COLLEGE OF CHARLESTON
MGMT 301: Management & Organizational Behavior
Course Syllabus – Fall 2020

Sections: 301-02, MWF 10:00-10:50 am (Online Synchronous) CRN: 10501
301-04, MWF 11:00-11:50 pm (Online Synchronous) CRN: 10503

Note: Monday and Wednesday classes will be synchronous through Zoom and Friday classes will be asynchronous- via voice thread lectures, videos, and discussion boards.

Instructor: Alexis J. Carrico
Office: JC Long 331 (Zoom Office hours or Outside Meetups)
Phone: 843-953-2071
Email: CarricoAJ@CofC.edu

Office hours
Monday: 12-12:45 pm (Zoom)
Tuesday: 11-2PM (Zoom or occasionally in person)
Wednesday: 12-12:45pm (Zoom)
Please schedule an appointment to make the best use of everyone’s time

• Alternatively, There are loose-leaf books with connect codes available at the bookstore for $160.

Cases: Case analyses are also a component of the course. We will be reviewing Anxious Alastair (Darden Publishing) and Apple and its Suppliers: Corporate Social Responsibility by Lee, Mol and Mellahi and High Notes: A Sustainability Puzzle (College of Charleston).

The Harvard and Darden cases can be accessed at a discounted rate of $4.25 each from Harvard Business School Press. The High Notes case is free. Instructions for the case analyses will be provided on OAKS.

Tech: All students must have access to Zoom and Oaks. Note, all zoom sessions will be recorded.

All students must have access to a computer equipped with a web camera, microphone, and Internet access. Resources are available to provide students with these essential tools.

COURSE DESCRIPTION: This course approaches management as that process of reaching organizational goals by working with and through people and other resources. Organizations are treated as dynamic entities affected by
individual and group behavior as well as structural and environmental factors. International as well as domestic situations are examined.

COURSE GOALS:

- Provide you with a basic theoretical and practical framework for understanding the fields of management and organizational behavior.
- Provide relevant organizational examples so that even students without “real life” organizational experience can recognize the relevance of the course topics.
- Provide exposure to career preparation and management as a supplement to the course.
- Provide you with the skills to recognize sustainability issues in business and drive realistic solutions (SLO 1 and 4)

PREREQUISITES:
Junior standing (60 hours)

COURSE OBJECTIVES:
1. To understand management and organizational behavior (OB) concepts associated with continuous improvement in individual, group, and organizational processes in our global environment. Specific attention will be given to: history of field, problem solving/decision-making processes, international context of OB, managing diversity & individual differences, motivation, learning styles, group/team decision-making and development, organizational processes & benchmarking, leadership, communication, and managing conflict and change.

2. To be able to utilize these concepts to solve practical problems in private, public, not-for-profit, and social organizations. This will be aided by case analysis; each student is expected to analyze “real world situations” through the use of the five-step problem solving (or decision-making) process while insuring that alternative solutions generated for each case consider the ethical dimension as part of its feasibility.

3. To enhance self-management knowledge, skills, and abilities through the completion of a professionally developed resume/vita that is targeted to a career development goal selected by each student. These processes will encourage the application of management and OB concepts to the individual student’s goals and objectives.

4. To enhance writing, interpersonal, presentation and critical thinking skills through the aforementioned objectives, examinations that require analysis as well as synthesis and/or critical thinking, in-class experiential exercises, self-analysis assignments and class participation.

SCHOOL OF BUSINESS LEARNING GOALS:
This course addresses the School of Business learning goals as follows:
- Communication Skills: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner. (Addressed via class discussions, written assignments, tests, and an mock consulting project presentation.)
• **Quantitative Fluency:** Students will demonstrate competency in logical reasoning and data analysis skills. (Addressed via case analysis, mock consulting project, and tests.)

• **Global and Civic Responsibility:** Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues. (Addressed via in-class dialogue regarding social and ethical dilemmas common to the 21st century workplace.)

• **Intellectual Innovation & Creativity:** Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems. (Addressed via the critical analysis of current Management and OB issues.)

