI Learn before class. Please upload the Word file into CI Learn (Assignments→ Homework). If you are not attending the class, still be sure you submit it via CI Learn before **the class**. No exceptions. **Late assignments are not accepted**. Please, don't send me an e-mail with the homework attached since I can only grade assignments submitted in CI Learn.

² Note: Adapted from USC Equity-minded Syllabus Workshop and Dr. Caserta at the IE Business School (source: Caserta, 2013 – Quantitative Methods – Syllabus). In turn, these guidelines have been learned from someone else. Although the original attribution for the guidelines has been lost, they continue to be so useful to so many.

Homework will be graded based on the quality of the content but also on the look & feel (remember we are in a management class!). These "artifacts" will help you to create your student's portfolio.

2. Case Analysis

During the semester, we will be discussing four teaching cases. A **teaching case** is basically a story that describes a real business situation faced by managers, employees, entrepreneurs, etc. Cases allow you to perform an analysis/evaluation and recommend a course of action for the protagonist of the case.

Some cases are individual, and some require working with a team. The first and last one will be completed individually. The middle two will be completed as group assignments. All the analysis assignments will have helper assignments to prepare you for discussion of the cases and improve collaboration on the group assignments. Please pay attention to the deadlines. Before the case discussion, individually or in teams you will submit a write up (500 words max 12-point font, 1.5-spaced) document in CI Learn. This preparation will help you to get your thoughts organized for the in-class discussions. Be sure to read the prompts for each case, but usually, you will:

- Identify the company, protagonist, year, industry, and the decision point or issue discussed in the case.
- Recommendations: Propose a course of action and explain why.

Learning to prepare and discuss a case is a process. These are the three key things that I would like you to focus on and get better at as we progress through the cases:

- Comprehension/ getting the facts: Ask yourself: Do I understand what's going on? Can I name the industry, the protagonist, the organization? When and where does the case take place? What's the primary issue or dilemma that the protagonist is facing?
- Critical Thinking: What are the options for the protagonist? What key concepts or frameworks learned in class can I apply here? Why is this case relevant in the context of our current Module? Did I capture my own opinion in the write-up?
- Writing mechanics: Run a spell check, read in a loud voice, review punctuation, and those upper cases (countries? brand names? etc.)

In a nutshell, ask yourself: Am I submitting my best work?

The cases analysis must be submitted **before** class. No late submissions accepted. If you don't address the questions listed in the case instructions, you won't get any points. Be sure you review the rubric and the check list shared in MyCI. Also, you won't get any credit if you prepare a different case.

3. Weekly Journal Entries

Writing the Journal will help you to document your growing knowledge of management. I encourage you to write in your journal after each class.

First, capture in bullet points the main topics discussed in class. Then, add at least one self-reflection paragraph about the class content, activities or even related to group dynamics, main obstacles found, interesting inputs from the guest speakers, etc.

It should become a personal lesson learned exercise that will help you to prepare for the Midterm, Final and in future projects.

I will be the only person who will read the journals. I expect you to be open, honest and provide constructive feedback about class materials and activities.

At the beginning of the semester, each student will create a Google Doc and share with me in the Journal assignment in MyCI. Each week you will type your entry in this same document in reverse chronological order (most recent entry first). Be sure to share document with at least “comments rights”. Journal entries need to be submitted online weekly before class Only students with **15 weekly entries (at least one per Module)** will be awarded full credit. **No partial credit, no late submission**

EXAMS & QUIZZES

- **Online Quizzes.** Every module requires to read the assigned chapters before coming to class. There are 14 online quizzes (5 points each) scheduled throughout the semester, and due before class. No make-up tests allow for these quizzes.
- The **Midterm** will serve as a checkup of your progress. Also, it will give you an idea of what to expect on the final exam. The format will be a mix of multiple-choice questions, topic questions, and mini-case analysis. No make-up exams will be given.
- Final Exam. Similar to the midterm it will be a mix of multiple-choice questions and topic questions (all these close book), and mini-case analysis open book/open internet.

*There will be NO extra credit opportunities in this class – take advantage of EACH weekly opportunity to earn points. Don't wait until the last minute.
Late assignments will not be accepted.*

TENTATIVE SCHEDULE

As mentioned in my July email, we will be connecting online for the first two weeks – August 23,25th 30th & September 1st. Our first face to face meeting will be on September 8th. Please check CI Records for the final classroom number. Use this zoom room for all four online sessions:

<https://csuci.zoom.us/j/87947673402>

The following schedule of assignments is subject to change with notice.

