Instructor: Steven M. Francis
Office Location: Business Tower 557
Office Phone: Email only
E-mail: steven.francis@sjsu.edu
Office Hours: T/TR 6:45 – 7:30 a.m., and by appointment
Class Days and Time: T/TR 10:30 – 11:45 a.m.
Classroom: BBC 204
Preferred Contact: Email
Course Code: 47262

Faculty Web Page
Copies of the course materials such as the syllabus, major assignment handouts, etc. may be found on my faculty web page at: http://www.sjsu.edu/people/steven.francis/

Formal Course Description
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:
Successful management requires knowledge of the behavior of people in organizational settings and of the processes that occur in those settings. This course is designed provide you with an overview of the challenges that arise for managers in organizational settings and to provide an introduction to the concepts and theories that can be useful in facilitating effectiveness.

Thus, this course has four primary goals:
1. To gain an understanding and appreciation of theories and concepts of organization and management so that you understand basic behavioral theory and its application to contemporary organizations.
2. To gain an understanding of the fundamentals of group functioning and dynamics and the role of communication within those functions in order to successful enter the management world beyond the classroom.
3. To develop skills necessary to become a diagnostician of organizational systems, structure, and processes using conceptual and analytical frameworks derived from behavioral and management theories.
4. To gain introspective understanding of oneself from a management and leadership perspective.
BSBA Goals

**Goal 1: Business Knowledge** - Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

**Learning Objectives:**
- To understand models or frameworks that enable integration and management of multi-disciplinary considerations critical to the firm’s objective to increase performance
- Demonstrate knowledge of business operating environments
- Understand the fundamental principles and develop requisite skills in the respective discipline.

**Learning Outcomes:**
Students will display knowledge of these discipline-specific concepts

**Goal 2: Communication:** Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately. *(25-35% of points)*

**Learning Objectives:**
- Demonstrate proficiency in written English using a variety of methods and formats (conventional hardcopy assignments such as position papers, executive summaries, memos, letters, meeting notes and summaries, proposals and internet-based tools, such as internet and chat tools)
- Demonstrate proficiency in oral English using a variety of methods and formats (conventional hardcopy assignments such as position papers, executive summaries, memos, letters, meeting notes and summaries, proposals and internet-based tools, such as internet and chat tools)
- Students will understand the concepts related to communication in organizational contexts

**Learning Outcomes:**
- Students will demonstrate effectiveness in communicating their conclusions based on business analysis, as assessed with a rubric covering: Logical reasoning and Adherence to established practices of written English communications
- Students will demonstrate effectiveness in oral communication by demonstrated:
  - Effective audience contact
  - Effective use of MS PowerPoint capabilities
  - Effective time management for the presentation

**Goal 3: Ethical Awareness** Recognize, analyze, and articulate solutions to ethical issues that arise in business.

**Learning Objectives:**
- Identify major ethical theories/concepts and recognize their application to business settings and demonstrate an ability to recommend changes in corporate policies and organizational structure, public policy, and stakeholder action to remedy problems of unethical or irresponsible business behavior in complex case situations
Learning Outcomes:
- Students will effectively analyze a business case for ethical issues and provide ethical solutions to the dilemma presented in the case by:
  - Recognizing ethical problem
  - Developing constructive, morally defensible solutions and provide reasons in support of each

Goal 4: Leadership, Teams, and Diversity (20-25% of class points)* Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

Learning Objectives:
- Students will understand the predominant leadership theories.
- Understand the leadership and behavioral skills necessary to mobilize individuals and groups toward action

Learning Outcomes:
- Students will demonstrate knowledge of factors leading to effective team performance
- Students will demonstrate knowledge of important leadership skills and theories
- Students will be able to function effectively within a team.
- Identify the factors that contribute to effective performance of diverse teams

Goal 5: Critical Thinking Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology. (50% of class points)

