

BSA 346: Management and Organizational Behavior

(Formerly BSA 240)

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Course Dates: 5/10/21 – 6/26/21

Location: Moodle

Course Description

This course concerns the management of organizations in a competitive environment. Regardless of the goals of the organization whether for-profit or for-benefit managers are required to understand the forces external to the firm that structure decisions. This course examines the different elements that shape managerial discretion and the tools that organizations use to survive their environments. The philosophy of this course is that management must be understood within the context of organizations and how organization environments shape the practice of management.

Course Objectives

- Describe the basic management functions and the management process
- Explain the value of studying management history
- Define organizational culture and how culture constrains managers
- Explain the four views of ethics and the impact of social responsibility on economic performance
- Grasp the central role that managers play in the effective management of diversity
- Outline the steps in the decision-making process
- Define planning and distinguish among the different types of plans
- Describe the key elements of organizational structure
- Define communication and explain the barriers to effective communication
- Explain the strategic importance of human resource management
- Describe the stages of group development
- Define the motivation process
- Explain the different leadership styles
- Describe the control process
- Discuss the role of technology in the management process

Textbook Information

Jones, G. R., & George, J. M. (2016). *Essentials of Contemporary Management* (6e). Burr Ridge, Illinois: McGraw-Hill Irwin Publishing. ISBN-13: 978-0077862534

Email/Communication Policy

All emails to the instructor should be written in a professional manner – this means complete sentences, a greeting and a salutation are all included. Each email should clearly state the purpose of the correspondence and include the student's name, course code, and section number. The subject line should also be succinct but clear with regards to the purpose of the email. Provided these guidelines are followed, the instructor will make every effort to respond to student emails within 24 hours on a weekday or 48 hours on a weekend. All faculty, staff, and students at Peace College are required to use their Peace College (@peace.edu) email account for correspondence related to this course.

Online Course

All online courses in the School of Professional Studies are fully online and require the use of Moodle. Weekly readings, activities, and assignments will be listed in Moodle. You should expect to spend on average 10-15 hours per week on an individual 3-credit course. This includes all the readings, posts and assignments as well as being actively engaged in the discussions on the message boards. You should expect to log into the course daily, or at least 4-5 times per week. If you have any problems accessing Moodle please contact Dr. Lori McClaren, Director of Online Learning at 919-508-2367.

Late Assignments

Students with serious, mitigating circumstances that prevent them from completing assignments on time should contact the instructor as soon as possible - ***prior to the assignment deadline***. Students who find themselves in this situation should be prepared to provide documentation/verification of the circumstances that prevent them from submitting work on time. In these cases a contract will be established outlining the conditions for an extension.}

Late work is not accepted without the instructor's approval prior to an assignment's due date. Valid emergencies will be evaluated by the instructor on a case-by-case basis at the instructor's sole discretion. A penalty may be assessed for approved late work.

Because the purpose of discussion questions is to generate discussion among the class, no credit is provided for discussion question responses or participation that does not occur during the appropriate discussion week (posting initial discussion question responses early is acceptable).

Extensions for exams or assignments will be granted at the instructor's sole discretion and only with advance notice.

Remember, that it is the responsibility of the student to make arrangements for proctoring of exams in advance.

Missed Work / Late Work Policy

Missed / Late work is not accepted without instructor approval in advance or a valid, documented emergency. Valid emergencies will be evaluated by the instructor on a case-by-case basis at the instructor's sole discretion. A penalty may be assessed for approved late work.

Proctoring Policy

All online courses at William Peace University require one (1) proctored exam or activity during the final week of the course. For more information on proctoring options, please see:

http://www.peace.edu/wp-content/uploads/Proctoring-Options-for-Online-Students_2016.pdf.

William Peace University seeks to develop both the intellect and character of its students. All members of the University are expected to promote a culture of academic integrity, and all students are expected to inform themselves of the University's policies and procedures related to the Honor Code.

Academic Integrity

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All forms of academic misconduct are violations of the University's Honor Code. These include, but are not limited to:

- Cheating: Using or attempting to use unauthorized materials, information, or study aids in academic work or in working with others on academic requirements (tests, assignments, etc.)
- Plagiarism: Representing the words or ideas of another as one's own in any academic work, whether intentional or not
- Falsification: Falsifying or inventing any information or citation in academic work
- Facilitating academic dishonesty: Helping or attempting to help another student to commit an act of academic dishonesty
- Lying: Misrepresenting information that is relevant to the classroom or academic performance

If a faculty member suspects academic misconduct has taken place, s/he will complete an Honor Code Violation Report and meet with the student to discuss. A student may accept or decline to accept responsibility. If a student accepts responsibility, s/he will be subject to the penalty determined by the faculty member. If a student declines to admit responsibility, the case will be turned over the Honor Board for adjudication. A complete summary of the Honor Code and Honor Board policy can be found in the *2017-2018 Academic Catalog*.

Tutorial Services

The Office of Tutorial Services is located on the 2nd floor of Finch Library, open Monday-Thursday from 9am-7pm, and Friday 9am-4pm. Tutoring is free of charge, and students are encouraged to make individual appointments in the sign-up binder located on the bookshelf next to the elevator. Tutoring is offered in most all subjects, including anthropology, biology, business, chemistry, criminal justice, history, math, political science, psychology, simulation and game design, and writing. Free workshops are also offered each semester, as well as free resources on studying, citation, grammar, and other academic topics. For more information, contact Margaret Herder-Hill, Coordinator of Tutorial Services at (919) 508-2080 or maherder-hill@peace.edu.

Disability or Learning Services

Disability Services are available to all WPU students who require reasonable accommodations due to any cognitive, physical, or psychological disability, in order to provide equal access to the educational environment. Students will need to be certified with the Disability Services Office and provide appropriate documentation to receive an Academic Accommodation Plan. For more information or to become certified, please contact a counselor in the Disability Services Office, which is located on the 1st Floor of Joyner House. You may also reach Disability Services by sending an email to Disability@peace.edu.

