MGMT 301(01)  Fall 2020
Management & Organizational Behavior
Jan 11, 2021 - Apr 30, 2021
2:00 pm - 3:15 pm, MW, Education Center 118

INSTRUCTOR:  IVANA MILOSEVIC  OFFICE:  BCTR 336
PHONE:  843-953-6664  E-MAIL:  milosevici@cofc.edu*

*For questions related to class structure and class material, please use Class Material Questions discussion board on Oaks rather than email. Using designated Oaks space will ensure the quickest and most in-depth response.

OFFICE HOURS:  By appointment (Zoom).

PREREQUISITE:  Junior standing (60 hours)

CLASS MATERIAL:

All other assigned readings are available through OAKS, library, or for purchase via above HBR Coursepack.

REQUIRED TECHNOLOGY:  Reliable internet access, microphone, webcam (recommended), Zoom account (recommended - available free with CofC email), and regular access to OAKS.

SUPPLEMENTAL READINGS:
Students are encouraged to stay abreast of developing stories that have relevance for businesses such as ethics, employment, globalization, teamwork, leadership, etc. Some suggested sources include the following:

Reuters (http://www.reuters.com/)
Bloomberg (http://www.bloomberg.com/)
The Wall Street Journal (http://online.wsj.com/) 

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 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" with 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.

COURSE FORMAT:
This course will use a combination of instructional methods to enhance learning. Class will include lectures, discussions, group activities, and exercises. Some classes will be synchronous either via zoom or face-to-face (limited attendance – see Oaks, class information tab, for details). Students are expected to have read assigned material before the class and actively participate in the group, face-to-face, and online class discussions. For a class to run properly, students must be willing to self-manage and be proactive in accessing the material and preparing for class.

In this class, independent thinking and individualized positions are emphasized and encouraged. Students are expected to have open minds and respect the positions and opinions of others. I will do my best to offer a pleasant and clearly structured learning environment where you feel comfortable asking questions that will help your understanding and mastery of course materials.

COURSE POLICIES & EXPECTATIONS
It is expected that students are fully engaged, self-managing, and proactive in their learning. Your participation in this course is vital not only to your own learning, but also to that of your classmates. Thus, it is important that you participate regularly. To be successful in this course, you are expected to:

- Prepare before the class by reviewing the material ahead of time and forming fact based opinions.
- Spend approximately 8 hours per week reading, viewing/attending lectures, discussing with your team, taking quizzes, participating in online discussions, and completing assignments.
- Maintain an active presence in the online section of the class by logging on 3-5x per week to participate in discussions and review materials. Remember that I can see when you log on to OAKS and monitor your progress through the class.
- Treat others with respect, and practice strong “netiquette.”
- Demonstrate responsibility for your progress in the course by submitting work on time. Late assignments will NOT be accepted without prior written approval of the instructor (min 48 hrs).
If your assignment is not present at the time the assignment is due, the assignment is considered late and you will receive a 0 on that assignment.

**Technical issues:** If you have problems related to the functioning of this course, please check the Technical Questions thread on Oaks and post your issue there. Help one another troubleshoot so that issues can be resolved in a timely manner. If neither your classmates, nor I can answer your questions, contact the Student Computing Support Desk at (843)953-5457 or studentcomputingsupport@cofc.edu. Additional support and computing downloads and tutorials can be located at blogs.cofc.edu/scs.

**NOTE:** Computer failure/unavailability does NOT constitute an excuse for not completing or submitting work by the due date. Please be proactive.

**Expectations for communication:**
Any questions regarding class content, assignments, due dates, etc. should be posted to the Class Material Questions discussion board. All the technology related questions should be posted to Technology Issues discussion board. Being active on these boards may earn you bonus participation points (see below)! Any issues of a personal nature can be emailed to me directly. I will respond within 24-48 hours. If you would like to arrange a time to speak with me, I am available via zoom. Please email me to set an appointment.

**Attendance:** Attendance during each class period is expected. However, I understand that sometimes circumstances arise that make attendance difficult or impossible. To receive an excused absence for the hot seat participation you will need to e-mail the instructor at least one hour prior to the start of class. In addition, in this email you will need to provide a single-spaced, written hot seat answers to the assigned article. This should provide adequate evidence that you completed all the assigned readings and that you put enough thought into the material to form some opinions or ask some questions about the content of the readings. If you meet the requirements outlined above, then your absence is excused. **The penalty for unexcused absences is that you may be called to participate in the Hot Seat and if you are absent without it being excused, you will receive a zero on that assignment (15% of your grade in the course!).**

**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 (SNAP@cofc.edu). Students approved for accommodations are responsible for notifying me as soon as possible and for contacting me one week before accommodation is needed.

