MGMT 301 Spring 2022
Management & Organizational Behavior
8/23/2022 - 12/12/2022

MGMT 301 (Section 7) 8:00-9:15am, TR, Beatty Center 216

Instructor: David Murray
Office: BCTR
Phone: 646-316-7008
Email: Murraydb1@CofC.edu

Office hours: Tuesday/Thursday: 9:15-10:30am [Note: Please schedule an appointment to avoid conflicts ]

Text: Jones & George. Essentials of Contemporary Management (9th Ed) EBOOK/CONNECT VERSION ONLY. More details provided in first class. No need to purchase before then.

Case: Case analyses are also a component of the course. We will be using the New War of the Currents: The Race to Win the Electric Vehicle Market case by Tim Kraft, Suriyaprakash Alagesan, and Jimit Shah.

The Harvard case can be accessed at a discounted rate of $4.25 Harvard Business School Press. Instructions for the case analyses will be provided on OAKS.

Articles: We will also reference various Harvard Business Review articles throughout the semester, correlating to Essentials of Contemporary Management text to review in class.

All cases and articles can be accessed at the following coursepack link for $17.00

https://hbsp.harvard.edu/import/837416

Tech: All students must have access to Zoom and Oaks.

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:
30 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 a 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
While class attendance (…..and showing up on time) is mandatory, we will do what we must in order to successfully navigate COVID protocols. Please contact me before any class in which your attendance will be impacted.

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).
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 CoF C 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 calculated as follows:

- Quizzes 1-4: 40%
- Individual Participation: 15%
- Resume Assignment: 5%
- Team Participation: 15%
- Analysis & Presentation: 15%
- Case Final Analysis: 10%

Total: 100%
Grades will be posted and available in OAKS grade application throughout the duration of 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 one-page (single spaced) 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.