• **Synthesis:** Students will be able to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks. (Addressed via comprehensive essay component of application tests)

**CLASSROOM APPROACH**
I believe in fostering an engaging and dynamic classroom where the diverse student body learns from not only me and the required coursework, but also from peers and members of the campus and Charleston community. I also strive to develop a classroom environment that serves as a microcosm to the business world; I will hold students to a standard that they are likely to expect from managers after they graduate. I also hope students leverage me and my business-world experiences to not only support them in their studies, but also to provide career discussion and mentoring advice. I believe through this approach, students will not only learn about management and organizational behavior but will also gain valuable experiences and discussion/mentoring that will shape them as employees and leaders; preparing them for careers after the College of Charleston.

**ATTENDANCE AND PUNCTUALITY**
In this class, you are awarded Paid Time Off (PTO), as you would be in the business world. PTO can be used for anything from sick time, to vacation, to mental health days, to time away for interviews, etc. The only exceptions are athletic competitions and grievances, which do not count toward PTO days.

In this class, you will receive three (3) PTO days. Classes missed in excess of three for any reason (including being sick) will impact your participation grade- so plan wisely and conserve PTO days in the event that you need a day off later. Exceptions will only be made for sicknesses that exceed three days and have an absence memo.

For every absence in excess of three, your participation will be directly impacted. I intend to treat students like I would colleagues and employees and attendance impacts job performance. Extra credit may be awarded for perfect attendance.

**LATE WORK**
As with any job, turning in assignments late is not acceptable. Late assignments will receive a 50% deduction per day (assignments qualify as "late" after the due date/time). Note: late submissions of connect (LearnSmart) content will not be accepted.

**MY RESPONSIBILITIES**
• Prepare for each class with thoughtful content.
• Prepare you with real-life scenarios enabling you to effectively make decisions and navigate organizational-behavior-related situations in business.
• Ensure I am adding value and not just reading from the slides.

YOUR RESPONSIBILITIES
• Listen to all announcements and assignments made in class, on OAKS, and in emails. Absence from class does not excuse you from this responsibility.
• Check your CofC email daily.
• Be prepared for class – read the assigned material and complete homework ahead of time so we can have meaningful discussions.
• Leave your phones in your bags during class- unless we are leveraging them for classroom purposes. Excessive and non-class-related/emergency use of phones will impact your participation grade.
• Save copies of all of your work to a secure location.

GRADING:
Your final course grade will be tentatively calculated as follows.

<table>
<thead>
<tr>
<th>Module</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Class Mini Tests (3)</td>
<td>39%</td>
</tr>
<tr>
<td>Group Consulting Project</td>
<td>19%</td>
</tr>
<tr>
<td>Group Project GANTT Chart (Pass/Fail)</td>
<td>2%</td>
</tr>
<tr>
<td>Career Center-Approved Resume (and reviewed draft) (Pass/Fail)</td>
<td>3%</td>
</tr>
<tr>
<td>Group Practice Case (Pass/Fail)</td>
<td>4%</td>
</tr>
<tr>
<td>Discussion Boards (each Pass/Fail)</td>
<td>10% =10 @ 1% each</td>
</tr>
</tbody>
</table>

Participation
5%

Final Case Assessment (in lieu of final exam)
18%

Total
100%

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Grade</th>
<th>Percentage</th>
<th>Grade</th>
<th>Percentage</th>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94% to 100%</td>
<td>B+</td>
<td>87% to 90%</td>
<td>C+</td>
<td>77% to 80%</td>
<td>D+</td>
<td>67% to 70%</td>
</tr>
<tr>
<td>A-</td>
<td>90% to 93%</td>
<td>B</td>
<td>84% to 87%</td>
<td>C</td>
<td>74% to 77%</td>
<td>D</td>
<td>64% to 67%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B-</td>
<td>80% to 83%</td>
<td>C-</td>
<td>70% to 73%</td>
<td>D-</td>
<td>60% to 63%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F</td>
<td>Under 60%</td>
</tr>
</tbody>
</table>

Grades will be posted and available in OAKS grade application throughout the duration of the course. 
Note- learnsmart grades will not be posted until 2 weeks into the course.
**ASSIGNMENTS:**

*Case Analysis:* Students in all sections of MGMT 301 must complete a written case analysis for assessment purposes. Thus, the matrix used to grade the assignment is one shared across faculty teaching MGMT 301 to grade the case. A discounted version of the case is available via Harvard Business School Press. More instructions are provided on OAKS and will be reviewed during class.

*Tests:* Test will be multiple choice and will only include content from classroom discussions and readings. More information and a matrix for grading tests will be reviewed during class and provided on OAKS.