**Academic Dishonesty:** Honesty and integrity is expected of all students. If you cheat on any assignment, you will receive an automatic “F” for that assignment and possibly a failing grade for the course. This includes plagiarism of written work. Please give authorship credit as necessary.

**LEARNING ASSIGNMENTS**
Knowledge is not something that can be simply given from one person to another. *Simply logging into Oaks/showing up to class and passively listening is not sufficient to result in learning.* Reading the assigned materials prior to class is mandatory for all students. To get the most out of this course, you should think about how the readings apply to you now and in the future. The engagement with the material will be assessed with the following assignments.
The Hot Seat – At the beginning of each class period that has the article assigned to it, two students will be randomly selected to come to the front of the class and demonstrate their preparation for class and initiate our in-class discussion by answering the following questions:

1. What is the key argument the author of the article makes and how does it connect to the lecture?
2. Why is this topic an important topic for understanding contemporary management?
3. What are the assumptions the article hopes to challenge?
4. What are the implications for managers?
5. What is something that you learned in the readings that you didn’t know before?
6. What are some relevant stories in the media this week?

All students in the class will have at least one opportunity to sit on The Hot Seat. Students that are selected more than one time will have their grades averaged for their final grade for this assignment. If a student’s name is drawn while the student is absent from class, they will receive A 0 FOR THIS ASSIGNMENT unless the absence is excused (see attendance policy for an explanation of excused absences).

Quizzes - There will be six online quizzes in this course – one for each module to be completed by the specified due date. Lowest quiz grade will be dropped. Quizzes will cover materials from the lectures, ted talks, discussions, videos, and assigned articles/movie. These quizzes are timed and “open-book” to encourage you to read carefully. To do well on the quiz, you should carefully review material before attempting to take the quiz.

Career Interview and Resume - You will be asked to conduct an informational interview with someone in a job you would like to have in the next five years. Based on this interview, create a resume targeted to that career and have it reviewed by the Career Center or Student Success Center representative (representatives are available via zoom and email). Please submit (1) a copy of your first draft with the evidence that it was reviewed by the Career Center representative, (2) your revised resume, and (3) summary of the career interview by the due date. The assignment is worth 5% of the grade. See Oaks for additional instructions.

Pre-case Homework Activities – To prepare for the final case analysis, students will complete two rounds of pre-case homework activities (part of the homework grade).
   1. Conduct an individual learning case activity (03/08).
   2. Conduct a group case analysis (03/29).

Additional information is provided on Oaks under Case Analysis Tab.

Homework – In addition to pre-case homework assignments described above, a subset of lectures will include homework activities (some individual and some group) related to the specific material. Please consult lecture notes in each module for information on homework activities. Homework activities are worth 10% of the grade and must be completed by their due date.

Individual Final Case Analysis - Students in all sections of MGMT 301 must complete an individual written case analysis of the case (see page 1) 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 for purchase via above link. The assignment is worth 15% of the grade.
Using the grading matrix as your guide, analyze the assigned case as a manager and write a 500 word (maximum) paper that:
   1. Clearly identifies the problem
   2. Analyzes the situation by relating issues presented in the case to management theories/concepts
   3. Provides viable actions/recommendations to fix the problem/situation.

Additional instructions are available via OAKS.

Submission Instructions: Submit an electronic copy of your analysis via OAKS by the due date.

Participation*** – Participation is an important element of this class and high engagement with material on OAKS as well as with other students in class will positively affect student learning. In other words, the learning that results from this class will depend at least as much on your contribution to the class as mine. So, please be prepared and ready to offer your thoughts and opinions during class (zoom and face to face) as well as on various discussion boards (including class material and technological issues discussion boards). This applies to both the quality and quantity of participation. Posting only what is required by the discussion assignments is not sufficient to warrant bonus points nor is responding to each post.

***At instructor discretion, UP TO 5 additional percentage points may be added to the final grade to reflect student participation in and contribution to discussion across all forums beyond that mandated by the assignments. Full 5 points are reserved for truly outstanding contribution to the class.

