



- COURSE TITLE:** **BUS4000-01:** Organizational and Management Theory
- READ CAREFULLY:** This syllabus is only for BUS4000 section ending in 01
- DESCRIPTION:** The purpose of the course will be to provide a thorough understanding management theories, contemporary management application issues, and organizational models as they relate to organizational culture and structure.
- SEMESTER:** **Fall 2017**
- COURSE DATES:** In-class meetings on *scheduled* Thursday(s). See schedule of meeting dates on page 3 of this syllabus. Note: 1st in-class meeting on **August 31st**
- CLASS HOURS:** 6:00-9:15 p.m. (check CampusPortal for any time or classroom changes)
- COURSE MATERIAL:** Gibson, J. (2011). *Organizations: Behavior, Structure, Processes (14 ed)*. New York: McGraw-Hill/Irwin. (ISBN 978-0078112669 or intl ver ISBN 978-1259097232)
- INSTRUCTOR:** James Fogal **E MAIL:** jfogal@ndnu.edu **PHONE:** 650.508.3735
- OFFICE HOURS:** 30 minutes prior to the start of each class or by prearranged appointment.

COURSE DELIVERY AND MEETINGS: This course is being conducted where on specified weeks we will meet in person as a class; and the other weeks where we will not meet in person but where you will be required to submit assignments online. The key takeaway is that whether we are meeting as a class in a given week or not, each week there are assignments and you will need to be engaged. For the schedule of in-class meeting dates versus on-line only weeks, refer to the *Schedule of Activities*.

IN-CLASS are those dates where we physically will meet on campus as a class; this will occur on scheduled Thursday(s) from 6:00 pm to 9:15 pm.

ON-LINE weeks are when we will not meet as a class, but rather individually in the on-line classroom where there are assigned quizzes and discussion threads to interact in. Participation in the online classroom represents a significant portion of your grade. In addition there will also be course material and resources found only in the on-line classroom. To access the on-line classroom go to the website <http://sbmonline.ndnu.edu/> and click on this course title to enroll (username and password same as CampusPortal).

ACADEMIC HONESTY: Academic honesty is a cornerstone of our values at NDNU. If any words or ideas used in an assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Consult the NDNU Student Handbook regarding consequences of misrepresenting your work.

PRIVACY and CONFIDENTIALITY: One of the highlights of the NDNU academic experience is that students often use real-world examples from their organizations in class discussions and in their written work. However, it is imperative that students not share information that is confidential, privileged, or proprietary in nature.

LEARNING and OTHER DISABILITIES: If you have a learning disability or other circumstance that requires accommodations in this class, you must bring it to the attention of Program for Academic Support and Services (PASS) to arrange for possible accommodations (650-508-3670).

CLASS PARTICIPATION and ATTENDANCE: Your attendance is very important to your studies at the University, and as such, online participation is mandatory as well is attendance for our scheduled in-class meetings. Non-attendance or lack of participation in the class will be considered during the grading process.



WORKLOAD: In addition to class attendance, you should plan to devote approximately ten hours per week per unit outside of class for readings, assignments, and quiz/exam preparation. The distribution of average weekly hours of instruction/study for this class is estimated at:

Distribution of Average Weekly Hours of Instruction/Study = Total of 13 per week

| | |
|----------------------------------|----------|
| Classroom: | 3 |
| Readings & Research | 3 |
| Assignments | 5 |
| Test (quiz/exam) Preparation | <u>2</u> |
| TOTAL WOKLOAD HOURS per SEMESTER | 182 |

WRITTEN ASSIGNMENTS: The School of Business and Management requires the use of the American Psychological Association (APA) publication guidelines as a standard for all papers.

LATE ASSIGNMENTS: Assignments are to be completed and submitted by the end-of-day (midnight) by the dates specified. Assignments not completed fully and on time are considered late. Late assignments will be accepted only for one week after the due date; after which time the assignment will not be accepted. Late assignments scores will incur a reduction of up to 50% of point value.

