

COURSE SYLLABUS

MGT 307-01

MANAGEMENT OF ORGANIZATIONS

FALL 2022

Instructor: Nik Lewis, MBA

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Office Hours: Monday 5:00-6:00pm Sage Hall Rm 2016

Zoom Room: <https://csuci.zoom.us/j/7168583636>

Course Meetings: Mon/Wed 3:00-4:15pm

Course Location: Bell Tower 2582

Course Description

Principles, methods, and procedures for planning, organizing, leading, and controlling organizational actions. Example topics include strategic management, organizational culture, leadership, managerial communication, and decision making.

Required Text

1. Principles of Management by David S. Bright. (Check Open Stax)
2. *Additional readings will be available on CI-Learn (Canvas).*

Course Approach

Classes will consist of active lectures based on the textbook and current, relevant events. Students are required to prepare for, and participate in, the classroom discussions. The course will additionally involve the analysis of predefined case studies, a personal leadership reflection paper, and a group project where the students will analyze and present the management styles of a company as a team.

Course Policies

Attendance

Your attendance of each class meeting is essential to your success in the course. If it becomes necessary for you to be absent, please send the instructor an email in advance to ensure you do not fall behind. Submitting assignments early will be an option where it does not impact the intent of the assignment.

Disability Statement

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 classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Academic Integrity

As an institution of higher learning, CSUCI values academic integrity and will not tolerate acts of academic dishonesty. Academic dishonesty includes but is not limited to such things as cheating, inventing false information or citations, plagiarism, and helping someone else commit an act of academic dishonesty. If a student is found responsible for committing an act of academic dishonesty in this course, an appropriate academic penalty will be assigned, and the incident will be referred to the Dean of Students Office. For additional information, please refer to CSUCI's [Policy on Academic Dishonesty](#).

Evaluation Method

The final grade for this course will be based on a total of 100 percent, as follows:

Participation	10%
Case Study Analyses (2 @ 15%)	30%
Personal Leadership Reflection Paper	25%
Company Managerial Analysis Project	15%
Final Exam	20%

Grading Scale

Letter Grade	Percentage
A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D	60-69%
F	0-59%

Participation (10%)

Active participation is required in both F2F and Zoom sessions in order for you to be successful in this course.

Case Study Analyses (30%)

Case Study #1 Wells Fargo Scandal

Case Study #2 When Two Leaders Collide (Conflict Management)

The names of the two case studies that we will use are provided above. The case studies themselves will be posted on canvas. What I expect is a 4-6 page thoughtful analysis of, and response to, the leadership involved in each case study.

The following are specific guidelines for the Case Analyses to encourage your success on these assignments.

Case Study #1:

- Page 1: 1/2 page summarizing the situation involved in the case study. 1/2 page detailing the decisions that were made by the manager(s) in the case.
- Pages 2-3: Provide a personal, thoughtful response to the decisions involved in the case study. What is your opinion of the situation? Was it properly handled? Also, please provide a personal example of how you have handled, or how you would handle, a similar situation in your own work/personal life.
- Remainder of Paper (**most important part**): Relate the decisions in the case study to what we have covered in the textbook and in class so far. Which principles have we learned about so far? How were they, or how were they not, applied in the case study?
- Finally, please include a brief conclusion.

*4-6 pages, double-spaced, 12 pt., Times New Roman font.

Case Study #2

- Page 1: 1/2 page summarizing the manager's situation involved in the case study. 1/2 page detailing the decisions that have been made so far by the leader(s) in the case.
- Pages 2-3: Provide a description of thoughtful responses to conflict when one is in a managerial role. Based on this information, what are the options for action that the CEO can take? Which do you believe is the best option and why?
- Remainder of Paper (**most important part**): Relate the leader's situation and the options for decisions in the case study to what we have covered in the textbook and in class so far. Which principles have we learned about so far? How were they, or how were they not, applied in the case study?
- Finally, please include a brief conclusion.

*4-6 pages, double-spaced, 12 pt., Times New Roman font.

Personal Leadership Reflection Paper (25%)

The Personal Leadership Reflection Assignment is an opportunity for the student to reflect on their leadership skills and the areas they would like to improve on for the future. What I expect is a 4-6 page thoughtful reflection on, and analysis of, your leadership/management skills in the present and your plan for improvement in the future.

The following are specific guidelines for the paper to encourage your success on this assignment.

- Pages 1-2: Provide a summary of your current leadership/management skills and talents. Provide examples of leadership skills you have exhibited in your personal or work life. Please provide reasoning for **why** this is your current level of skill in this area. (E.g. upbringing, learned behaviors).
- Pages 3-4: Provide a plan for improvement in the future. Which principles do you want to continue in the future? Which principles do you want to learn for the future in order to be successful?
- Remainder of Paper: How does your plan relate to the content you have learned in our course so far? Which principles that you learned in the course do you want to carry forth as a leader in the future?

