Mission:
The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.

**Business 160 Fall 2015 Syllabus - Section 09 - Wednesdays 6-8:45 pm BBC 003**
Instructor: Roy J. Blitzer, MBA
Office Hours: BT #564 Tuesdays 3-5:45 pm & ½ hour after class;
Email: royblitzer@sbcglobal.net;
Phone (650) 326-5489 anytime before 10:00 PM.

Course Description:
Changes in the environment, combined with breakthroughs in information and communications technologies, have led to revolutionary changes in way organizations function. Organizational management occurs within the context of individual, structural and cultural dynamics that are affected by global and revolutionary change. This course focuses on helping students develop skills in recognizing and managing such dynamics in organizations, so is a theoretical application course; it is a broad overview of the field of professional management as needed by a non-management major and will cover the functions of organizational management: individual personality, ethics, stress, CSR, change, globalization, large and small group/team dynamics, motivation, structure, culture, strategy, communication, HR, and leadership. Students will complete self-assessment and team activities, and apply course theory to case scenarios and simulations.
In addition, this course provides a foundation for major topics in management and organizational behavior by surveying theories and practices relating to managerial roles, organizational cultures, fundamental strategic issues, planning, team building, communication, motivation, leadership, decision-making, control, structure and change.

Course Learning Objectives:
By the end of this course, students will be expected to understand the theories and apply the tools of organizational behavior

- Gain a better understanding of yourself and others
- Identify facets of organizational culture, design, and structure, as they apply to organizational strategy.
- Understand cultures and their impact on organizations
• Develop an understanding of organizational processes and associated human behavior
• Understand and identify management theory/practice from a historical perspective
• Understand the roles and responsibilities of managers in the organizations
• Control processes and performance standards
• Learn to apply management and organizational behavior theories and concepts
• Apply goal setting, planning, and understand fundamental strategic issues
• Develop your ability to think critically about organizational issues
• Apply knowledge of organizational structure and change
• Use managerial decision making skills – Recognize perceptual biases and how they affect decision-making and interpersonal processes.
• Enhance your ability to work effectively within a team - Demonstrate knowledge of factors leading to effective team performance
• Identify conflict resolution and negotiation strategies.
• Utilize effective methods for working in teams
• Identify the factors that contribute to effective communication, both interpersonal and organizational and both oral and written communication.
• Identify the components of individual motivation and application of motivation theories in the workplace
• Provide you with tools that will help you succeed in the workplace and in society, at large - Describe factors influencing work attitudes and the experience of work-life balance.
• Understand what makes effective leaders - Demonstrate knowledge of important leadership skills and theories

BSBA Goals

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

Assumptions:
The design of this course was based on several assumptions. Communication skills are essential in every aspect of business. This course is writing-intensive and I will grade and assess your ability to articulate your thoughts and knowledge. Every individual has the ability to design and implement organizational change — we will utilize current leadership theory. Time restraints and unique issues are the norm in organizational change, however, managing change utilizes many common sense skills and many change demands can be anticipated. Effective change designers are attentive to both practical and theoretical facets of organizational situations. Students learn best when the topic is practical, and the learning environment is engaging, challenging and fun.


**Assignments:**
Assignments are due at the beginning of class – Late & email assignments will not be accepted. Points possible:
- **In Class Exercise (ICE) [5 @ 5 points each]** – 25 points
- **In Class Writing (ICW) [5 @ 5 points each]** – 25 points
- **Group Writing (GW) [4 @ 5 points each]** – 20 points
- **Team Project ~ Presentation** – 50 points
- **Exams [two @ 100 points each] cumulative** – 200 points
- **Homeworks [6 @ 5 points]** – 30 points
- **Final – cumulative** – 100 points
- **Total points available** – 450 points

**Coursework Guidelines:**
Make-up Exams and Assignments: Make-ups will be dealt with on a case-by-case basis, and will require documentation. Expectations: Your homework will include reading every chapter in the textbook, and completing homework as assigned IN-CLASS. The syllabus is tentative; changes may be made to assignments.

