

**Course Syllabus**  
**MGT 307-02 – Management of Organizations**  
**Spring Semester 2014**

**PROFESSOR INFORMATION**

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**TIME / PLACE**

**Semester Dates:** January 20 – May 16, 2014  
**Course Sessions:** Mondays and Wednesdays, 1:30 – 2:45 PM  
**Classroom/Location:** Del Norte, Room #3550

**COURSE  
DESCRIPTION**

This course is an introduction to the 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 communications, and strategic management.

**COURSE TEXTBOOK**

Author:	Richard L. Daft; Dorothy Marci
Text Title:	<i>Understanding Management</i>
Year of publication:	2013
Edition:	8 <sup>th</sup>
Publisher:	Cengage
ISBN Number:	13-9781111580247

## STUDENT COURSE LEARNING OBJECTIVES

At the end of this course students will be expected to:

Student Course Learning Outcomes	Program Learning Goals					
	1. Critical Thinking	2. Oral Communication	3. Written Communication	4. Collaboration	5. Conduct (Ethics)	6. Competency in Discipline
Communicate orally and in writing the fundamentals of management within domestic and global enterprises.		X	X			X
Apply the principles of management and write analysis of cases related to management principles.	X	X	X	X		X
Describe and understand ethical and social issues relating to management in organizations.	X	X	X		X	X
Use critical thinking to formulate and execute management policies, strategies, plans, and procedures.	X	X	X	X		X
Individually and in teams identify, conceptualize, and develop solutions for successful management and organizational issues.	X	X	X	X	X	X

## TECHNOLOGY REQUIREMENTS AND INFORMATION

CSUCI utilizes Blackboard (myCI) to enhance course learning and achieve the designated student learning outcomes. Technology information for the Blackboard system can be found at the following website: <http://www.csuci.edu/ats/irs/students/index.htm>.

Students participating in this classroom course should download all course information and upload assignments as instructed by the professor using the Blackboard (myCI) system found here:

(<https://myci.csuci.edu/cas/login?service=https%3a%2f%2fmyci.csuci.edu%2fportal>). If you are new to using myCI, information can be found here: <http://www.csuci.edu/tc/newtoci/index.htm>.

There are a number of ways offered to receive assistance with technical issues:

- Contact the help desk at (805) 437-8552 (or dial extension 8552 from a campus phone)
- E-mail: [helpdesk@csuci.edu](mailto:helpdesk@csuci.edu)
- Visit in person at the Broome Library 1340 (Monday-Thursday: 8:00 AM to 8:00 PM – Friday: 8:00 AM to 5:00 PM – Saturday and Sunday: closed)

Campus wireless connection information can be found here: <http://www.csuci.edu/tc/wireless/index.htm>.

This course will use Microsoft Office software for assignments and presentations. Students should have access to a personal computer at home or on the campus.

Computer virus disclaimer: Any intentional, willful, or reckless transferring of viruses, and the result of an email message or attachment will be considered professional misconduct. CSUCI will not be liable to any affected student for any indirect, special, incidental or consequential damages that may occur because of this type of misconduct by any person.

Information technology policy and regulations information can be found on page two using this link: <http://www.csuci.edu/academics/catalog/2012-2013/pdfs/sec7-policies-and-regulations.pdf>.

For student protection, please take whatever precautions are necessary to safeguard and to back-up all documents and course material. Computer and printer issues are not valid excuses for late assignments.

It is the student's responsibility to understand the assignment(s) given. If a student does not understand what is expected of the assignment, please see the professor for clarification prior to leaving the class session when the assignment is given. If after class time is not feasible, students must make every effort to contact the professor through CSUCI email to discuss any assignment clarifications. *Misinformation and/or misunderstanding are not valid excuses for incorrectly submitted assignments.*

## **TEACHING AND METHODOLOGY**

### **Lectures, Discussion, and Other Media**

Class lectures are used to explain and supplement the textbook. All assigned material may not be covered in the lecture and it is the student's responsibility to bring up for discussion any material not completely understood. Students should read the assigned chapter(s) prior to the class lecture session as scheduled in the course syllabus. Various media, such as videos, will also be used to enhance the course material.

