Summer 2017 Syllabus
MBUS 301-A01: Managing People and Organizations in a Global Economy

Professor: Jeremiah Stanghini, MA, MBA
CRN#: 40910
Location: Online (course delivered asynchronously)
Professor’s Email: jstanghi@gmu.edu
Office Hours: Varies from week-to-week (See: Blackboard Course Site)
Office: Online (See: Blackboard Course Site)

Catalogue Course Description
Introduces key issues in management, organizational behavior, and human resource management. Special attention to best practices used by effective managers.

Course Learning Objectives
This online course will provide you with knowledge and skills in managing people and organizations. This course is designed to provide a conceptual and applied understanding of how to effectively manage and lead people. This will allow you to accomplish organizational goals aligned with both the needs of stakeholders and the external environment. We will be exploring a variety of topics including, but not limited to: (a) understanding contemporary management environments; (b) developing management skills that transfer across various organizational situations; and (c) four management functions: planning, organizing, leading, and controlling.

Although many management concepts and best practices can be effective across industries and organizations, the context (place/situation) where management occurs has implications for what constitutes effectiveness. We will be reviewing both general and effective management principles, along with the contextual factors that may affect how management is carried out. We will consider principles and best practices from several areas, including: motivation, decision-making, organizational behavior, and leadership.

Some *examples* of the skills you will gain from this course include how to:

- Select the right people and place them in the right jobs
- Motivate and empower people to follow your lead
- Increase employee loyalty, commitment, and job satisfaction
- Make decisions creatively and effectively
Keys to passing MBUS 301 online:

- Make a commitment to learn the material and do the work
- Read the chapter (i.e. LearnSmart/SmartBook) and watch the mini-lecture
- Complete deliverables in a timely manner (i.e. submission before 11:30p)
- Tell me if you’re having trouble understanding the material

Blackboard Course Login:

- Go to [http://mymason.gmu.edu/](http://mymason.gmu.edu/)
- Enter your username and password (these are the same as your Mason email credentials)
- Click on “Courses” tab on the upper-half of the page
- Click on MBUS 301-A01

McGraw-Hill’s Connect

Many of the deliverables in this course will be completed through McGraw-Hill’s Connect. As a result, I suggest you click on the following link to ensure your computer is compatible with Connect: [http://connect.mheducation.com/connect/troubleshoot.do](http://connect.mheducation.com/connect/troubleshoot.do)

Deliverables

In this course, you will be evaluated on a number of deliverables. They include: LearnSmart/SmartBook (adaptive learning), discussion questions, quizzes, exams, and a group article paper. Together, these deliverables will cumulatively provide an indicator of the degree to which you meet the learning objectives. Your scores for these deliverables will be posted on our Blackboard course site.

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Percent</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Syllabus Quiz</td>
<td>0.5%</td>
<td>May 25th</td>
</tr>
<tr>
<td>Discussion Posts</td>
<td>19.5%</td>
<td>(See Course Schedule)</td>
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<tr>
<td>LearnSmart/SmartBook</td>
<td>11%</td>
<td>(See Course Schedule)</td>
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<tr>
<td>Quizzes</td>
<td>21%</td>
<td>(See Course Schedule)</td>
</tr>
<tr>
<td>Exam #1</td>
<td>18%</td>
<td>June 3rd</td>
</tr>
<tr>
<td>Exam #2</td>
<td>15%</td>
<td>June 14th</td>
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<tr>
<td>Exam #3</td>
<td>15%</td>
<td>June 23rd</td>
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Grading Scale:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Final Grade</th>
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<tbody>
<tr>
<td>97+</td>
<td>A+</td>
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<tr>
<td>93 - 96</td>
<td>A</td>
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<tr>
<td>90 - 92</td>
<td>A-</td>
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<td>87 - 89</td>
<td>B+</td>
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<td>83 - 86</td>
<td>B</td>
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<tr>
<td>80 - 82</td>
<td>B-</td>
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<tr>
<td>77 - 79</td>
<td>C+</td>
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<tr>
<td>70 - 76</td>
<td>C</td>
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IMPORTANT:

- If you have questions about a grade on a deliverable, you need to contact me within **48 hours** of receiving the grade.
- Similarly, if you have questions about the deliverable – at a minimum – you must make contact **48 hours before the due date/time**.

Syllabus Quiz (0.5%)
One of the first required deliverables is a quiz on the material *in* the syllabus. There are **unlimited attempts** on this quiz and I *encourage* you to refer back to your syllabus during this quiz. This is the *only* quiz for which unlimited attempts are accepted and the *only* quiz for which you’re allowed to use a source during the quiz. The purpose of this quiz is to ensure that you’ve taken the time to read through the syllabus (maybe even more than once), as many of the questions you may have about the course will be answered in this document (or the “Detailed Course Schedule”). Your score on the syllabus quiz will be converted to a percentage and used to determine your total score for this deliverable.

