

Lucas College and Graduate School of Business

Bus. 282 A MBT Program

ESSENTIALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course # 50470, Section # 01

Fall Semester: 2017

**Course and Contact Information**

<b>Instructor:</b>	George L. Whaley
<b>Office Location:</b>	Business Tower, Room BT # 560
<b>Telephone:</b>	408-924-3564
<b>Email:</b>	george.whaley@sjsu.edu
<b>Office Hours:</b>	Tuesdays 16:00pm - 17:30 pm On-Campus, BT # 560
<b>Class Days/Time:</b>	Seven Tuesdays 18:00pm-21:30pm and three Saturdays 9:00am-14:00pm
<b>Classroom:</b>	Sweeny Hall # 410
<b>Prerequisites:</b>	Permission to enroll from LCoB/MBT Graduate Office

**Faculty Web Page and MYSJSU Messaging (Optional)**

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on my faculty web page at <http://www.sjsu.edu/people/george.whaley/> [Canvas Learning Management System course login website](http://www.sjsu.edu/people/george.whaley/Canvas%20Learning%20Management%20System%20course%20login%20website) at <http://sjsu.instructure.com>. You are responsible for regularly checking with the [MySJSU](http://my.sjsu.edu) messaging system at <http://my.sjsu.edu> (or other communication sites indicated by the instructor) to learn of any updates.

**Course Description**

Three-unit course designed to familiarize students with the challenges that arise for managers in organizational settings; surveys, theories, and practices relating to managerial roles, organizational cultures, strategy, planning, team building, communication, motivation, leadership, decision-making, control, structure, and change.

**College of Business Program Goals:**

The following learning goals pertain to the Lucas College and Graduate School of Business (LCoB) learning goals; however, not all LCoB program learning goals are covered in every course. These six LCoB goals are aligned with the Bus.282 A course goals and student learning objectives.

## **Lucas College and Graduate School of Business Program Goals**

1. Business Knowledge - Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.
  2. Communication - Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.
  3. Ethical Awareness - Recognize, analyze, and articulate solutions to ethical issues that arise in business.
  4. Leadership, Teams and Diversity - Comprehend the challenges and opportunities of leading and working in diverse teams and environments.
  5. Critical Thinking - Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.
  6. Innovation - Recognize, analyze, and articulate strategies for promoting creativity and innovation.
- Insert program, department or course goals, as appropriate.

### **Course Goals and Student Learning Objectives:**

Upon successful completion of this course, students will be able to:

1. To develop theoretical and practical perspectives on leading and managing organizations and the people and teams who comprise them.
2. To develop self-awareness, behavioral and critical thinking skills necessary for diagnosing and effectively managing organizational situations, problems, and opportunities.

### **Course Learning Outcomes:**

Upon successful completion of this course, students will be able to:

1. Describe the basic management functions, principles and processes.
2. Demonstrate the ability to interact effectively in teams as both a leader and a member.
3. Identify effective communication practices.
4. Analyze and select effective motivation strategies for specific situations.
5. Identify leadership models and situationally appropriate styles.
6. Accurately evaluate the ethical considerations in given situations.
7. Analyze and select appropriate organizational change strategies.

### **Required Texts/Readings**

#### **Textbook**

The required textbook is, Essentials of Contemporary Management, 7th Edition, 2017, Jones, G.R. and George, J.M (ISBN # 978-1-259-54547-4). The use of earlier editions is discouraged because there are differences in content and page sequencing and we will not reconcile the differences between editions in our class discussions or exams. You can purchase the textbook on-line and in the campus bookstore. Please check lower cost textbook options such as used textbooks, rentals and e-books that might be available. You might be required to

purchase cases directly from sources such as HBR or SCR for a small fee. If cases are required for assignments, you will be notified in advance and provided a direct link to the appropriate sites.

### **Other Readings:**

The McGraw-Hill teaching and learning platform (Connect) is available to students for a fee and information regarding how to access this site will be provided the first week of class. Supplementary books, readings and other materials such as PowerPoint slides will be made available as we progress through the semester.

### **Other equipment / material requirements**

Students are required to provide **#2 pencils** and **TE-200** test answer forms for the objective portion of any exam or quiz. Some assignments require students to submit documents in Canvas, hardcopy or media.

### **Course Requirements and Assignments**

#### **Grading Information**

A variety of methods will be used to accomplish the class learning objectives. Each technique is based on the assumption that assignments have been read in advance of class meetings and every student participates in class exercises and discussions. Course delivery methods such as: (1) class discussion, (2) videos, (3) individual written analysis, (4) group and individual exercises, (5) guest speakers, and (6) lectures will be used.