*Career Center-Approved Resume/Career Interview:* All students must submit a professional resume as a component of MGMT 301. Additionally, class will be cancelled on the day of the career fair and for classes that meet during the career fair, students will be required to attend the career fair (sign in at the career fair to gain attendance credit) and encouraged to meet with/interview someone in a field they find interesting. For students in the class(es) which do not meet during the career fair, they are encouraged to attend the career fair outside of class or to spend the date conducting an informational interview with someone from their network. A three-paragraph (+) summary of that informational interview or the career fair experience should be submitted after the career fair via OAKS (see due date in syllabus schedule). More instructions are posted on OAKS and reviewed in class.

*Mock Consulting Group Project:* Small groups will be responsible for creating and delivering a learning module for the class that relates to a given management or organizational behavior topic played out in the business world. They will then analyze their team process through individual reflection and guided conversation with the instructor. The purpose of the group project is threefold: to deepen students’ understanding of a particular course topic through creative application, to sharpen communication skills, and to examine their own behavior in groups.

1. Management/OB in Current Events: Teams will be responsible for preparing, presenting, and evaluating a 25-minute learning module on a selected topic. Each team will be responsible for collecting and compiling feedback from the class on their performance. A baseline template for this, along with a full assignment description will be provided on OAKS. *Note, extra Credit will be given for teams who incorporate data into their presentation.*

2. Team Discussion: Each team will be responsible for attending a team discussion session with the instructor, which will occur in class one week following their presentation. This will include providing feedback to each team member. The discussion session is NOT an evaluation of the team’s performance. Rather, it is an opportunity for a guided discussion to reflect on and learn from the team, and give and receive feedback on individual contributions. Instructions for what to expect and how to prepare will be available on OAKS. Team-member feedback will be due prior to the discussion session.

More content will be provided on OAKS and reviewed in class.
Participation. Your active participation in class is imperative for your own learning and for that of your peers. Your participation grade includes: (1) attendance and (2) participation and (3) engagement in class. To earn full credit for participation you must attend all class sessions except three and make positive contributions to the learning environment. Extra points may be added to the participation grade for students who show extra effort toward MGMT 301 outside the classroom as well.

CENTER FOR STUDENT LEARNING
I encourage you to utilize the Center for Student Learning’s (CSL) academic support services for assistance in speaking & writing skills, study strategies, and course content. Students of all abilities have become more successful using these programs throughout their academic career and the services are available to you at no additional cost. For more information regarding these services please visit the CSL website at http://csl.cofc.edu.

DISABILITY ACCOMMODATIONS
The College will make reasonable accommodations for persons with documented disabilities. Students should apply at the Center for Disability Services / SNAP, located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsible for notifying me as soon as possible and for contacting me one week before accommodation is needed.

COLLEGE OF CHARLESTON HONOR CODE & ACADEMIC INTEGRITY
Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to a misunderstanding will be handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the X to be expunged. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware that unauthorized collaboration--working together without permission--is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.
Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the Student Handbook at http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php

**INCLEMENT WEATHER POLICY:**
If the College of Charleston closes and members of the community are evacuated due to inclement weather, students are responsible for taking course materials with them in order to continue with course assignments consistent with instructions provided by faculty. In cases of extended periods of institution-wide closure where students have relocated, instructors may articulate a plan that allows for supplemental academic engagement despite these circumstances.

<table>
<thead>
<tr>
<th>Operational Status</th>
<th>Guidelines/Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal Operations</td>
<td>Instruction continues to be delivered as normal and students are expected to continue with all course work, assignments, and be in attendance according to the course syllabus. Students who elect to depart early or delay their return are responsible for all missed work. Students should plan to take all course materials with them.</td>
</tr>
<tr>
<td>Closure</td>
<td>College is officially closed (formal announcement) and instruction is suspended. Students are responsible for taking all of their course materials with them and monitor email communication from faculty on how instruction will resume.</td>
</tr>
<tr>
<td>Recovery/Preparation to Resume Normal Operations</td>
<td>Course work could resume partially and/or gradually consistent with an articulated plan and instructions provided by the faculty. Students are expected to find internet access for email communication and access to course materials in OAKS.</td>
</tr>
</tbody>
</table>

**SCHEDULE**
From time to time, changes to the schedule may be made, but wherever possible, at least 1-week notification will be provided.