*4-6 pages, double-spaced, 12 pt., Times New Roman font.

Company Managerial Analysis Group Project (15%)

Students will assemble into teams of five and select a company's management style to analyze. With your partners, prepare a thoughtful analysis of the leader of the company to analyze given all of the tools we have been given throughout the course of the class so far. What I expect is a 4-6 page thoughtful analysis of the management of the company you have chosen.

Guidelines:

- Page 1: Provide a description of the company you chose and why you chose this company.
- Pages 2-3: Provide a detailed description of the management styles that this company has experienced throughout its history or throughout a specific period of time. For example: "Company B had a CEO with an aggressive management style which instilled a culture of fear from 2000-2010. After the new CEO took over in 2010, the management style became more modern and the culture has relaxed due to this change." Analyze these leaders and why they lead/manage the way that they do.
- Remainder of Paper (**most important part**): Relate the management styles in this company to what we have covered in the textbook and in class so far. Which principles have we discussed that specifically apply here? The first three students to email me because they read this far in the syllabus get 1 point added to their final grade.

*4-6 pages, double-spaced, 12 pt., Times New Roman font.

Final Exam (20%)

The Final Exam will be a combination of short answer and multiple choice questions. It will primarily consist of short answer questions which will require original thought in order to be successful. More information will be provided in class.

Course Schedule on Next Page

Course Schedule Key

Purple = Graded Assignment

Highlighted Yellow= Zoom Session

Highlighted Orange=Asynchronous

F2F Dates:

8/22 – 11/2

Zoom Dates:

11/7,11/9,11/28,11/30

Asynchronous Dates (No Meeting):

11/14,11/16,11/21,11/23

Course Schedule

Date	In-Class Activity	Assignment Due
8/22/22 & 8/24/22	Course Overview *Syllabus *Leadership and Management *Emotional Intelligence Intro	Get textbook by 8/26/22
8/29/22 & 8/31/22	Managing and Performing *What Managers Actually Do *Managerial Roles	1. Read Chapter 1: Managing and Performing 2. Emotional Intelligence Test on Canvas
9/5/22 & 9/7/22	Human Resource Management *Performance Management *Influencing Employee Performance and Motivation *Building an Organization for the Future	Read Chapter 11: Human Resource Management
9/12/22 & 9/14/22	Case Study #1 Discussion Wells Fargo Scandal *Company Culture *Internal and External Influencers of Culture	Case Study #1 due 2:59pm 9/12/22
9/19/22 & 9/21/22	Work Motivation for Performance *Content Theories of Motivation *Process Theories of Motivation	Read Chapter 14: Work Motivation for Performance
9/26/22 & 9/28/22	Case Study #2 Discussion *Conflict Management *Difficult Decision-making *Creating Options ***Choose Teams for Company Analysis Project***	Case Study #2 Analysis Due 2:59pm 9/26/22

10/3/22 & 10/5/22	Leadership *The Nature of Leadership *Types of Leaders and Approaches *Transformational, Visionary, and Charismatic Leadership	Read Chapter 13: Leadership
10/10/22 & 10/12/22	Personal Leadership Discussion	Personal Leadership Paper Due 2:59pm 10/10/22
10/17/22 & 10/19/22	Organizational Structure & Change *Organizational Structures & Design *Organizational Change *Managing Change	Read Chapter 10: Organizational Structure & Change
10/24/22 & 10/26/22	Managing Teams *Teamwork in the Workplace *Team Development Over Time *Team Diversity	Read Chapter 15: Managing Teams
10/31/22 & 11/2/22	Company Analysis Presentations	Company Analysis Paper and Presentation Due 2:59pm 10/31/22
11/7/22 & 11/9/22	Managerial Communication *The Process of Managerial Communication *Types of Communications in Organizations *Factors Affecting Communications	Read Chapter 16: Managerial Communication
11/14/22 & 11/16/22	Organizational Planning and Controlling *The Planning Process *Types of Planning *Planning and Controlling Technique	1. Read Chapter 17: Organizational Planning and Controlling 2. Discussion Board #1 on Canvas by 11:59pm 11/16/22.
11/21/22 & 11/23/22	Ethics, Corporate Responsibility, Sustainability *Dimensions of Ethics *Ethical Principles & Decision Making *Personal vs. Organizational Ethics	1. Read Chapter 5: Ethics, Corporate Responsibility, Sustainability 2. Discussion Board #2 on Canvas by 11:59pm 11/23/22.
11/28/22 & 11/30/22	Review for Final Exam *Lessons Learned *Practical Application of Management	Review All Course Material
12/5/22 & 12/7/22	Final Exam	Final Exam due 11:59pm 12/7/22.

***This syllabus is a living document and is subject to change at the instructor's discretion. If any changes are made, you will be notified promptly.*