### **Textbook Chapter Readings/Blackboard Assignments**

Weekly textbook chapter readings and homework should be completed through Blackboard assignments. All assignment work must be completed and submitted using Blackboard on the due date listed on the course syllabus schedule by the beginning of the class session. Emailed or hardcopy assignments will not be accepted (except with permission from the professor in extenuating circumstances).

### **In-Class Examinations**

There will be one mid-term and one final examination in this course that will take place during a class session. Mid-term and final examinations will be given on the dates shown on the course schedule and may include, but is not limited to: *true/false, multiple choice, short essay questions, or a combination of these*. These areas may come from the course textbook, class discussions, any supplemental information provided by the professor class, videos, and so on. All examinations are closed book, however a *one-sided, US letter sized page of paper* will be allowed for student notes. *No make-up midterm or final exams will be given and the exams cannot be dropped.* A list of exam chapters will be provided for students on Blackboard and any exam particulars will be discussed in class prior to the exam dates.

### **In-Class Activities and Exercises (individual and team)**

Activities and exercises, such as case studies, end-of-chapter sections of the textbook, or other materials may be used to supplement course learning. At the professor's discretion some of these activities and/or exercises may be graded. In-class activities and exercises cannot be made up and no extra credit will be given if a student is absent the day that the graded activity or exercise is given.

### **Team Project/Presentation**

Teams will be formed (size of teams may be adjusted depending on class size for the semester) and each

team will give an oral presentation and submit a project paper. See the section titled *Team Project and Paper* of this syllabus for further details.

### **Individual Class Participation**

Student participation in class is expected for successful completion of this course. Students are expected to have read the assigned textbook chapters and any other materials and have a general idea of what will be discussed during class time and during the lecture.

## **ASSIGNMENTS INFORMATION**

Students will perform professionally and ethically in preparing the work required for this course. Please turn in all assignments, unless otherwise noted, using Microsoft Word (or Microsoft Word compatible software). Please make sure that the appropriate file extension of .doc (if an alternative compatible software is used, students must save the file in this format prior to submission) is used when uploading and submitting documents.

All assignments will be typed, using Microsoft Word (or compatible software), spell and grammar checked, and proofread prior to submission for grading. Failure to do this, will affect the assignment grade.

Assignments should follow these requirements:

- Use 12-point Times New Roman font, one-inch margins, line spacing double-spaced, and using paragraph indentation (first line hanging) format throughout the document. A paragraph for this course consists of 3-4 sentences.
- Student(s) full name, class section, date, and the name of the assignment should be provided on general assignments at the top right hand side of the page and centered in the middle of a separate cover page for research papers and projects.
- Should reflect standard American English grammar and usage rules.
- Use APA 6<sup>th</sup> style citation documentation on all sources used.

### **Reading Assignments**

Must be completed prior to the beginning of the class session. Please see course schedule for details.

### **Written Assignments**

All written assignments (homework or otherwise) are due at the beginning each class session on the date due and each assignment should be submitted according to the guidelines specified in class or on blackboard, unless otherwise specified.

### **Citation Information**

Citations format for this course will use APA 6<sup>th</sup> guidelines. Information can be found here: <http://www.apastyle.org/learn/index.aspx> or here: <http://owl.english.purdue.edu/owl/resource/560/01/>.

## **TEAM PROJECT AND PRESENTATION**

### **Team Topic Sign-up will be provided on Blackboard.**

Students will form into teams and will be expected to work professionally and respectfully with each member of their team. Team members will be expected to participate, research, analyze, write, and orally present on their topic and support each team member accordingly. All students working in teams will be expected to each make an individual contribution to both the team project and paper effort. As members of this team project students will be given the opportunity to apply management concepts in real-time and as such

will need to resolve any team conflicts, including a member who is not consistently contributing to the project, making decisions, and so on.