Week	Topic	Module/ Learning Unit	Assignments Due
1 online	Aug 23 Aug 25 Introduction to Management	Module 1	Getting to know you survey Journal Entry

2	Aug 30 online Sep 1	History of Management Theory	Module 2	Career HW #1 Journal Entry
3	Sep 6 F2F Sep 8	Labor Day – No class Vision, Mission, Values & Stakeholders	Module 3	Career HW #2A Journal Entry
4	Sep 13 Sep 15	Groups & Teams	Module 4	Case Analysis #1 Journal Entry
5	Sep 20 Sep 22	Strategic Management	Module 5	Journal Entry
6	Sep 27 Sep 29	Goals	Module 6	Case Analysis #2 Journal Entry
7	Oct 4 Oct 6	Organizational Structures	Module 7	Journal Entry
8	Oct 11 Oct 13	Leadership	Module 8	MIDTERM Career HW #2B
9	Oct 18 Oct 20	Organizational Change	Module 9	Journal Entry
10	Oct 25 Oct 27	Organizational Culture	Module 10	Career HW #3 Journal Entry
11	Nov 1 Nov 3	Motivation	Module 11	Journal Entry
12	Nov 8 Nov 10	Decision Making	Module 12	Case Analysis #3 Journal Entry
13	Nov 15 Nov 17	Data Driven Management	Module 13	Journal Entry
14	Nov 22 Nov 24	Communication	Module 14	Case Analysis #4 Journal Entry
Happy Thanksgiving!				
15	Nov 29 Dec 1	Globalization & Business	Module 15	Career HW #4 Journal Entry
16	Dec 6 Dec 8	FINAL EXAM 1-3 pm No class		

WRITING STANDARDS

The standard of writing is that of an upper-division class, so you should have already achieved correct grammar and punctuation skills. Writing, like any other foundational skills, can always be improved, so I encourage you to reach out to our **Writing & Multiliteracy Center (WMC)** to help you with writing assignments. Check the WMC module in MyCI for additional information.

References/Bibliographies and writing must be **APA style**. Please, review this brief guide <https://www.csuci.edu/writing-ci/guide/business-and-economics.htm>

CHEATING, PLAGIARISM AND OTHER FORMS OF ACADEMIC DISHONESTY

By enrolling at CSU Channel Islands, students are responsible for upholding the University's policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff. Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling, or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code (located at <http://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>). **If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office.** For additional information, please see the faculty [Academic Senate Policy on Academic Dishonesty](#), also in the CI Catalog. Please ask about my expectations regarding academic dishonesty in this course if they are unclear.

The Internet is an excellent 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. When using another writer's work, accurately identify it with a proper citation.

Plagiarism or cheating on tests and exams will result in an "F" (0 points) on the tests or exams, very likely resulting in a lower or possibly a failing final grade in the course. No retakes. Plagiarism on homework or project deliverables will result in a **0-point** grade for that document. In the case where the cheating or plagiarism was premeditated or planned, students may receive an "F" for the course. I encourage you to review this document from UC Davis to learn to distinguish between collaboration and plagiarism: <http://www.academicintegrity.org/icai/assets/unauthorizedcollaboration.pdf>.

Last semester students cut and pasted answers from the Internet in the final, exam and this is considering plagiarism. If my expectations regarding academic dishonesty in this course are no, clear, please let's talk in class.

DISABILITIES ACCOMMODATIONS

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 needed services. You can [apply for DASS services here](#). Faculty, students, and DASS will work together regarding course accommodations. Please discuss approved accommodations with me ASAP so I can better serve your needs.

CAMPUS TUTORING SERVICES

You are encouraged to make regular use of campus tutors and/or peer study groups, beginning in the second week of the semester. For campus tutoring locations, subjects and hours, go to <http://go.csuci.edu/tutoring>.

CIVIL DISCOURSE STATEMENT

All students, staff, and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse. If you are experiencing discomfort related to the language you are hearing or seeing on campus (in or out of classes), please talk with a trusted faculty or staff member. Similarly, please consider whether the language that you are using (in person or on MyCI) respects the rights of others to "*engage in informed discourse and express a diversity of opinions freely and in a civil manner*" (language from Academic Senate [Resolution SR 16-01](#), Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community).