Learning Objectives:
- Demonstrate proficiency in critical analytical thinking, including analysis, interpretation, evaluation, inference, and explanation of information
- Analyze a business problem, determine the critical information required to solve the problem, and use the appropriate technology to design a solution

Learning Outcomes:
- Each student will be able to analyze organizational situations and demonstrate effective skills in interpretation, evaluation, and communication of his/her analysis

Goal 6: Innovation Recognize, analyze, and articulate strategies for promoting creativity and innovation. (5% of class points)

Learning Objectives:
- Identify major concepts of creativity and innovation and recognize their application to business settings.
- Demonstrate an ability to recommend strategies for enhancing creativity and innovation in business settings.

Learning Outcomes:
- Students will be able to identify how technology influences work place environments and processes.
- Students will be able to identify the situational and individual characteristics that aid creativity and innovation.
Required Texts/Readings

**ISBN:** 978-0-13-391029-2

**Periodicals:** It is highly recommended that students regularly read current business periodicals such as: *The Wall Street Journal, Business Week, The Economist*, etc.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, academic renewal, 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 for any add/drop deadlines, policies, and procedures section and specific registration information. [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.

Assignments and Grading Policy

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
<th>Points</th>
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<tbody>
<tr>
<td>Term Project</td>
<td>15%</td>
<td>150pts.</td>
</tr>
<tr>
<td>Midterm (s) 2</td>
<td>50%</td>
<td>500pts. (250pts. Each)</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
<td>350pts.</td>
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<tr>
<td><strong>Total</strong></td>
<td>100%*</td>
<td><strong>1,000pts.</strong></td>
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*Final grade will be based on the percentage completed of 1,000 total course points

**Term Project:**

a. The project will be graded on the appropriate application of relevant analysis and discussion of the issues. Grading will also include a critical evaluation of the professional presentation and development of concepts.

b. Late submission of required content will not be graded.

c. Specifics of the term project will be clarified and discussed in class. Full term project guidelines are available at: [http://www.sjsu.edu/people/steven.francis/](http://www.sjsu.edu/people/steven.francis/)
Grading Percentage Breakdown

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>94% and above</td>
<td>A</td>
</tr>
<tr>
<td>93% - 90%</td>
<td>A-</td>
</tr>
<tr>
<td>89% - 87%</td>
<td>B+</td>
</tr>
<tr>
<td>86% - 84%</td>
<td>B</td>
</tr>
<tr>
<td>83% - 80%</td>
<td>B-</td>
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<tr>
<td>79% - 77%</td>
<td>C+</td>
</tr>
<tr>
<td>76% - 74%</td>
<td>C</td>
</tr>
<tr>
<td>73% - 70%</td>
<td>C-</td>
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<tr>
<td>69% - 67%</td>
<td>D+</td>
</tr>
<tr>
<td>66% - 64%</td>
<td>D</td>
</tr>
<tr>
<td>63% - 60%</td>
<td>D-</td>
</tr>
<tr>
<td>below 60%</td>
<td>F</td>
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University Policies

Academic integrity

Students should know the University’s Academic Integrity Policy that is available at [http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf](http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf)

Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University’s integrity policy, require 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 website for Student Conduct and Ethical Development is available at [http://www.sa.sjsu.edu/judicial_affairs/index.html](http://www.sa.sjsu.edu/judicial_affairs/index.html)

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person’s ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU’s Academic Policy F06-1 requires approval of instructors.

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 requires that students with disabilities requesting accommodations must register with the DRC (Disability Resource Center) to establish a record of their disability.

Student Technology Resources

Computer labs for student use are available in the Academic Success Center located on the 1st floor of Clark Hall and 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 digital and VHS camcorders, VHS and Beta video players, 16 mm, slide, overhead, DVD, CD, and audiotape players, sound systems, wireless microphones, projection screens and monitors.