Project Paper: The final and submitted paper will be 10 pages length in *addition* to title, table of contents, and bibliography pages.

Team Presentation: Teams will give an *oral* PowerPoint presentation to the class and review the contents of the paper topic. The PowerPoint presentation will be 10 minutes in length with five minutes for questions (this timeframe may be adjusted depending on class size for the semester) from class peers and the professor.

A complete rough draft of the paper will be turned in prior to the final draft. The rough draft will not be graded, however, the professor will provide feedback to each team on Blackboard. All team members must participate in and be present for the oral in-class presentation. Further details and specifics on the team project and presentation will be provided on Blackboard or the professor.

All sources used for presentations (both text and image) must use the APA 6<sup>th</sup> format specified in the citation information in this syllabus. Also, be aware that team paper will be run through Turnitin software that checks for plagiarism.

## RESEARCH INFORMATION

Unless otherwise approved by the professor in *advance*, all information cited and referenced in this course must come from credible sources that are no more than five (5) years old. Some examples of credible or peer-reviewed sources of information have the following:

- Articles or books are written by specialized field practitioners or scholars in a particular subject.
- Sources are credited in footnotes/endnotes/citations and/or a bibliography/references.
- The articles or books are published by academic presses, professional associations/organizations, and universities. Examples of the numerous credible sources available include (but are not limited to):
  - *Business Communications Quarterly*
  - *Business Economics*
  - *International Journal of Management*
  - *Journal of Administrative Management*
  - *Journal of Business Communication*
  - *Journal of Business Ethics*
  - *Journal of Management Studies*
  - *Leadership and Organizational Development Journal*
  - *The Harvard Business Review*
  - *The Journal of the American Management Association*
  - *MIT Sloan Management Review*

One area at student's disposal for credible sources is the CSUCI Broome Library. There are several library databases available for student use that can be found here: <http://www.library.csuci.edu/>.

Please note that sources, such as *Wikipedia*, other free encyclopedias, and any non-credible sources, will **not** be accepted in this course. When in doubt, ask the library/writing center staff or the professor about credible sources.

## STANDARDS FOR GRADING

Grading in this class will be based on the following elements and the grading scale provided below:

Percentage	Grade
>95%	A
90% to 94%	A-
87% to 89%	B+
83% to 86%	B
80% to 82%	B-
77% to 79%	C+
73% to 76%	C
70% to 72%	C-
67% to 69%	D+
63% to 66%	D
60% to 62%	D-
<59%	F

Criteria	Points
BlackBoard Forum Assignments	130
Group Project Paper	100
Group Project Presentation	50
Mid-term Examination	70
Final Examination	150
<b>Total</b>	<b>500</b>

## DEFINITION OF LETTER GRADES

The following describes the level of performance required to earn each letter grade designation. Beyond these letter grade designations, grades may be modified by plus (+) or minus (-) based on the quality of the student's work. For purposes of this course *quality* is defined as the demonstrated (+) or lack (-) of attention to detail and depth (+), or lack (-) of work in the given assignment.

Grading rubrics will be provided and made available to students on Blackboard per assignment given and as applicable.

Grade	Description	Performance Description
A	Outstanding Work	Demonstrates distinctive understanding of the course material. Has mastery of course concepts, tools and techniques, plus a solid understanding of implications, applications, or interrelationships for the course. Has the ability to apply and express understanding with meaningful language—oral and/or written.
B	Very Good Work	Solid understanding of course concepts, tools and techniques, plus a knowledge of or awareness of implications, applications, or interrelationships, as may be appropriate for the course. Capability to converse effectively in the terminology of the course.
C	Good Work	Knowledge of course fundamentals. Basic understanding or awareness of finer points of course and disciplines. Meets normal expectations of course output criteria.
D	Poor Work	Barely grasps the essentials of the course with little or no understanding of the finer course output goals.
F	Unacceptable Work	Unable to communicate an understanding of the basic concepts, tools or techniques of the course. A failure to measure up to the basic course output goals.

