



Management of Organizations

MGT-307 Section 003 (1868)

Class Location: Bell Tower 1424

Class Time: Tuesdays 6:00pm – 8:50pm
Subject to University Scheduling.

Term: Fall 2022

Class Dates: August 23rd – November 29th (and then Final Exam)

Instructor: Christopher Roos, Ed.D.

Office Hours: Tuesday 4:30pm – 5:50pm
Wednesday 6:40pm – 7:20pm
Also available by scheduled appointment.

Phone: (818) 519-0106 for calling or texts

CSUCI Email: Christopher.Roos@csuci.edu

Required Textbook:

Principles of Management, v4.0, Talya Bauer, Berrin Erdogan, and Jeremy Short, (Published 2018)
Flat World Knowledge. Several formats.

Link to our book: <https://students.flatworldknowledge.com/course/2589503>

Course description:

Principles, methods and procedures planning, organizing, leading, and controlling people within organizations. Topics include the history of management thought, organizational culture and design, decision-making, managerial communication, and strategic management.

University Mission

Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

Course Outcomes

- CI graduates will possess an education of sufficient breadth and depth to appreciate and interpret the natural, social and aesthetic worlds and to address the highly complex issues facing societies.

Graduates will be able to:

- Identify and describe the modern world and issues facing societies from multiple perspectives including those within and across disciplines, cultures and nations (when appropriate); and
- Analyze issues and develop and convey to others, solutions to problems using the methodologies, tools and techniques of an academic discipline.

Learning Objectives:

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)

*Aligns with Program Learning Goals for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

Included in Content: 1) Introduction to Management and Organizations, 2) Management Yesterday and Today, 3) Organizational Culture, 4) Global Management, 5) Social Responsibility and Ethics, 6) Decision-Making, 7) Planning, 8) Strategic Management, 9) Planning Tools and Techniques, 10) Organizational Structure and Design, 11) Managerial Communication, 12) Human Resource Management, 13) Managing Change and Innovation, 14) Organizational Behavior; 15) Groups and Teams, 16) Motivation, 17) Leadership, 18) Control, 19) Operations and Value Chain Management

Assignments, due dates, and points

<i>Date</i>	<i>When</i>	<i>What</i>	<i>Where</i>	<i>%</i>	<i>Possible Points</i>
Ongoing	By the start of class the day in which the chapter is scheduled	CHAPTER QUESTIONS	Complete on Canvas	15	120 (15 chapters at 8 points each)
Ongoing	By the start of class the day in which the discussion is due	DISCUSSION QUESTIONS	Submit on Canvas	9.375	75 (15 chapters at 5 points each)
1 per student to be scheduled	After leading a brief class discussion on the day scheduled	CURRENT EVENT 2-3 page assessment of a current event utilizing management principles. Lead an approximate 5 minute class discussion on your current event.	Submit on Canvas prior to your scheduled presentation.	3.75	30
To be scheduled	Presentation to be scheduled and papers due at the end of class on day of presentation.	TEAM PROJECT Team Presentation Team Paper Individual Paper	Turn in or put on Canvas by the end of the class in which you present.	8.75 8.75 2.50	70 70 20
10/4/22	10:30am	PETER DRUCKER Submit a 2-3 page paper per instructions listed on Canvas. Be prepared to discuss in class.	Submit via Canvas	2.50	20
10/11/22	In-class	MIDTERM	In-class	12.5	100
9/27/22 through 11/15/22	6:00pm	INTERVIEW A MGR. Paper & Discussion	Submit paper on Canvas and participate in Discussion as per instructions.	6.25	50
10/11/22	6:00pm	SYDNEY CASE STUDY Submit a 3-4 page paper responding to all seven discussion questions. Be prepared to discuss in class.	Submit on Canvas	3.125	25
Ongoing	Each class	PARTICIPATION Quality Participation, Engagement, and Attendance	In Class	13.125	105 (Approximately 7 points per week)
11/15/22	6:00pm	PEER REVIEW	Post on Canvas	1.875	15
Per CSUCI Schedule	Virtual	FINAL EXAM	In-class	12.5	100
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Assignments and scheduling may change to allow for flexibility. Any changes will be announced in class and posted on Canvas. The professor reserves the right to change the method for determining course evaluation at any time.