In addition, students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action. Students that disrupt this course may receive a verbal and written warning from the instructor, they may be excused from the class for the day, they may be excused from the class for up to one class period, and/or they may be referred to the Dean of Students office for further review and possible disciplinary action.

EMERGENCY INTERVENTION AND BASIC NEEDS

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g., sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The **Dolphin Pantry** is currently located in Arroyo Hall and offers free food, toiletries and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512. Please visit the website for the most up to date information on the **Basic Needs** Program at CI: <https://www.csuci.edu/basicneeds/>.

COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option two on voicemail for 24/7 crisis support; or text "Hello" to 741741); you can also e-mail us at caps@csuci.edu or visit <https://www.csuci.edu/caps>.

TITLE IX AND INCLUSION

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind based on a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical

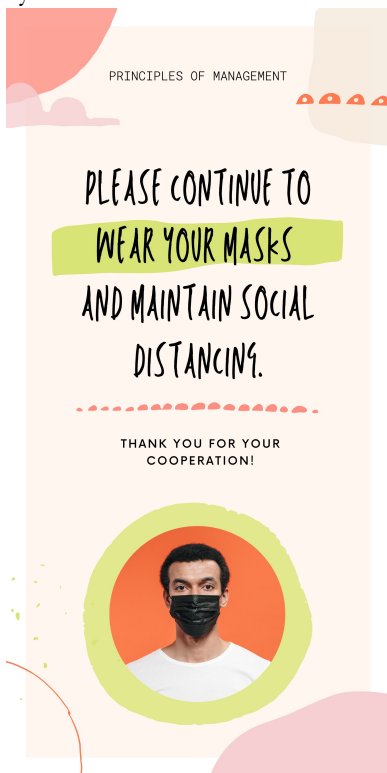
condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating, and domestic violence, and stalking. For more information regarding CSU Channel Islands' commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.

PREFERRED PRONOUNS

I will gladly honor your request to address you by an alternate/preferred name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. You may also update your pronouns or preferred name in myCI Student Center. Visit, <https://www.csuci.edu/registrar/preferred-name.htm> for instructions.

RECORDING POLICY

Students may not record (audio or video) in this class except in accordance with approved ADA accommodations. Any recordings made in connection with a disability accommodation are for the student's personal academic use only and may not be distributed in any manner to any other individual.



CAMPUS & PUBLIC HEALTH REQUIREMENTS

CSUCI is following guidelines from the California Department of Public Health and Ventura County Department of Public Health to promote safety during the COVID-19 pandemic for CSUCI students, employees, and visitors on the campus, to help prevent and protect oneself and others from the spread of the virus. Students are required to adhere to all health and safety requirements outlined on the University's website regarding COVID-19. Failure to do so may result in removal from the classroom and, in keeping with CSU policy, the student may also be denied access to campus/programs. Remember, if you cannot wear a mask due to a medical condition, please reach out to Disability Accommodations & Support Services (DASS) at accommodations@csuci.edu or 805-437-3331.

BUSINESS PROGRAM ADVISING WEBSITE

There are two types of class advising at CSUCI, academic advising and major/minor advising.

1. The **Academic Advising** (<https://www.csuci.edu/academics/advising/>) department helps students from all majors choose general education (GE) and other non-business classes. Please make an appointment with them to ask about GE and other non-business classes.
2. The **major/minor advisors** help you pick business classes. There are two business major/minor advisors who specialize in helping you choose classes for your business major or business minor. They can help you:

- check whether you are on schedule to graduate
- plan which classes to take each semester
- decide whether you want to declare an option in the business major
- plan which classes to take while studying abroad
- answer any other questions about the business major or minor

The two-business advisors this semester are:

- Dr. Dylan Cooper <https://calendly.com/dylan-ci/office-hours>
- Dr. Minder Chen minder.chen@csuci.edu

Check this site for additional information related to the Business Program
<https://business.csuci.edu/businessadvising.htm>

DISCLAIMER

The information contained in this syllabus, other than the mandated by the University, may be subject to change with advance notice.

Final Thoughts

This class and all that we strive to accomplish are about you and for you! The class is the safest laboratory that you will experience in your career. Make the most out of it! Work hard and have fun! Thank you for choosing this class.

I am looking forward to working with you.

"Inspiration exists, but it has to find you working."

Pablo Picasso

"If you do the work, you get rewarded. There are no shortcuts in life"

Michael Jordan