GRADES:
Your final course grade will be determined by performance on a combination of individual and team assignments:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Grade Weight</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Hot Seat</td>
<td>15%</td>
<td>Each module (2x)</td>
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<tr>
<td>Quizzes 1-5*</td>
<td>55%</td>
<td>End of each module</td>
</tr>
<tr>
<td>Resume Assignment</td>
<td>5%</td>
<td>04/12/2021</td>
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<tr>
<td>Homework</td>
<td>10%</td>
<td>Each class</td>
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<tr>
<td>Final case analysis</td>
<td>15%</td>
<td>04/28/2021</td>
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The anticipated grading scale is provided below. However, the instructor reserves the right to adjust this scale as deemed necessary.

A+ = 98 – 100  C+ = 77 – 79  F = 59 and Below
A  = 93 – 97   C  = 73 – 76
A- = 90 - 92   C- = 70 – 72
B+ = 87 – 89   D+ = 67 – 69
B  = 83 – 86   D  = 63 – 66
B- = 80 – 82   D- = 60 – 62

CLASS SCHEDULE
(Subject to change)

You will complete several learning assignments per module, during which you are responsible for:
   • Attending class/reviewing the online lectures and related videos
- Reading the assigned HBR articles and preparing the Hot Seat
- Completing learning assignments (quizzes, homework, case analyses, etc.)

Below you will find the list of major topics, readings, and graded assignments for your planning purposes. Take a note of the format designation (zoom only vs online lecture (asynchronous) vs zoom and FtoF). **For FtoF classes, please make sure to sign up using the google sheet provided on Oaks.** All lectures (online, zoom, and FtoF) will be available for viewing online.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic of Discussion</th>
<th>In-Class Activities</th>
<th>Activities to be completed before class</th>
<th>Class Format</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Module 1: Introductions and Teamwork</strong></td>
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<tr>
<td>11-Jan</td>
<td>Course Introduction</td>
<td>» Introductions</td>
<td>»Review the Syllabus/Oaks</td>
<td>Zoom only</td>
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<td></td>
<td></td>
<td>» Discussion of class structure</td>
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<tr>
<td>13-Jan</td>
<td>Building High Functioning Teams</td>
<td>»Chapters 7 &amp; 8</td>
<td>»Provide a brief introduction via Oaks discussion board</td>
<td>Online lecture</td>
</tr>
<tr>
<td>18-Jan</td>
<td>Martin Luther King, Jr.</td>
<td>No Class</td>
<td>No class</td>
<td>No class</td>
</tr>
<tr>
<td></td>
<td>What is Organizational Behavior?</td>
<td>»Chapter 1</td>
<td>»Read the HBR: Learning is a Learned Behavior</td>
<td>Zoom only</td>
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<tr>
<td></td>
<td></td>
<td>»HBR discussion: Learning is a Learned Behavior</td>
<td>»G- HW: Build a team charter</td>
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<tr>
<td>25-Jan</td>
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<tr>
<td></td>
<td>Quiz 1</td>
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<tr>
<td>25-Jan</td>
<td>Managing in the Global Environment</td>
<td>»Lecture materials</td>
<td>»Read HBR: Three Keys</td>
<td>Zoom/FtoF</td>
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<tr>
<td></td>
<td></td>
<td>»Hot Seat: Three Keys to Getting an Overseas Assignment Right</td>
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<tr>
<td>27-Jan</td>
<td>Corporate Social Responsibility and Shared Value</td>
<td>»Lecture materials</td>
<td>»I -HW: Understanding international institutions</td>
<td>Zoom/FtoF</td>
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<td>»Hot Seat: Creating Shared Value</td>
<td>»Read HBR: Creating Shared Value</td>
<td></td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Activity</td>
<td>Format</td>
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| 1-Feb | Corporate Social Responsibility and Shared Value | »Ted Talk: Harish Manwani: Profit’s not always the point  
»Bloomberg video: The Edge Building | Online lecture |
| 3-Feb | Environmental Analysis             | »Lecture materials                                                       | Zoom/FtoF    |
| 8-Feb |                                    | **Quiz 2**                                                               |              |
| 10-Feb| Bringing Shared Value to Practice  | »Conversation with Mike Drymalski, Senior Vice President, Serta Simmons Bedding | Zoom only    |
| 15-Feb| Internal Analysis                  | »Lecture materials  
»Bloomberg video: Harris Tweed resources                                    | Zoom/FtoF    |
| 17-Feb| Firm strategy                      | »Lecture materials  
»Hot Seat: Can you say what your strategy is?  
»I-HW: Harris Tweed Resources  
»Read HBR: Can you say what your strategy is? | Zoom/FtoF    |
| 22-Feb| Managing Firm Structure            | » Chapter 16  
» Ted Talk: Where good ideas come from                                          | Online Lecture |
| 24-Feb| Managing Firm Culture              | » Chapter 15  
»Hot Seat: Walmart Culture Crash  
»G- HW: W.L Gore Article *: Walmart Culture Crash                        | Zoom/FtoF    |
| 1-Mar |                                    | **Quiz 3**                                                               |              |