SYLLABUS UPDATES: Refer to this syllabus for course assignments. However the course syllabus and schedule are subject to change in the event of extenuating circumstances. You will be notified of any changes made to the syllabus. In all circumstances University policies will be strictly adhered to.

EXTRA CREDIT: None

LEARNING OBJECTIVES:

- Identify key theories and models examining management structure and behaviors within an organizational setting
- Analyze an organization for the purposes of making recommendations for initiating organizational improvement
- Understand the challenges involved in making good managerial decisions and be able to apply those theories that can help you improve these skills
- Demonstrate the ability to integrate and communicate knowledge, ideas, and innovations about individuals and organizations
- Demonstrate information literacy (an ability to find, analyze and extend research studies and their data) with respect to the academic Management Organizational Theory literature
- Apply the NDNU hallmarks (community engagement and social justice) to the practice of management and leadership

GRADED ACTIVITES:

| DESCRIPTION | Pt Value |
|--------------------------------|------------|
| Online Participation (15 DQs) | 30 |
| Online Quizzes(10 graded: A-J) | 20 |
| Team Briefing | 10 |
| Midterm Exam | 10 |
| Individual term paper | 20 |
| Final Exam | 10 |
| POINT TOTALS | 100 |

| GRADE/POINT CONVERSION SCALE | | |
|------------------------------|------------------|-------------------|
| | A = 100.0 – 95.0 | A- = 94.99 - 90.0 |
| B+ = 89.99 – 87.0 | B = 86.99 – 84.0 | B- = 83.99 – 80.0 |
| C+ = 79.99 – 77.0 | C = 76.99 – 74.0 | C- = 73.99 – 70.0 |
| D+ = 69.99 – 67.0 | D = 66.99 – 64.0 | D- = 63.99 – 60.0 |
| | | F =< 59.99 |



REFERENCES: additional required readings which can be obtained from NDNu's Library of online databases and which will need to be reviewed in order to complete assignments.

Christensen, C., & Raynor, M. (2003). Why hard-nosed executives should care about management theory. *Harvard Business Review*, 81(9), 66-74.

Herzberg, F. (2003). One more time: How do you motivate employees? *Harvard Business Review*, 81(1), 87-96.

Wickham, M., & O'Donohue, W. (2012). Developing an ethical organization: Exploring the role of ethical intelligence. *Organization Development Journal*, 30(2), 9-29.

SCHEDULE OF ACTIVITIES:

| Class Meeting dates | | | | | Section - 01 |
|---------------------|-------------------------|---------|---|--------------------------------------|--|
| Wk | In-Class | On-Line | Assigned Readings | Assignments | Due Date |
| 1 | 8/31 | | Chap 1: Managing Effective Organizations | Online Quiz A | Thur, 8/31+1 |
| 2 | | 9/7 | Chap 2: Organizational Culture Chap 3: Managing Globally | DQs: 1 DQs: 2, 3 Online Quiz B | Mon, 9/4 Thur, 9/7 Thur, 9/7 |
| 3 | 9/14 | | Chap 4: Individual Behavior & Differences | Online Quiz C | Thur, 9/14 |
| 4 | 9/21 Meet in library | | Chap 5: Motivation: Background & Theory Chap 6: Motivation: Org Applications | Online Quiz D | Thur, 9/21 |
| 5 | 9/28 | | Chap 8: Group & Team Behavior | Team Briefings Online Quiz E | Thur, 9/28 Thur, 9/28 |
| 6 | | 10/5 | Chap 11: Leadership: Fundamentals Chap 12: Leadership: Emerging Perspective | DQs: 4 DQs: 5, 6 Online Quiz F | Mon, 10/2 Thur, 10/5 Thur, 10/5 |
| 7 | 10/12 | | Article: (Christensen & Raynor, 2003) | Midterm Exam | Thur, 10/12 |
| 8 | | 10/19 | Chap 14: Organizational Structure | DQs: 7 DQs: 8, 9 Online Quiz G | Mon, 10/16 Thur, 10/19 Thur, 10/19 |
| 9 | 10/26 | | Chap 15: Managing Communication | Online Quiz H | Thur, 10/26 |
| 10 | | 11/2 | Article: (Herzberg, 2003) Article: (Wickham & O'Donohue, 2012) | DQs: 10 DQs: 11, 12 | Mon, 10/30 Thur, 11/2 |
| 11 | 11/9 | | | Term Paper | Sun, 11/12 |
| 12 | | 11/16 | Chap 16: Decision Making | DQs: 13 DQs: 14 Online Quiz I | Mon, 11/13 Thur, 11/16 Thur, 11/16 |
| 13 | -- | 11/23 | Holiday {no class} | -- | |
| 14 | 11/30 | | Chap 17: Managing Organizational Change | Final Exam Online Quiz J | Thur, 11/30 Thur, 11/30 |
| 15 | | 12/7 | None | DQs: 15 | Thur, 12/7 |