## COURSE POLICIES

### Attendance

It is extremely important for students to keep up with reading and assignments to extend their understanding of course material. Since the course material builds upon the previous lesson, once lessons are missed, it is easy to fall behind.

Students are highly encouraged to attend all class sessions. Class sessions cannot be made up and will impact a student's course grade, since class lectures and any in-class activities will be missed. In order to fulfill course requirements and support learning outcomes students should make every effort to attend all components of this course. More information on class attendance may be found on page 16 using this link: <http://www.csuci.edu/academics/catalog/2012-2013/pdfs/sec7-policies-and-regulations.pdf>

### Participation

Includes *active learning and listening* in response to contributions made by the professor, other students, or guests.

Active learning includes, but is not limited to:

- Asking questions about the course material
- Short writing exercises in which students react to lecture material or through mediated debate
- Involvement in complex team exercises in which students apply course material to "real life" situations and/or to new problems

Active listening includes, but is not limited to:

- *Hearing*: Listening attentively to make sure you understand what someone is saying
- *Interpretation*: Confirming your understanding of what you have heard
- *Evaluation*: Asking questions regarding what you have heard
- *Response*: Letting the person know that they have been heard, including the use of non-verbal techniques that show your interest, such as nodding your head

Students are expected to participate in all class and team discussion(s) and seek to reflect professionalism in every aspect of their class participation and interaction. Please respect speakers, peers, and the professor through non-disruptive behavior (for example, speaking to a classmate while others are speaking, not being punctual and entering the classroom late during an oral presentation or class session, and so on).

### Class Absence

It is the student's responsibility to contact the professor (by phone for emergencies or email for other unforeseeable reasons) at the earliest possible opportunity in the event of an emergency (with valid documentation presented upon returning to class to the professor), or other unforeseeable circumstance in which the student is unable to attend a class session.

### Electronic media

Laptops and tablets are allowed in class and encouraged for taking notes. During class, students may also take notes on the student printed PowerPoint slides that may be downloaded from Blackboard prior to class session (typically PowerPoint presentation slides will be available an hour prior to the start of class). If students chose to use a laptop or tablet, it must only be used to take notes for this course. Browsing the Internet, while class is in session, without consent of the professor, is prohibited. Using class time to work on other course work is prohibited.

Cell phones must be turned **off** before class begins and must be **stored out of sight** for the *entire* class

session.

Texting during class is prohibited. Texting or Web surfing during class is unprofessional, disrespectful to course learning, the professor, and fellow peers.

Email and Blackboard should be checked regularly for class information/communication over the course of the semester. Students should check their CSUCI email (at least 1-2 times per day and at least one hour before class in case of important alerts or announcements) for course updates, schedules changes, reminders, and other pertinent information. This includes checking Blackboard for course and information announcements.

### **Late work**

Late work for in-class oral presentations, activities, class sessions, or other may not be made up. The course schedule and due dates are provided in advance on this syllabus and on Blackboard assignments/projects. Students should plan and manage their time accordingly. No late work will be accepted.

### **Extra Credit**

Extra credit will neither be assigned nor accepted, beyond extenuating circumstances and may be given at the sole discretion of the professor. Extenuating circumstances are considered to be circumstances beyond the student's control and nothing reasonably in the student's power could be done to prevent such an event or causes serious impact on performance that may cause the student to miss or perform less well in her or his coursework than she or he might otherwise have been expected to do.

Examples that would **not** be regarded as extenuating circumstances are (but not limited to):

- Computer failure of student equipment or storage media
- Computer failure of university equipment or storage media
- Transportation problems
- Misreading assignment information and due dates
- Inadequate planning, organization, or time management

Examples of extenuating circumstances are (but are not limited to):

- *Unforeseeable* events that a student had no prior knowledge
- *Unpreventable* events or acts of God that a student could do anything *reasonably* in their power to prevent
- Events expected to have *serious impact* on a student's performance

Many things may have an impact on student performance—a poor night's sleep, minor illness (such as a cough or cold), financial worries, and so on. These often impact performance, but would not be treated as *serious impact*. An example of serious impact on student performance is regarded as a serious personal illness (not a permanent medical condition), but perhaps one that may require hospitalization or other circumstance beyond the student's control.