Note: Monday and Wednesday classes will be synchronous through Zoom and attendance will be taken. Friday classes will be held asynchronously via Voice Thread/Recordings and attendance will not be taken, yet discussion boards will be utilized.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments &amp; Readings Due BEFORE Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday August 25th</td>
<td>• Introductions/Course overview</td>
<td>• N/A</td>
</tr>
</tbody>
</table>
| Friday, August 28th         | • Covid Landscape and impact on businesses                           | • REVIEW: syllabus in its entirety and send questions/feedback by email (optional).  
                            |                                                                        | • WATCH: Why Coronavirus May Change How Big Tech Works:  
                            |                                                                        | https://www.youtube.com/watch?v=RoN2nGMltfw  
                            |                                                                        | • READ: https://hbr.org/2020/04/how-the-coronavirus-crisis-is-redefining-jobs  
                            |                                                                        | • Complete COVID Discussion Board                                               |
| Monday, August 31st         | • Black Lives Matter Activism and impact on businesses               | • Watch: Trevor Noah: George Floyd and the Dominoes of Racial Injustice:  
                            |                                                                        | https://www.youtube.com/watch?v=v4amCfVbA_c  
                            |                                                                        | • Watch: 5 Tips for Being an Ally  
                            |                                                                        | https://www.youtube.com/watch?v=do86g-QIM08&feature=youtu.be  
                            |                                                                        | • READ: HBR: US Businesses Must Take Meaningful Action Against Racism  
                            |                                                                        | https://hbr.org/2020/06/u-s-businesses-must-take-meaningful-action-against-racism  
                            |                                                                        | • READ: Another Tomorrow Letter to Banks in Oaks                               |
| Wednesday, September 2nd    | • Chapter 1- The Management Process Today – Part 1  
                            |                                                                        | • READ: Chapter 1  
                            | • Intro to Group Projects & Team Assignments  
                            |                                                                        | • Complete Group Project Link (with team information and/or needs)  
                            | • Meet/align with your team                                                    | 10AM:  
                            |                                                                        | https://docs.google.com/spreadsheet/d/11X6zztueHh9lrF6u4Xv4DQyMgxL_VpOLipvZdHPduk/edit#gid=0  
                            |                                                                        | • Complete Group Project Link (with team information and/or needs)  
                            |                                                                        | 11AM:  
                            |                                                                        | https://docs.google.com/spreadsheet/d/12rZU_CusqigcH1iOTIM0jn5vW0to2brAUq4RE_mxPE/edit#gid=0  
| Friday, September 4th       | • Chapter 1- The Management Process Today – Part 2  
                            |                                                                        | • WATCH: Chapter 1 Voice Thread  
                            |                                                                 | • Complete Group Project Link (with team information and/or needs)  
                            |                                                                 | 10AM:  
                            |                                                                 | https://docs.google.com/spreadsheet/d/11X6zztueHh9lrF6u4Xv4DQyMgxL_VpOLipvZdHPduk/edit#gid=0  
                            |                                                                 | • Complete Group Project Link (with team information and/or needs)  
                            |                                                                 | 11AM:  
                            |                                                                 | https://docs.google.com/spreadsheet/d/12rZU_CusqigcH1iOTIM0jn5vW0to2brAUq4RE_mxPE/edit#gid=0  