COURSE ASSIGNMENTS

OnLine Quizzes: There are ten quizzes associated to chapters in our textbook. During weeks when chapters are assigned, quizzes can be accessed in Moodle. It is highly advisable that you read the chapters before taking the quizzes. Individual quizzes are worth 2 pts total each. However you will have an additional opportunity to retake each quiz within the week assigned to improve your score.

Discussion Questions: Throughout the semester there are online forums containing fifteen time-sensitive Discussion Questions (DQs) regarding issues relevant to our class. Participation points will be awarded based upon your ability to provide a substantive analysis of the material. This means going beyond just providing a synopsis; rather it means identifying the relevancy (i.e., pros and cons) of the material and what salient information was noteworthy in context of this class.

Team Briefing: Successful teamwork and collaboration are the keys to the success of post-industrial organizations! Small teams of 3-5 students will be formed to explore and analyze selected topics in organizational behavior (see list below). Each team member is responsible for accomplishing cooperatively and on time a briefing that demonstrates the team’s scholarly knowledge and ability to present in a professional environment (i.e., power point slides). The goal of the team project will be to prepare and present a 15 minute briefing to the class that provides a summary of their selected topic as well as all relevant management and organizational theories that are supported by and/or contradicted by this topic. [*This is team graded activity*]

Briefing topics which teams can select from

| | |
|--|--------------------------------------|
| Applying Situational Leadership Strategies | Managing Generation X and Y Together |
| Holacracy: fad or future for Orgs | Poor vs. Good Management: Strategies |
| How to Instill Ethical Management | Strategies for Motivating Employees |
| How to Manage Remote Employee | Teams vs Teamwork Dynamics |
| Human Resource vs Human Capital | Training Employees to be Empowered |
| Managing Change in Organizations | Using MBO (Management by Objectives) |

Individual Paper: The term paper is the principal experiential learning element of the course. The individual student paper is designed to test your ability to understand and translate theoretical research on organization theory to specific implications for any kind of management issues and concerns. Select a topic (i.e., theory, management issue, or concern) of your choosing that you consider valuable, interesting, and related to the material covered in this course (*team briefing topics are off-limits*). Your focus should be about what the real-world implications are to an organization. Research any theories that might be used to explain and deal with your topic in order to provide insight into the material. The requirement is for each student to conduct independent research about your selected topic with the goal of submitting minimum **15 page** paper by the assigned due date. Research efforts need to be scholarly reflecting a minimum of 10 peer reviewed journals and the paper formatted per APA guidelines.

Exams: There will be two required examinations in this course:

- Midterm Exam: This will entail an open book 20 question test (i.e., combination multiple choice, true/false) based upon content covered in the assigned readings and/or lectures.
- Final Exam: This will entail an open book 20 question test (i.e., combination multiple choice, true/false) based upon content covered *since* the midterm; including assigned readings and lectures.