PARTICIPATION: Your active participation in class is imperative for your own learning and for that of your peers. Extra credit participation 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.
**SCHEDULE**
From time to time, changes to the schedule may be made, but wherever possible, at least 1-week notification will be provided.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments &amp; Readings Due BEFORE Class Tuesdays and Thursdays</th>
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</thead>
<tbody>
<tr>
<td>Tuesday, 8/23</td>
<td>Introductions/Course overview</td>
<td>…just show up 😊</td>
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<tr>
<td>Thursday, 8/25</td>
<td><strong>What is Management?</strong></td>
<td>• Read Chapter 1 of text: <em>What is Management?</em></td>
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<tr>
<td>Tuesday, 8/30</td>
<td>- Cougars On Ice</td>
<td>• Complete assigned Chapter 1 SmartBook Quiz and Homework</td>
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<td>Thursday, 9/1</td>
<td>Manager as a Person</td>
<td>• Read Chapter 2 of text: <em>Manager as a Person</em></td>
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<td>Tuesday, 9/6</td>
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<td>• Complete assigned Chapter 2 SmartBook Quiz and Homework</td>
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<tr>
<td>Thursday, 9/8</td>
<td>Managing Ethics and Diversity</td>
<td>• Read Chapter 3 of text: <em>Managing Ethics &amp; Diversity</em></td>
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<td>Tuesday, 9/13</td>
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<td>• Complete assigned Chapter 3 SmartBook Quiz and Homework</td>
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<td>Thursday, 9/15</td>
<td>Managing in a Global Environment</td>
<td>• Read Chapter 4 of text: <em>Managing in a Global Environment</em></td>
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<td>Tuesday, 9/20</td>
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<td>• Complete assigned Chapter 4 SmartBook Quiz and Homework</td>
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<td>Thursday, 9/22</td>
<td><strong>Decision Making, Learning, and Creativity</strong></td>
<td>• Read Chapter 5 of text: <em>Decision Making, Learning, and Creativity</em></td>
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<td>Tuesday, 9/27</td>
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<td>• Complete assigned Chapter 5 SmartBook Quiz and Homework</td>
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<td>Thursday, 9/29</td>
<td>Planning, Strategy, and Competitive Advantage</td>
<td>• Read Chapter 6 of text: <em>Planning, Strategy, &amp; Competitive Advantage</em></td>
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<tr>
<td>Tuesday, 10/4</td>
<td>- <strong>MID-TERM EXAM</strong></td>
<td>• Complete assigned Chapter 6 SmartBook Quiz and Homework</td>
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<td>Thursday, 10/6</td>
<td>Designing Organizational Structure</td>
<td>• Read Chapter 7 of text: <em>Designing Organizational Structure</em></td>
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<td>Tuesday, 10/11</td>
<td>Organizational Control and Change</td>
<td>• Complete assigned Chapter 7 SmartBook Quiz and Homework</td>
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<td>• Watch <em>Kinky Boots</em> Movie</td>
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<td>Date</td>
<td>Topic</td>
<td>Assignments</td>
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<td>Thursday, 10/13</td>
<td>Organizational Control and Change</td>
<td>Read Chapter 8 of text: <em>Organizational Control and Change</em></td>
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<td>Tuesday, 10/18</td>
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<td>Complete assigned Chapter 8 SmartBook Quiz and Homework</td>
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<td>Thursday, 10/20</td>
<td>Motivation</td>
<td>Read Chapter 9 of text: <em>Motivation</em></td>
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<td>Tuesday, 10/25</td>
<td>Leaders and Leadership</td>
<td>Complete assigned Chapter 9 SmartBook Quiz and Homework</td>
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<td>Tuesday, 10/25</td>
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<td>Read Chapter 10 of text: <em>Leaders and Leadership</em></td>
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<td>Thursday, 10/27</td>
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<td>Complete assigned Chapter 10 SmartBook Quiz and Homework</td>
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<td>Tuesday, 11/1</td>
<td>Effective Team Management</td>
<td>Read Chapter 11 of text: <em>Effective Team Management</em></td>
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<td>Thursday, 11/3</td>
<td>Kinky Boots Team Presentations</td>
<td>Complete assigned Chapter 11 SmartBook Quiz and Homework</td>
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<td>Thursday, 11/10</td>
<td>Building and Managing Human Resources</td>
<td>Complete assigned Chapter 11 SmartBook Quiz and Homework</td>
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<td>Thursday, 11/10</td>
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<td>Kinky Boots Team Analysis due</td>
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<td>Tuesday, 11/15</td>
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<td>Complete assigned Chapter 12 SmartBook Quiz and Homework</td>
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<td>Tuesday, 11/17</td>
<td>Effective Communication</td>
<td>Read Chapter 13 of text: <em>Effective Communication</em></td>
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<tr>
<td>Tuesday, 11/22</td>
<td>Managing Operations and Processes</td>
<td>Complete assigned Chapter 13 SmartBook Quiz and Homework</td>
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<td>Tuesday, 11/29</td>
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<td>Read Chapter 14 of text: <em>Managing Operations and Process</em></td>
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<td>Thursday, 12/1</td>
<td>Final Wrap/Team Presentations</td>
<td>Complete assigned Chapter 14 SmartBook Quiz and Homework</td>
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<td>Prepare for FINAL EXAM</td>
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<tr>
<td>Thursday, 12/1</td>
<td>Final Wrap/Team Presentations</td>
<td>Team Deliverable due</td>
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<td>TBD</td>
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<td>FINAL EXAM</td>
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MGMT 301 – Management & Organizational Behavior

[Fall 2022: David Murray murraydb1@cofc.edu (646-316-7008)]

TEXT: Essentials of Contemporary Management

Management
- What is Management?

Environment
- Managing Ethics & Diversity

Plan
- Decision Making, Learning & Creativity

Organize
- Designing Org Structure

Lead
- Motivation
- Effective Team Management

Control
- Effective Communication

Class Dates
- 8/23: Manager as a Person
- 8/30: Managing in a Global Environment
- 9/6: Planning, Strategy, & Competitive Advantage
- 9/13: Organizational Control & Change
- 9/20: Leaders & Leadership
- 9/27: Building & Managing Human Resources
- 10/4: Managing Operations & Processes
- 10/11: Mid-Term
- 10/18: Analysis & Presentation Due
- 10/25: Analysis Due
- 11/1: Final Exam
- 11/8: Team Project Due
- 11/15: Team Project Due
- 11/22: Team Project Due
- 11/29: Team Project Due

FINAL Exam

INDIVIDUAL

Class Attendance and Participation

TEAM