Class Participation

This class is designed to foster discussion and interaction. Students are expected to come to class prepared to apply readings in class discussion and activities. It is your responsibility to actively participate in class. Simply being present in class is not sufficient.

Each student is expected to post an initial response to each discussion question. These initial responses should be at least 1-2 well-supported paragraphs that contribute something interesting to the discussion, and link to relevant course material and your personal experiences. It is suggested that you provide supporting references for your argument. Quality is more important than quantity. The initial response is due by 11:59PM ET on Wednesday of each week.

Additionally, you should respond to three fellow classmates, unless otherwise noted in the assignment. These responses should be substantive, at least 1 well-supported paragraph and should add something to the discussion. If you agree or disagree with a statement made by a classmate, please include rationale for your position. Please feel free to contribute relevant examples from your personal experience.

Your initial reply to the discussion question(s) must be posted by 11:59PM ET on Wednesdays; follow-up replies must be posted by midnight on Sundays. Post and Response assignments will be evaluated in terms of both quantity and substance. These replies are due by 11:59PM ET on Sunday each week, but it is suggested that you contribute as early as possible as it makes the discussion much more interesting.

Incompletes

An Incomplete is appropriate for a student that has been making steady, successful progress in a course and has an unexpected, verifiable mitigating circumstance at the end of the semester which precludes them from completing the last assignment or exam. Poor time management is not an appropriate reason to request an Incomplete. All incomplete grade requests must be approved first by the Instructor, and then by the Director of Online Programs. If the Incomplete is approved the student will have up to six additional weeks to complete the work, as determined by the Instructor. If the student does not complete the final work, the Instructor will assign the appropriate letter grade for work completed or the grade will revert to an "F."

Assignments and Grading

All assignments will be graded and returned within 7 days of the due date or receipt, whichever is later.

Grade scale for all graded materials:

A: 100-90
B: 89-80
C: 79-70
D: 69-60
F: 59-0

Percentage of Total Grade:

Participation	Percentage
Weekly Discussion Questions / Participation	20%
Assignments	Percentage
Weekly Assignments (Week 1 through Week 6)	24%
Case Study 1 – Should we go beyond the law?	10%
Case Study 2 – Caprio's Department Store	10%
Exams	Percentage
Midterm Exam	18%
Final Exam	18%

Weekly Activities/Assignments

Written papers are required to be typed, double-spaced with all sources cited appropriately using APA format. Edit papers carefully for spelling and grammatical errors.

Weekly Activities/Assignments Table

Week 1 – 5/10-5/16: Introduction to Management, Culture	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Describe the basic management functions and the management process Explain the value of studying management history Define organizational culture and how culture constrains managers 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 1: The Management Process Today Chapter 2: Values, Attitudes, Emotions, and Culture: The Manager as a Person 	5/16/21
Assignments	Date Due
<ol style="list-style-type: none"> Introductions Discussion Post Week 1 Discussion Week 1 Assignment 	5/12/20 5/12/20 5/16/21

Week 2 – 5/17-5/23: Ethics and Diversity	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Explain the four views of ethics and the impact of social responsibility on economic performance Grasp the central role that managers play in the effective management of diversity 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 3: Managing Ethics and Diversity Chapter 4: Managing in the Global Environment 	5/23/21
Assignments	Date Due
<ol style="list-style-type: none"> Week 2 Discussion Week 2 Assignment 	5/19/21 5/23/21

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Week 3 – 5/24-5/30: Decision Making and Planning	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Outline the steps in the decision-making process Define planning and distinguish among the different types of plans 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 5: Decision Making, Learning, Creativity, and Entrepreneurship Chapter 6: Planning, Strategy, and Competitive Advantage 	5/30/21
Assignments	Date Due
<ol style="list-style-type: none"> Week 3 Discussion Week 3 Assignment Case Study 1 – Should we go beyond the law? 	5/26/21 5/30/21 5/30/21

Week 4 – 5/31-6/6: Organizational Structure	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Describe the key elements of organizational structure 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 7: Designing Organizational Structure Chapter 8: Control, Change, and Entrepreneurship 	6/6/21
Assignments	Date Due
<ol style="list-style-type: none"> Week 4 Discussion Week 4 Assignment Midterm Exam 	6/2/21 6/6/21 6/6/21

Week 5 – 6/7-6/13: Motivation and Leadership	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Define the motivation process Explain the different leadership styles 	
Reading	Date Due

<ul style="list-style-type: none"> Chapter 9: Motivation Chapter 10: Leaders and Leadership 	6/13/21
Assignments	Date Due
<ol style="list-style-type: none"> Week 5 Discussion Week 5 Assignment 	6/9/21 6/13/21

Week 6 – 6/14 - 6/20: Team Management and HR	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Explain the strategic importance of human resource management Describe the stages of group development 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 11: Effective Team Management Chapter 12: Building and Managing Human Resources 	6/20/21
Assignments	Date Due
<ol style="list-style-type: none"> Week 6 Discussion Week 6 Assignment Case Study 2 – Caprio’s Department Store 	6/16/21 6/20/21 6/20/21

Week 7 – 6/21-6/26: Operations Management	
Learning in the Classroom	Date Due
<ul style="list-style-type: none"> Describe the control process Discuss the role of technology in the management process 	
Reading	Date Due
<ul style="list-style-type: none"> Chapter 13: Communication and Information Technology Management Chapter 14: Operations Management: Managing Vital Operations and Processes 	6/26/21
Assignments	Date Due

1. Week 7 Discussion 2. Final Exam	6/23/21 6/26/21