Students are expected to make *reasonable* plans to take into account commonly occurring circumstances (such as transport or computer problems). In most circumstances, good time management skills, contingency planning, and accountability should eliminate *most* situations.

## **CONFIDENTIALITY**

One of the cornerstones of this course's learning model is the practical application of theoretical concepts and students are encouraged to share personal and professional experiences as a means to integrate the knowledge



through reflecting on its application. However, it is important to note that we all are bound by confidentiality in this class. In order to assure that we can have a free and open discussion in which students may elect to discuss company events, policies, and procedures as they apply to the course material it is expected that each student respect the confidentiality of what classmates are willing to share in the classroom. At the same time students should exercise good judgment in what they choose to share, avoiding non-public, competitive, and/or other sensitive information.

## **ACADEMIC HONESTY**

To use another person's or even ones own ideas (when taken from previous works), words, expressions, or findings in writing without acknowledging the source is to plagiarize. A writer, who does not give appropriate credit when quoting, or even paraphrasing, another's writing is guilty of plagiarism and in violation of academic policy.

Regarding academic honesty, the corporate world of today places significant emphasis on ethics, as does CSUCI and the Martin V. Smith School of Business and Economics. Suspect papers will be checked carefully and plagiarism will be disciplined appropriately. Please review the current university policy on academic honesty (page 25) and other information using this link: <http://www.csuci.edu/academics/catalog/2012-2013/pdfs/sec7-policies-and-regulations.pdf>.

## **DISABILITY STATEMENT**

CSU 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. Please discuss approved accommodations with the professor. For further information use this link: <http://www.csuci.edu/drp/index.htm>.

## **CSUCI's LIBRARY AND WRITING CENTER**

*John Spoor Broome Library* – (805) 437-8409 – <http://www.csuci.edu/academics/advising/tutoring.htm>

The Learning Resource Center offers individual and team tutoring for many general education and undergraduate courses. Trained tutors guide and assist students to develop content area knowledge and skills. Tutoring is offered for subjects such as ASL, Biology, Chemistry, Physics and Spanish. Students should contact the Learning Resource administrative assistant to obtain information regarding discipline tutoring available each semester. Students can receive extensive assistance in courses dealing with basic mathematics, geometry, statistics, calculus, as well as higher mathematics. Drop-in assistance is available throughout the semester.

*University Writing Center* – John Spoor Broome Library – (805) 437-8409 – <http://www.csuci.edu/writingcenter/>

At the University Writing Center, trained tutors are available to assist students with composing a first draft, organizing their ideas, and polishing their completed work. Students who would like to review the fundamentals of grammar, syntax, and word usage are invited to work with tutors on an individual basis or in small group sessions with the center's director. The center is also available to assist students with organizing their studies, taking notes, and using research materials.

The University Writing Center is open to talk with any student about writing -- whether it's a term paper, lab report, or employment letter. Our writing tutors are available to help with editing, organizing a paper, and improving writing skills. Tutors assist students with any step in the writing process, from brainstorming to creating a final draft. The Writing Center provides individual and group tutoring, writing workshops, and other services to meet the writing needs of undergraduate and graduate students. Appointments are at least 30 minutes and can be as long as an hour.

## **DISCLAIMER**

This syllabus may be modified as necessary to accommodate changing circumstances. Sincere efforts will be made to alert students of the changes that occur in a timely manner through Blackboard announcement or in-class communication.