Grading point representation

- A = 90-100% - Exceeding and Mastery.
- B = 80-89% - Excelling at Above Average.
- C = 70-79% - Proficient (Average).
- D = 60-69% - Approaching to Below Average.

Points to Course Letter Grade*

Points/Probable Letter Grade	Points Probable/Letter Grade
744 – 800 = A	624 – 639 = C+
720 – 743 = A-	584 – 623 = C
704 – 719 = B+	560 – 583 = C-
664 – 703 = B	480 – 559 = D
640 – 663 = B-	Less than 480 = F

A grade of C- is required for the course to count towards your Business degree requirements.

*Professor reserves the right to change the method for determining course evaluation at any time.

Professionalism

I will make every effort to conduct this class in a professional manner, such as one would experience in an organizational environment. Similar to a workplace environment, it is important that all students attend the virtual classes. Please refer to the Community Ground Rules for this course. Students are expected to be professional in all respects. Professionalism is exhibited by:

- **Students arrive on time.** On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty.
- **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited. We will normally take a break approximately halfway through class.
- **Students are fully prepared for each class.** Much of the learning in the business program takes place during class discussions. When students are not prepared they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
- **Students respect the views and opinions of their peers, guests and the professor.** Discussion is encouraged and an integral portion of this class. It’s anticipated that in a variety of instances, there be differing ideas and opinions. Intolerance for the views of others is unacceptable.
- **Late Policy.** Unless otherwise approved by the professor, all assignments are expected when requested. Late submission of any assignment will generally not be accepted or if accepted, will be subject to (substantial) reduction in points.
- **Missed Classes.** Students are responsible for obtaining any notes, handouts, additional reading materials, and/or assignment changes from your classmates and/or from Canvas.
- **Quality writing.** Please note there is an expectation of the appropriate use of grammar, writing, typing, and citing within this upper division course. Student failure to adhere to this standard, subjects the student to grade reduction(s). I encourage students to contact CSUCI’s Writing & Multi-literacy Center for editing assistance.

Professor Flexibility

It is important students realize, that due to the interactive nature of this course, even though my intent is to generally go by the syllabus and modules as much as possible, it is quite plausible and in fact anticipated that changes will occur at some point(s) throughout the term. Having a certain amount of flexibility to alter things as I deem beneficial, will enable me to adjust the curriculum as I consider in the best interest of our class.

Basic Schedule Fall 2022

Week / Mod Date	Anticipated Topic(s)	Assignments and Activities
Week / Mod 1 8/23	Introduction and Principles of Management	Class discussions Chapter 1 Questions Due on Canvas
Week / Mod 2 8/30	History, Trends, Globalization & Ethics	Chapter 2 Current Events Begin
Week / Mod 3 9/6	Personality, Attitudes and Work Behaviors	Chapter 3 Current Events Continue
Week / Mod 4 9/13	Mission, Vision & Values	Chapter 4 Form Teams & Lost at Sea Activity
Week / Mod 5 9/20	Managing Groups and Teams	Chapter 12 (NOTE, out of order) Chapter 5 & Working in Teams
Week / Mod 6 9/27	Goals and Objectives	Chapter 6 & Interview a Manager Starts Class Activity
Week / Mod 7 10/4	Organizational Structure Drucker Assignment	Chapter 7 & Interview a Manager Peter Drucker & Midterm Review
Week / Mod 8 10/11	MIDTERM Organizational Culture	MIDTERM Sydney Peters Case Study & Teams
Week / Mod 9 10/18	Organizational Culture	Chapter 8 Interview a Manager Continues
Week / Mod 10 10/25	Leading People and Organizations	Chapter 9 Interview a Manager Continues
Week / Mod 11 11/1	Decision Making	Chapter 10 & Interview a Manager Team Presentations Begin
Week / Mod 12 11/8	Communication in Organizations	Chapter 11 Team Presentations Continue
Week / Mod 13 11/15	Motivating Employees Peer Review	Chapter 13 Team Presentations Continue
Week / Mod 14 11/22	The Essentials of Control References/Recommendations	Chapter 14 Team Presentations if Needed
Week / Mod 15 11/29	Strategic H.R. Mgmt.	Chapter 15 Review
Final Exam	Refer to CSUCI Final Exam Schedule December 6th, 7pm – 9pm	Final Exam (Comprehensive)

This syllabus and the schedule may change during the semester as circumstances and flexibility dictate. The most updated syllabus or changes will always be made known on our course Canvas site and/or via instructor communication through announcements, comments, messaging and/or emails.