<table>
<thead>
<tr>
<th>Date</th>
<th>Monday, September 7th</th>
<th>Wednesday, September 9th</th>
<th>Friday, September 11th</th>
<th>Monday, September 14th</th>
<th>Wednesday, September 16th</th>
<th>Friday, September 18th</th>
<th>Monday, September 21th</th>
</tr>
</thead>
</table>
| **Chapter 2**         | Chapter 2- Values, Attitudes, Emotions and Culture: The Manager as a Person- Part 1  
 **Group Project Topic Lottery and Assignments NEED NEW TOPICS** | Cory Werkheiser Professional Development Visit | Chapter 2- Values, Attitudes, Emotions and Culture: The Manager as a Person- Part 2  
 Manager Personality Review | Chapter 11- Effective Team Management | Chapter 5- Decision Making, Learning and Creativity  
 Group Brainstorming Activity | Group Working time- Create a project plan/GANTT Chart. | Chapter 3-Part 1- Managing Ethics & Diversity |
| **ALIGN**             | on group project team name & topics in desired priority for group project topic lottery  
 **READ**             | Read the following articles:  
 1) https://www.pbs.org/newshour/economy/5-tips-for-finding-work-during-the-covid-19-pandemic,  
 Watch How to Present Like Steve Jobs: https://www.youtube.com/watch?v=S4UEJMu00dA | Fill out personality test: https://www.16personalities.com/free-personality-test and “bring to class” | Read Chapter 5 | READ your assigned project section. Think about how you’d approach the project.  
 **READ**             | Group Consulting Project Content on Oaks | **READ** What Are The Advantages Of Using A Gantt Chart In Project Management? by Andrei Tiburca: https://teamweek.com/blog/2017/10/advantages-using-gantt-chart-project-management/ | READ Chapter 3 | Complete GANTT Chart and Submit to Oaks |
<table>
<thead>
<tr>
<th>Date</th>
<th>Group A: Negative effects of implicit biases and the importance of overcoming them in the workplace. Watch Silent Beats: <a href="https://www.youtube.com/watch?v=76BboyrEl48">https://www.youtube.com/watch?v=76BboyrEl48</a></th>
<th>Watch Silent Beats: <a href="https://www.youtube.com/watch?v=76BboyrEl48">https://www.youtube.com/watch?v=76BboyrEl48</a></th>
<th>Group A Prep and submit deck online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, September 23th</td>
<td>Chapter 3</td>
<td>Watch Chapter 3 Voice Thread</td>
<td>Complete Diversity Silent Beats Discussion Board</td>
</tr>
<tr>
<td>Friday, September 25th</td>
<td>Chapter 3- Part 2: Managing Ethics and Diversity</td>
<td>Complete Diversity Silent Beats Discussion Board</td>
<td></td>
</tr>
<tr>
<td>Monday, September 28th</td>
<td>Test review session (Attendance not taken)</td>
<td>Prep Questions for session</td>
<td></td>
</tr>
<tr>
<td>Wednesday, September 30th</td>
<td>Mini Test 1 (covers materials August 25th-September 30th)</td>
<td>Must complete between 10AM and 12PM.</td>
<td></td>
</tr>
<tr>
<td>Friday, October 2nd</td>
<td>Chapter 4-Managing the Global Environment-Part 1</td>
<td>Read Chapter 4 (Recommended)</td>
<td>Watch Voice Thread</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete Global Environment Discussion Board</td>
<td></td>
</tr>
<tr>
<td>Monday, October 5th</td>
<td>Group Project B- The role of national culture in business – including Hofstede’s model. Focus on individualism and collectivism in the workplace due to covid.</td>
<td>Group B Presentation due to dropbox before class.</td>
<td></td>
</tr>
<tr>
<td>Wednesday, October 7th</td>
<td>Chapter 6- Planning, Strategy, and Competitive Advantage-Int’l Expansion (Part 1)</td>
<td>Read Chapter 6</td>
<td></td>
</tr>
<tr>
<td>Friday, October 9th</td>
<td>Chapter 6- Planning, Strategy, and Competitive Advantage-SWOT</td>
<td>Watch Chapter 6 Voice Thread</td>
<td>Complete Chapter 6 Discussion Board</td>
</tr>
<tr>
<td>Monday, October 12th</td>
<td>Group Project C- Planning and strategy – adjusting during the time of COVID. <a href="https://hbr.org/sponsored/2020/05/workforce-strategies-for-post-covid-19-recovery">https://hbr.org/sponsored/2020/05/workforce-strategies-for-post-covid-19-recovery</a> determining an organization's mission and goals</td>
<td>Group C Presentation due to dropbox before class.</td>
<td>Review</td>
</tr>
<tr>
<td>Date</td>
<td>Read</td>
<td>Watch</td>
<td>Complete</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Friday, October 16th</td>
<td><strong>Sustainable Management/Strategy</strong></td>
<td><strong>Sustainability and Competitive Advantage</strong> by Maurice Berns, Andrew Townend, Zayna Khayat, Balu Balagopal, Martin Reeves, Michael S. Hopkins and Nina Kruschwitz [<a href="https://www.bcg.com/documents/file">https://www.bcg.com/documents/file</a> 32201.pdf](<a href="https://www.bcg.com/documents/file">https://www.bcg.com/documents/file</a> 32201.pdf)</td>