Additionally, individual assessment exercises and student presentations will be used to facilitate your learning. Exams and your group assignments will determine your course grade. Occasionally, quizzes consisting of all objective questions will be used to provide feedback on your grasp of key concepts and applications. The two midterm exams will consist of both "objective" and "essay" questions. The specific format for each required exam will be provided to students at least one class period prior to the actual exam date. There are **no make-up exams** in Bus. 282 A. Therefore, a final exam period will be held and any student who **misses a mid-term exam is required** to take the **comprehensive final** exam. Students who miss an exam and do not "formally" notify the instructor in advance will be awarded an "F" grade for that exam. Students that did not miss any exam can **substitute their higher final exam score for one lower** exam score. The industry guest speakers are an integral part of this course and they will present management topics, overviews of functional biotech areas and career information. Each student is required to write a minimum of two guest speaker evaluations in the format provided by the instructor and turn in the evaluation no later than one class session after the guest presentation (first five minutes). The format and content requirements for group assignments will be provided with each assignment. Unless prior written arrangements have been made with the instructor, all group members of group projects will receive the same grade. Grading will be based on clarity of writing and analysis, breadth and depth of analysis, integration and synthesis of content, editorial correctness, format and overall impact. Papers should be double-spaced and in perfect **APA 6.5** editorial form but the minimum length of each case or paper will vary. The specific format for each assignment will be discussed in class prior to completion of the assignment.

All late assignments will be penalized at the rate of one "entire" grade level for each class period they are late. This policy is not intended as positive reinforcement of missed or late assignments. Due to the accelerated class format, **No late assignments due on the 10/3/17 and 10/10/17 will be accepted.**

#### **Extra Credit**

Informal extra credit opportunities will occur throughout the semester but formal extra credit semester projects should be arranged individually with the instructor. You are encouraged to submit formal extra credit project

proposals as soon as possible in writing but no later than the start of class **September 16, 2017**. Extra credit projects in Bus. 282 A vary with an average of 5 points. There is a maximum of one extra credit project per student and the maximum points attainable through all your extra credit efforts are ten (10) points. Most extra credit projects formats such as case studies, experiential exercises, role-playing exercises, statistical studies are acceptable; however, term papers are not acceptable. These extra credit points are applied to your grade **at the** end of the semester. The instructor will provide feedback concerning formal credit project proposals no later than **September 26, 2017** and the completed project is due no later than **October 10, 2017**.

**Semester grades will be based upon the following assignments and weights.**

<b>Task</b>	<b>% of Course Grade</b>
First Mid Term Exam	20%
Second Mid Term Exam	20%
Guest Evaluations	10%
First Team Project	25%
Second Team Project	25%
Total	100%

**Sample letter grade calculation.**

<b>Percentage</b>	<b>Grade</b>
94% and above	A
93% - 90%	A-
89% - 87%	B+
86% - 84%	B
83% - 80%	B-
79% - 77%	C+
76% - 73%	C
72% - 70%	C-
69% - 67%	D+
66% - 63%	D
62% - 60%	D-
<b>below 60%</b>	<b>F</b>

**NOTE:** The "modified percentage" system will determine semester grades (**estimated** above). When exams and quizzes use the "objective" question format (T/F; M/C), the "average" standard error (SEM) is used at the end of the semester to modify the aforementioned grade ranges. The normal rounding rules will apply such that .5 and above will be rounded up and below .5 will be rounded down.

## Classroom Protocol

It is assumed that you have read the SJSU student code of conduct. Students should attend all meetings of the class, not only because you are responsible for material discussed therein, but also because active participation is frequently essential to insure maximum benefit for all members of the class. Hence, class participation is expected from each student and individual students and student teams will be required to prepare and discuss the readings and project assignments in class. All required written assignments are due the first five minutes of the class period. Please do not submit assignments by e-mail unless requested by the instructor and please use the MSOffice version required by the instructor.

The specific links to College of Business policies are provided in this green sheet covering items such as academic dishonesty, use of electronic equipment, privacy and intellectual property. All work in this class is assumed to be your own and when you use the work of others, provide appropriate documentation of your sources. Students may be required to use software such as Turnitin to check written assignments for plagiarism prior to turning in the assignment to the instructor. You are not allowed to record the class sessions without the prior approval of the instructor or guest speaker in order to protect privacy and intellectual property. Please turn off your cell phone or pager during class time or place them on vibrate. Please check with the instructor on a class-by-class basis concerning the use of laptops during class time. If permission is granted to use your laptop during class, please sit in the seats the instructor have reserved for laptop use.