For all assignments, you will be graded on the clarity of your articulation and on your critical thinking skills, evidenced by your ability to analyze and evaluate theory and then to apply it. In-class exercises (ICE): Exercises will be used to help students understand material in a practical way. Participation in these exercises is important and you must be present in class to earn the points. In-class writing (ICW): Individual
writing reflections will occasionally be used to gauge your understanding of course material. You must be present in class to earn the points. Group writing (GW): Groups will be provided several opportunities to assess their progress and performance in conjunction with course material; you will have class time to updates me on status, plans and problems in these class assignments. Generally, you must be present in class to earn the points. Team Project: The semester-long, team project is to be delivered orally by your group. Your team will create a comprehensive model to show how (cumulative) course theory can be used in the development of a successful manager (as referenced in Chapter 23).

Please note: these assignments are a cumulative assessment of your understanding of course theory and your ability to apply it in a practical setting; projects need to properly utilize course terms and theories and demonstrate a semester's worth of thought and preparation. You will be graded on the effectiveness of your communication and the comprehensiveness and practicality of your analysis and strategy, in addition to the professional appearance of your presentation materials. Exams and Final: All exams are cumulative.

Reading & Activity Schedule:

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<th>Session</th>
<th>Corresponding Activity</th>
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<td>Reading &amp; Assignments</td>
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Session 1 **August 26**
Introduction Chapter 1
Administration ICE: Assumptions
ICW: Explain your Expectations of this class?
HW: Take MBTI

Session 2 **September 2**
Chapters 2, 5 & 6
ICW: Personality & Motivation Analysis
HW: Case Analysis Exercise (see handout)

Session 3 **September 9**
Chapters 3 & 4
ICE: Perception (Intro Exercises)
ICW: Attitude Adjustment Scale (p52) Essay
HW: Ch 6 Discussion Questions (p88)

Session 4 **September 16**
Exam 1 ~ Chapters 1-6
Due: Ch 6 Essay (Take-Home Exam Question)
Session 5  **September 23**  
Chapters 7 & 8  
ICE: Create Teams & Team Protocols (p101)  

Session 6  **September 30**  
Chapters 11, 12, & 13  
ICE: Impromptu Presentations  
GW: Conflict & Negotiation Agenda  
HW: Write Leadership Poem  

Session 7  **October 7**  
Chapters 9 & 10  
Due: Leadership Poem  
ICE: Leadership – Decision-Making Discussion Essay  
HW: Ch 8 Discussion Questions (p117)  

Session 8  **October 14**  
Exam 2 ~ Chapters 1-13  
Due: Ch 8 Essay (Take-Home Exam Question)  

Session 9  **October 21**  
Chapters 18 & 22  
ICW: Personal v. Group Values Assessment  
GW: Do you have an Ethical Culture?  

Session 10  **October 28**  
Chapters 19 & 21  
GW: Group Goals Proposal  

Session 11  **November 4**  
Chapters 20 & Innovation Reading(s)  
GW: Change & Innovation Strategy  

**NO CLASS – Veteran’s Day November 11**  
Read Chapters 14 & 15  
HW: Org Chart & Job Descriptions  

Session 12  **November 18**  
Chapters 16 & 17  
GW: Performance & Training Evaluations  

**NO CLASS – Thanksgiving Holiday November 25**
Session 13  December 2
Chapter 23
Group Presentations
ICW: Presentation Evaluation

Session 14  December 9
Group Presentations (con’t) Team Competition
Final Review

Final Exam
**December 16 Wednesday ~ 5:15-7:30 pm**
Chapters 1-23

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**Grading Scale:**
My expectations and grading standards are high so please plan your class schedule accordingly. To succeed in my class you need to complete readings and assignments and "ATTEND" CLASS REGULARLY (which means review lecture materials and complete practice exams). I use the textbook as a basis for discussion; the core issues and level of analysis necessary to do well on the assignments will be identified and modeled in class lectures and examples. Extra credit may be offered, but will never be enough to make up for poor effort during the semester. I do not grade on a curve.