<td><strong>Read</strong> [Sustainability and Competitive Advantage](<a href="https://www.bcg.com/documents/file">https://www.bcg.com/documents/file</a> 32201.pdf) <strong>by Maurice Berns, Andrew Townend, Zayna Khayat, Balu Balagopal, Martin Reeves, Michael S. Hopkins and Nina Kruschwitz</strong> ☐ <strong>Watch Ray Andersen- the Business Logic of Sustainability:</strong> <a href="https://www.youtube.com/watch?v=iP9QF_8OyA">https://www.youtube.com/watch?v=iP9QF_8OyA</a> ☐ <strong>Watch</strong> Sustainability Voice thread ☐ <strong>Read</strong> High Notes case ☐ <strong>Complete</strong> Sustainability Discussion Board</td>
</tr>
<tr>
<td>Monday, October 19th</td>
<td><strong>Chapter 7- Designing Organizational Structure</strong></td>
<td><strong>Read</strong> Chapter 7</td>
<td>☐</td>
</tr>
<tr>
<td>Wednesday, October 21th</td>
<td><strong>Chapter 7 Wrap up</strong> <strong>Chapter 8- Control, Change, and Entrepreneurship</strong></td>
<td><strong>Read</strong> Chapter 8</td>
<td>☐</td>
</tr>
<tr>
<td>Friday, October 23rd</td>
<td><strong>Chapter 9-Motivation-Part 1</strong></td>
<td><strong>Read</strong> Chapter 9</td>
<td><strong>COMPLETE</strong> Group sustainability case (groups of 1-5 people) ☐</td>
</tr>
<tr>
<td>Friday, October 30th</td>
<td><strong>Chapter 9-Motivation-Part 2</strong> <strong>Gravity Payments review-example of Maslow and Equity Payments</strong></td>
<td><strong>Watch motivation voice thread</strong> ☐ <strong>Watch video Gravity Payments video</strong> <a href="https://www.youtube.com/watch?v=XiF4WnlqzX4">https://www.youtube.com/watch?v=XiF4WnlqzX4</a> ☐ <strong>COMPLETE Gravity payments discussion board</strong></td>
<td>☐</td>
</tr>
<tr>
<td>Monday, November 2nd</td>
<td><strong>Test review session (Attendance not taken)</strong></td>
<td><strong>Watch video Gravity Payments video</strong> <a href="https://www.youtube.com/watch?v=XiF4WnlqzX4">https://www.youtube.com/watch?v=XiF4WnlqzX4</a> <strong>COMPLETE Gravity payments discussion board</strong></td>
<td>☐</td>
</tr>
<tr>
<td>Date</td>
<td>Mini TEST 2 (Application of Class Learnings from September 30th- November 4th)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Wednesday, November 4th** |  | **Read** Chapter 10  
**Watch** Chapter 10 Voice Thread  
**Complete** Chapter 10 discussion board                                                                                      |
| **Friday, November 6th** |  | **Chapter 10 Leadership Part 1**                                                                                                                   |
| **Monday, November 9th** |  | **Chapter 10-Leadership part 2**                                                                                                                   |
| **Wednesday, November 11th** |  | **Group G- Transformational leadership and being a charismatic leader** during COVID and Black Lives Matter activism. (pages 347-350)  
**Group E team discussion**                                                                                                           |
| **Friday, November 13th** |  | **Read** Chapter 12                                                                                                                                     |
| **Monday, November 16th** |  | **Complete** Human Resources Discussion Board                                                                                                        |
| **Wednesday, November 18th** |  | **Online Class: Chapter 13- Business Communications**                                                                                                     |
| **Friday, November 20th** |  | **Read** Chapter 14  
**Watch** Chapter 14 Voice Thread  
**Comment on** Chapter 14 Discussion Board                                                                                   |
| **Monday, November 23rd** |  | **Chapter 14- Operations Management wrap up**  
**Evaluations/Course Wrap Up**  
**Group G discussion session**                                                                                                       |
| **Wednesday, November 25th** |  | Thanksgiving- No class                                                                                                                                   |
| **Friday, November 27th** |  | **Mini Test Review Session**                                                                                                                               |
| **Monday, November 30th** |  | Mini Test (Materials covered November 6th- November 23rd)                                                                                                  |
| **Wednesday, December 2nd** |  | Case review session (come with specific questions/drafts to be reviewed) - sign up needed                                                                 |
| **Friday, December 4th** |  | Exam: Complete Anxious Alastair (Darden) by scheduled exam time  
Case can be purchased at the following link: [https://hbsp.harvard.edu/import/653406](https://hbsp.harvard.edu/import/653406) |