Disabilities Accommodations

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 and Support 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 and Support Services office at (805) 437-8510 for personal assistance and accommodations. All requests for accommodations require appropriate advance notice to avoid delay in services. Please discuss approved accommodations with me ASAP.

<https://www.csuci.edu/dass/>

Cheating, Plagiarism and Other Forms of Academic Dishonesty

All work that students submit, as their own work must, in fact, be their own work. In accordance with CSU Channel Islands policy on academic dishonesty, students in this course who submit the works of others as their own (plagiarize), cheat on quizzes, tests or examination, help other students cheat or plagiarize, or commit other acts of academic dishonesty will receive appropriate academic penalties, up to including failing the course.

Papers with plagiarized ideas or language will be graded "F" and must be rewritten with proper use of quotations and referencing. The grade of "F" will remain the recorded grade on the assignment.

The Internet is a great 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, and then only if the author has stated it in such a way that you cannot restate it effectively in your own words. When using another writer's work, accurately identify it with a proper citation. The preferred method of citation for this course is the APA methodology (American Psychological Association).

Plagiarism or cheating on test and exams will result in an "F" (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course, as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs. To complete course requirements, students must retake the test or exam during the instructor's scheduled office hours.

Plagiarism on homework or project deliverables is subject to 0 points for the document/assignment.

In case where the cheating or plagiarism was premeditated or planned, students may receive and "F" for the course as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs.

<https://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>

CSUCI Policy on Grades, Honors, & Awards

You can find more information about grades, that is what letter grades mean, how the 4.0 point scale works, and more in the CSUCI Course Catalog at:

<http://catalog.csuci.edu/content.php?catoid=46&navoid=2906>

Additional Resources*Campus Tutoring Services*

The Learning Resource Center (LRC) offers free one-on-one peer tutoring for all MVS School undergraduate courses. The LRC tutors will help students with study skills, fundamental concepts, comprehension, homework, test preparation, and much more. The Peer Tutor Schedule is available via the [LRC webpage](#).

Writing & Multiliteracy Center

The Writing & Multiliteracy Center (WMC) provides all CSUCI students with free support services and programs that help them address the 21st Century challenges of creatively thinking about and composing in written, oral, visual, and digital forms of communication. Peer consultants help students at any stage of the composition process via one-to-one or group consultations, online consultations, and workshops. Students can make an appointment to work with a consultant or learn more by visiting the [WMC webpage](#).

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 2 on voicemail for 24/7 crisis support); students can also email CAPS at caps@csuci.edu or visit the [CAPS website](#).

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 or visit Bell Tower 2565. Please visit the website for the most up to date information on the [Basic Needs Program](#).

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. CSUCI prohibits discrimination and harassment of any kind on the basis of 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 CSUCI's commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit the [Title IX webpage](#).

Quality Participation, Engagement and Attendance ONGOING

IMPORTANT: For this portion of tracking, only attendance and not participation will be tracked on Canvas. The percentage depicted for the Attendance/Participation throughout the term for this portion of the course is only a representative function of student attendance and depending on the respective time within the term, may be very misleading (as the percentages do not necessarily take the full term into account). Students are encouraged to NOT rely on the attendance/participation percentage depicted throughout the term. The professor will input the grade for participation at the end of the term, taking attendance and participation (further discussed below) into consideration. Should you desire feedback during the term as to your level of participation, you are welcome to ask the professor.

Take into consideration the Learning Objectives of this course.

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)

Also take into consideration the Program Learning Goals for:

- 1) Critical thinking
- 2) Oral communication
- 3) Written Communication
- 4) Conduct (Ethics)
- 5) Competencies in discipline
- 6) Collaboration

Similar to working within various professional organizations, each team member (of our class) plays an important role in the success of the organization. Therefore, attendance, participation and active involvement in activities and discussions will be integral towards making the course as conducive as possible and will be a fairly large portion of each individual's grade.

Besides attendance, necessities to help you earn point recognition include but are not limited to: quality, active participation; expression of critical thinking; depth, analysis, understanding and communication of organizational management and related concepts; politeness, appropriate conduct and ethical behavior; respect for your instructor, fellow classmates and guests; and openness to other viewpoints.