## University Policies

### Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester's [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at <http://info.sjsu.edu/static/catalog/policies.html>. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at [http://www.sjsu.edu/provost/services/academic\\_calendars/](http://www.sjsu.edu/provost/services/academic_calendars/). The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at <http://www.sjsu.edu/aars/policies/latedrops/policy/>. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the [Advising Hub](http://www.sjsu.edu/advising/) at <http://www.sjsu.edu/advising/>.

### Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](http://www.sjsu.edu/senate/docs/S12-7.pdf), <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course (sample language from policy):

“Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor's permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”

- The green sheet (syllabus) includes the instructor's process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
- Where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

“Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

### **Academic integrity**

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy S07-2](http://www.sjsu.edu/senate/docs/S07-2.pdf) at <http://www.sjsu.edu/senate/docs/S07-2.pdf> requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](http://www.sjsu.edu/studentconduct/) is available at <http://www.sjsu.edu/studentconduct/>.

### **Campus Policy in Compliance with the American Disabilities Act**

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. [Presidential Directive 97-03](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) at [http://www.sjsu.edu/president/docs/directives/PD\\_1997-03.pdf](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) requires that students with disabilities requesting accommodations must register with the [Accessible Education Center](http://www.sjsu.edu/aec) (AEC) at <http://www.sjsu.edu/aec> to establish a record of their disability.

### **Accommodation to Students' Religious Holidays**

San José State University shall provide accommodation on any graded class work or activities for students wishing to observe religious holidays when such observances require students to be absent from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed. See [University Policy S14-7](http://www.sjsu.edu/senate/docs/S14-7.pdf) at <http://www.sjsu.edu/senate/docs/S14-7.pdf>.

### **Student Technology Resources**

Computer labs for student use are available in the [Academic Success Center](http://www.sjsu.edu/at/asc/) at <http://www.sjsu.edu/at/asc/> located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

### **SJSU Writing Center**

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the [Writing Center website](http://www.sjsu.edu/writingcenter) at <http://www.sjsu.edu/writingcenter>. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on Facebook.

## **SJSU Counseling Services**

The SJSU Counseling Services is located in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To schedule an appointment or learn more information, visit [Counseling Services website](http://www.sjsu.edu/counseling) at <http://www.sjsu.edu/counseling>.

## **Lucas College of Business Policies:**

To ensure that every student, current and future, who takes courses in the Business Classrooms has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

### **Eating**

When classes are held in the College of Business building, please keep in mind that eating and drinking (except water) are prohibited in the Business Classrooms. If your class meets at another facility, the appropriate policy will be discussed at the first class meeting. Students who disrupt the course by eating and do not leave the classroom will be referred to the Judicial Affairs Officer of the University.

### **Cell Phones**

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

### **Computer Use**

In the classroom, faculty allows students to use computers only for class-related activities. These include activities such as taking notes on the lecture/discussion underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. If students use their computers for other activities or abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

### **Academic Honesty**

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism and will provide additional information about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy.

## **Lucas College and Graduate School of Business:**

**Mission:** We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.

## **Bus. 282 A Fall 2017 MBT Semester Course Schedule**

The schedule below is subject to change and one class period advance notice is usually provided regarding changes to this schedule.



## Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	8/29/2017 Tuesday 18:00pm - 21:30pm	<p><b>Course Overview and Semester Assignments</b></p> <p><b>J &amp; G, Ch. 1, Appendix A (pp. 34-41) and Ch. 3 (pp105-106)</b></p> <p><b>Basic Organizational Behavior and Management Concepts</b></p> <p><b>Exercise: Organizational Roles</b></p> <p><b>First Student Team Membership</b></p>
2	9/5/2017 Tuesday 18:00pm - 21:30pm	<p><b>Organizational Culture and Organizational Change</b></p> <p><b>J &amp; G, Ch. 2 (pp. 58 -67), Ch. 4 (pp. 146 - 151) and Ch. 8 (pp. 283 - 291)</b></p> <p><b>In- Class Activities</b></p> <p><b>Final Teams Formation for First Group Assignment</b></p>
3	9/9/2017 Saturday 9:00am - 14:00pm	<p><b>Strategy, Competitive Advantage and Organizational Design</b></p> <p><b>J &amp; G, Ch. 4 (pp. 126-146), Ch. 6 and Ch. 7</b></p> <p><b>Exercise: Strategy and Organizational Design</b></p>
4	9/12/2017 Tuesday 18:00pm - 21:30pm	<p><b>Midterm Exam # 1 (Chs. 1, 2, 3, 4, 6, 7 and 8)</b></p> <p><b>After Exam: Individual Surveys, Learning, Behavioral and Team Assessments</b></p> <p><b>J &amp; G, Ch. 2 (pp. 44 - 58)</b></p>
5	9/16/2017 Saturday 9:00am - 14:00pm	<p><b>Student Team Presentations - Strategy</b></p> <p><b>Teamwork and Group Dynamics J &amp; G, Ch. 11</b></p> <p><b>Interpersonal &amp; Organizational Communications J &amp; G, Ch. 13 (pp.447-459)</b></p> <p><b>Formal Extra Credit Project Proposals Due</b></p>