**Learning Assistance Resource Center**

The Learning Assistance Resource Center (LARC) is located in Room 600 in the Student Services Center. It is designed to assist students in the development of their full academic potential and to motivate them to become self-directed learners. The center provides support services, such as skills assessment, individual or group tutorials, subject advising, learning assistance, summer academic preparation and basic skills development. The LARC website is located at [http://www.sjsu.edu/larc/](http://www.sjsu.edu/larc/)

**SJSU Writing Center**

The SJSU Writing Center is located in Room 126 in Clark Hall. It is staffed by professional instructors and upper-division or graduate-level writing specialists from each of the seven SJSU colleges. Our writing specialists have met a rigorous GPA requirement, and they are well trained to assist all students at all levels within all disciplines to become better writers. The Writing Center website is located at [http://www.sjsu.edu/writingcenter/](http://www.sjsu.edu/writingcenter/)

**College of Business Program Goals:**

*(Not all program learning goals are covered in every course)*

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.
College of Business Policies:
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:

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 allow 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 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. 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.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics, Readings, Assignments, Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/25</td>
<td>Introduction to course: expectations and requirements</td>
</tr>
<tr>
<td>2</td>
<td>8/30 &amp; 9/1</td>
<td>Discussion: Chap 1 -Organization of society, The profit function, The role of management, Term Project, Group formation</td>
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<td>In class activity:</td>
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<td>3</td>
<td>9/6 &amp; 9/8</td>
<td>Discussion: Chap 2 -Historical perspective, Decision making</td>
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<tr>
<td>4</td>
<td>9/13 &amp; 9/15</td>
<td>Discussion: Chap 3 -Organizational culture, Chap 4 -The global environment, Chap 5 -National culture, Diversity</td>
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<tr>
<td>5</td>
<td>9/20 &amp; 9/22</td>
<td>Discussion: Chap 6 -SR - The “right” thing to do?, Review for exam</td>
</tr>
<tr>
<td>6</td>
<td>9/27 &amp; 9/29</td>
<td>EXAM 1 9/27 -Exam challenges</td>
</tr>
<tr>
<td>7</td>
<td>10/4 &amp; 10/6</td>
<td>Discussion: Chap 7 -Change and innovation, Chap 8 -Planning/Forecasting</td>
</tr>
<tr>
<td>8</td>
<td>10/11 &amp; 10/13</td>
<td>Discussion: Chap 9 -Strategic management/ Environments/ The profit curve/ Lifecycles, Chap 10 -Organizational structure/ Functional form/ Strategy and structure</td>
</tr>
<tr>
<td>9</td>
<td>10/18 &amp; 10/20</td>
<td>Discussion: Chap 11 -Structural design, Term Project: stage 1 due (10/20)</td>
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<tr>
<td>10</td>
<td>10/25 &amp; 10/27</td>
<td>Discussion: Chap 12 -Human resources</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Topics, Readings, Assignments, Deadlines</td>
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| 11   | 11/1 & 11/3| EXAM 2 11/1  
-Exam challenges  
-Term Project: stage 2 due (11/3) |
| 12   | 11/8 & 11/10| Discussion: Chap 13 -Groups and teams  
Chap 14 -The communication process |
| 13   | 11/15 & 11/17| Discussion: Chap 15 -Foundations of behavior  
Chap 16 -Modern tools for motivation  
-Term Project: stage 3 due (11/17)  
-Project scenario revealed |
| 14   | 11/22 & 11/24| Discussion: Chap 17 -Leadership  
-No class 11/24 (Turkey) |
| 15   | 11/29 & 12/1 | Discussion: Chap 18 -Controlling  
-Collaboration day 12/1 |
| 16   | 12/6 & 12/8 | Discussion: Chap 18 -Operations/ Value chain  
-Final exam review |
| Final Exam | Thursday 12/15, 9:45 a.m. in BBC204  
-Term Project due 12/8 |

**Note:** This is a tentative schedule subject to change, depending on class flow.