**Module 3: Creating Organizational Strategy**

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Activity</th>
<th>Format</th>
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<tbody>
<tr>
<td>1-Mar</td>
<td></td>
<td><strong>Quiz 3</strong></td>
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**Module 4: Leading Organizations**

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Activity</th>
<th>Format</th>
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</thead>
</table>
| 3-Mar | No Class                           | No Class  
No class  
»I-HW: Pre-case activity 1                                                | Online lecture |
<p>| 8-Mar | Change + Strategy + Leadership     | »Movie: Kinky Boots                                                      |              |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
<th>Format</th>
</tr>
</thead>
</table>
| 10-Mar| Strategic Leadership                       | »Kinky Boots movie discussion  
»Hot Seat: How Managers  
»Chapters 13 & 14  
»Read HBR: How managers become leaders | Zoom/FtoF        |
| 15-Mar| Leadership in Organizations                | »Phlur Strategic Leadership-Bloomberg  
»Chapters 13 & 14 | Zoom/FtoF        |
| 17-Mar| Power and Influence in the Workplace       | »Chapter 12  
»Hot Seat: A New prescription for Power  
»G- HW: Phlur leadership analysis  
»Read HBR: A New prescription for Power | Zoom/FtoF        |
| 22-Mar| Quiz 4                                      |                                                                              |                 |
|       | **Module 5: Managing Perceptions and Relationships** |                                                                              |                 |
| 24-Mar| Managing your career proactively           | Conversation with Djordje Milosevic, Project Coordinator, UNDP  
»I-HW: The structure of power | Zoom only        |
| 29-Mar| Decision Making                            | »Chapter 9  
»Ted Talk: Are we in control of our decisions?  
»G-HW: Pre-case activity 2 | Online lecture   |
| 31-Mar| Perceiving Ourselves and Others in Organizations/ Diversity | »Chapters 3 & 2  
»Hot Seat: Building an Ethical Career  
»Diversity in Kinky Boots Discussion  
»Read HBR Building an Ethical Career | Zoom/FtoF        |
| 5-Apr | Conflict and Negotiation in the Workplace  | »Chapter 10  
»Hot Seat: Negotiating with Emotions  
»Read HBR: Negotiating with Emotions | Zoom/FtoF        |
| 7-Apr | Quiz 5                                      |                                                                              |                 |
|       | **Module 6: Managing Employee Motivations** |                                                                              |                 |
| 12-Apr| Learning and rewards structures            | »Chapter 3  
»Resume assignment due | Online lecture   |
| 14-Apr| Learning and rewards structures            | »Chapter 3  
»Online Hot Seat: Employee Motivation  
»Discussion of the Ted Talk  
»Read HBR: Employee Motivation  
»Watch Ted Talk: The puzzle of motivation | Zoom/FtoF        |
### Foundations of Employee Motivation
- **19-Apr**
  - **Chapters 5 & 6**
  - **Hot Seat: Why are we here**
  - **G-HW: Tardiness problem**
  - **Read HBR: Why are we here**
  - **Zoom/FtoF**

### Quiz 6

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-Apr</td>
<td>Final Case Analysis Discussion</td>
<td>Optional Zoom</td>
</tr>
<tr>
<td>26-Apr</td>
<td>Final Case Analysis Discussion</td>
<td>Optional Zoom</td>
</tr>
</tbody>
</table>

### Final Individual Case Analysis Due

### 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 written assignments and an oral presentation.)
- **Quantitative Fluency:** Students will demonstrate competency in logical reasoning and data analysis skills. (Addressed via case analysis.)
- **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 and lecture on social and ethical dilemmas common to the global 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 daily issues as well as lectures on innovation and creativity.)
- **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 exams and written case analysis.)