## OVERVIEW AND SCHEDULE OF TOPICS AND ACTIVITIES

Guest speakers will be announced prior to the class session in which they are to speak or as soon as confirmation becomes available. *The professor reserves the right to modify the course readings and course schedule as necessary. Students are responsible for any schedule changes announced during class sessions or other channel of communication.*

Week (2014)	Date	Topic	Assignments
<b>Week 1</b>	January 21 <b>HOLIDAY</b> No Classes	<b>Introduction and Syllabus Review</b>	<b>Read:</b> Chapter 1 and 2 <b>Assignment:</b> Blackboard Assignment #1
	January 22 <b>First day of Class</b>		
<b>Week 2</b>	January 27	<b>Chapter 1 &amp; 2</b>	<b>Read:</b> Chapter 4 <b>Assignment:</b> Blackboard Assignment #2
	January 29		
<b>Week 3</b>	February 3	<b>Chapter 4</b>	<b>Sign-up for Team Topics Provided On Blackboard</b>  <b>Read:</b> Chapter 5 <b>Assignment:</b> Blackboard Assignment #3
	February 5		
<b>Week 4</b>	February 10	<b>Chapter 5</b>	<b>Read:</b> Chapter 6 <b>Assignment:</b> Blackboard Assignment #4
	February 12		

<b>Week (2014)</b>	<b>Date</b>	<b>Topic</b>	<b>Assignments</b>
<b>Week 5</b>	February 17	<b>Chapter 6</b>	<b>Read:</b> Chapter 7 <b>Assignment:</b> Blackboard Assignment #5
	February 19		
<b>Week 6</b>	February 24	<b>Chapter 7</b>	<b>Read:</b> Chapter 8 <b>Assignment:</b> Blackboard Assignment #6
	February 26		
<b>Week 7</b>	March 3	<b>Chapter 8</b>	<b>Complete Team Paper and Presentations for next week</b>
	March 5		
<b>Week 8</b>	<b>March 10</b>	<b>Team Presentations This Week</b>	<b>Study for Mid-Term Exam Next week</b>
	<b>March 12</b>		

Week (2014)	Date	Topic	Assignments
<b>Week 9</b>	March 17	Mid-Term Review	Study for Mid-Term Exam - Chapters 1 – 8 (Except chapter 3)
	<b>March 19</b>	<b>Mid-Term Exam</b>	<b>Mid-Term Exam</b>
	<b>March 24</b>		<b>SEMESTER SPRING BREAK</b>
	<b>March 27</b>		
<b>Week 10</b>	March 31 <b>HOLIDAY</b> No Classes	<b>Chapter 9</b>	<b>Read:</b> Chapter 9 <b>Assignment:</b> Blackboard Assignment #7
	April 2		<b>Read:</b> Chapter 10 <b>Assignment:</b> Blackboard Assignment #8
<b>Week 11</b>	April 7	<b>Chapter 10</b>	<b>Read:</b> Chapter 11 <b>Assignment:</b> Blackboard Assignment #9
	April 9		
<b>Week 12</b>	April 14	<b>Chapter 11</b>	<b>Read:</b> Chapter 12 <b>Assignment:</b> Blackboard Assignment #10
	April 16		

<b>Week (2014)</b>	<b>Date</b>	<b>Topic</b>	<b>Assignments</b>
<b>Week 13</b>	April 21	<b>Chapter 12</b>	<b>Read:</b> Chapter 13 <b>Assignment:</b> Blackboard Assignment #11
	April 23		
<b>Week 14</b>	April 28	<b>Chapter 13</b>	<b>Read:</b> Chapter 14 <b>Assignment:</b> Blackboard Assignment #12
	April 30		
<b>Week 15</b>	May 5	<b>Chapter 14</b>	<b>Assignment:</b> Blackboard Assignment #13  <b>Study for Final Exam Next Week</b> <b>Chapters 10 - 14</b>
	May 7		
<b>Week 16</b>	May 12		<b>Final Exam</b> <b>May 14 at</b> <b>1:00 PM to 3:00 PM</b>  Chapters: 10 -14
	<b>May 14</b>		