6	<b>9/19/2017</b> <b>Tuesday</b> <b>18:00pm - 21:30pm</b>	<b>Motivation Concepts</b> <b>J &amp; G, Ch. 7 (pp. 233 - 237 ) and Ch. 9</b> <b>Exercises: Organizational Design, Job Design and Motivation</b> <b>Instructor Feedback Formal Extra Credit Proposals</b> <b>Group Project # 1 Due (First five minutes)</b>
7	<b>9/26/2017</b> <b>Tuesday</b> <b>18:00pm – 21:30pm</b>	<b>Ethics Concepts, Dilemmas, and Applications</b> <b>Leadership Concepts, Models and Applications</b> <b>J &amp; G, Ch. 3 (pp. 80-96) and Ch. 10</b> <b>Exercises: Ethics and Leadership</b>
8	<b>9/30/2017</b> <b>Saturday</b> <b>9:00am - 14:00pm</b>	<b>Midterm # 2 (Chs. 2, 3, 7, 9, 10, and 11)</b> <b>After exam: Decision-Making &amp; Problem-Solving , J &amp; G, Ch. 5</b> <b>Conflict Management (Not in Textbook)</b> <b>Exercise: Conflict Style</b>
9	<b>10/3/2017</b> <b>Tuesday</b> <b>18:00pm – 21:30pm</b>	<b>Human Resource Management J &amp; G, Ch. 3 (pp. 97-113), Ch. 12</b> <b>Exercise: Effective HRM and Reward Systems</b> <b>Group Project # 2 Due (First five minutes)</b>
10	<b>10/10/2017</b> <b>Tuesday</b> <b>18:00pm - 21:30pm</b>	<b>Before Final exam: Communications J &amp; G, Ch. 13</b> <b>Exercise: Organizational Communications</b> <b>Comprehensive Final Exam</b> <b>Formal Extra Credit Project Reports Due</b> <b>Note: All students attend first half of class and the Optional Final Exam is given the second half of class. The exam covers all chapters assigned for the semester.</b>

**Textbook authors: Essentials of Contemporary Management, Jones, G.R. and George, J.M. (J & G)**

**BACKGROUND INFORMATION (return to instructor in MBT orientation session 8/22/2017)**

**BUS. 282 A ESSENTIALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR MBT - Fall 2017**

Name (Last, First) \_\_\_\_\_ Student Number \_\_\_\_\_

Are you employed this semester? Yes\_\_\_\_ No\_\_\_\_ Full-Time\_\_\_\_ Part-Time\_\_\_\_ Internship \_\_\_\_\_

Current/last full-time Job Title \_\_\_\_\_

Name of Company/Agency/Institute \_\_\_\_\_

Total Years of Full-Time Work Experience \_\_\_\_\_

Past/Current Internships (Company/Department) \_\_\_\_\_

Contact Options:

Office # \_\_\_\_\_ Cell # (optional) \_\_\_\_\_ Home # (optional) \_\_\_\_\_

Fax# \_\_\_\_\_ E-Mail Address#1 \_\_\_\_\_ E-Mail Address#2 \_\_\_\_\_

Undergraduate Background:

Degree \_\_\_\_\_

Major/Minor \_\_\_\_\_

Name of University/State/Country \_\_\_\_\_

Title of Business Courses Taken \_\_\_\_\_

Graduate Student Background:

Degree Completed (University) \_\_\_\_\_

List MBT Courses/Titles at SJSU Completed \_\_\_\_\_

Work Background:

List job titles held over last five years \_\_\_\_\_

List Management/Supervisory Seminars Taken \_\_\_\_\_

What topics are you most interested in covering in this class?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_