Excellent
Above Average
Satisfactory
Below Average
Unsatisfactory
above 100% A+
89-87% B+
79-77% C+
69-67% D+
100-95% A
86-83% B
76-73% C
66-63% D
59-0% F
94-90% A-
82-80% B-
72-70% C-
Credit Hour Policy
SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on. More details about student workload can be found in University Policy S12-3 at http://www.sjsu.edu/senate/docs/S12-3.pdf.

University Policies
General Expectations, Rights and Responsibilities of the Student
As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU’s policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. See University Policy S90-5 at http://www.sjsu.edu/senate/docs/S90-5.pdf. More detailed information on a variety of related topics is available in the SJSU catalog, at http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not serve to address the issue, it is recommended that the student contact the Department Chair as a next step.

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 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 at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop 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 at http://www.sjsu.edu/advising/.

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 at 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 (AEC) at http://www.sjsu.edu/aec to establish a record of their disability.

Optional information that can be included are:

**Accommodation to Students' Religious Holidays (Optional)**

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 at http://www.sjsu.edu/senate/docs/S14-7.pdf.

**Student Technology Resources (Optional)**

Computer labs for student use are available in the Academic Success Center 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 Peer Connections (Optional)**

Peer Connections, a campus-wide resource for mentoring and tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include course-content based tutoring, enhanced study and time management skills, more effective critical thinking strategies, decision making and problem-solving abilities, and campus resource referrals.

In addition to offering small group, individual, and drop-in tutoring for a number of undergraduate courses, consultation with mentors is available on a drop-in or by appointment basis. Workshops are offered on a wide variety of topics including preparing for the Writing Skills Test (WST), improving your learning and memory, alleviating procrastination, surviving your first semester at SJSU, and other related
topics. A computer lab and study space are also available for student use in Room 600 of Student Services Center (SSC).

Peer Connections is located in three locations: SSC, Room 600 (10th Street Garage on the corner of 10th and San Fernando Street), at the 1st floor entrance of Clark Hall, and in the Living Learning Center (LLC) in Campus Village Housing Building B. Visit Peer Connections website at http://peerconnections.sjsu.edu for more information.

**SJSU Writing Center (Optional)**
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 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 (Optional)**
The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, 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 at http://www.sjsu.edu/counseling.

**Academic Integrity Policy:**
"Your own commitment to learning, as evidenced by your enrollment at San José State University and the University’s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs." The policy on academic integrity can be found at http://www2.sjsu.edu/senate/S04-12.pdf. "As appropriate to your particular class, a definition of plagiarism, such as that found on Judicial Affairs website at http://www2.sjsu.edu/senate/plagarismpolicies.htm." "If you would like to include in your paper any material you have submitted, or plan to submit, for another class, please note that SJSU’s Academic Integrity policy S04-12 requires approval by instructors.” Accommodations for Disability “If you need course adaptations or accommodations because of a disability, or if you need 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 requires that students with disabilities register with DRC to establish a record of their disability.” Further information about the Disability Resource Center can be found at http://www.drc.sjsu.edu
College of Business Policies & Procedures

To ensure that every student, current and future, who takes courses in the Boccardo Business Center, 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:

http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm

**Eating:**
Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building 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 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. Students who use their computers for other activities or who 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 Office 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. Faculty will provide additional information, ideally on the green sheet, 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 S04-12. Additional Student Responsibilities: “You are responsible for understanding the policies and procedures about add/drops, academic renewal, withdrawal, etc. found at http://www2.sjsu.edu/senate/S04-12.pdf. Expectations about classroom behavior; see Academic Senate Policy S90-5 on Student Rights and Responsibilities."