Discussion Posts (19.5%)
Throughout the semester, you will respond to questions that are related to the course concepts discussed in the book and online lectures. On the discussion board, you are encouraged to discuss both the questions assigned and each other’s responses. You need to have read the textbook (or at a minimum, begun LearnSmart/SmartBook for the chapter) and watched the online lectures in order to contribute effectively to the online discussions. Once you post to a discussion board, you can then view other students’ posts. **On that note, students who post a “blank” message to the discussion board, thereby allowing them to view other students’ posts, and then make their post to the discussion board, will not receive credit.** Part of the purpose of the discussion posts is to demonstrate to me that you’re interacting with the material and if you’re simply reading what your classmates have written and then writing some variation of that, you’re not adequately interacting with the course material. You cannot edit submitted posts, so if you’ve made an error in your post, you’ll just have to reply to your original post. Please refer to the course schedule for the dates of each online discussion and take note that there are a couple of instances when there aren’t discussion posts due. Your grade on these discussions will be based on the quality of your contributions. There will be general feedback given to the class after each discussion post. Each discussion post is worth the same amount (except for the “Introductions” discussion post). At the end of the semester, your point total on the discussion posts will be converted to a percentage and used to determine your total score for this deliverable.

IMPORTANT: No credit will be given for discussion posts submitted after the deadline. The timestamp of your discussion post must be before **11:30p**. As a result, I suggest completing your discussion post long before it’s due.

LearnSmart/SmartBook (11%)
For nearly every topic we cover in this course, you’ll be required to read the textbook through an “interactive study tool that will adaptively assess your skill and knowledge levels to track which
topics you’ve mastered and which require further instruction and practice.” These chapters can be accessed from the Blackboard site for each respective topic. In addition, once you’ve clicked through to the Connect website (from Blackboard), you’ll be able see all the LearnSmart/SmartBook chapters – both the ones that have been assigned for this semester and the ones that haven’t. Since the exams are non-cumulative, I suggest completing only the LearnSmart/SmartBook that corresponds with the upcoming exam. Similar to the syllabus quiz, you will have unlimited attempts to complete the questions that LearnSmart/SmartBook asks you, up to and until the due date/time. You can still work with LearnSmart/SmartBook after the due date/time to prepare for the exam, but your progress on each LearnSmart chapter will be recorded at the time each chapter is due. Please refer to the course schedule for the dates that each LearnSmart/SmartBook chapter is due. Each LearnSmart/SmartBook is worth a different amount of points (see the “Detailed Course Schedule” for more information). At the end of the semester, your point total on LearnSmart/SmartBook will be converted to a percentage and used to determine your total score for this deliverable.

**Quizzes (21%)**
For each topic we cover, you’ll be required to complete a quiz on the material you’ve read. These quizzes are to be completed by one’s self and without the use of the textbook, lectures, notes, Google, etc. Consultation with other students is a violation of the Honor Code. These quizzes are meant to further reinforce the material you’ve been reading through LearnSmart/SmartBook. For the most part, I expect that if you’ve read the chapter (through LearnSmart/SmartBook!), watched the mini-lecture, and completed your discussion post, you will be successful on the quiz. Similar to LearnSmart/SmartBook, you’ll be accessing the quizzes through a link on our Blackboard site to the Connect website. You will have one attempt only when completing these quizzes, up to and until the due date/time. Please refer to the course schedule for the dates/times that each quiz is due. Each quiz is worth a different amount of points (see the “Detailed Course Schedule” for more information). At the end of the semester, your point total on the quizzes will be converted to a percentage and used to determine your total score for this deliverable.

**Exams (48%)**
There will be three non-cumulative exams comprised of essay questions. It is important to note that there will be strict word limits on these essay questions, too. The exams will cover the chapters assigned in the book, additional assigned readings (if any), and material covered in the lectures. Once you begin an exam, it will be available for a limited amount of time as noted below. Please note that you cannot close out of an exam and restart it later in the exam period. The entire exam must be completed in one sitting and is an individual exam. These exams are to be completed by one’s self and without the use of the textbook, lectures, notes, Google, etc. Consultation with other students is a violation of the Honor Code. Please be advised that, due to the limited time available to complete the exam and types of questions asked, you will need to have studied the material. If exams are not taken within the allotted period, a score of zero will be recorded. The exams aren’t all worth the same percentage. You can see these percentages in the table a few pages earlier underneath the “Deliverables” heading or you can consult the table below. At the end of the semester, your score on the exams will be converted to a percentage and used to determine your total score for this deliverable.
### Exam 1
- **% Of Final Grade:** 18%
- **Chapters:** 1, 2, 4, 9, & 13
- **Dates/Times Available:** June 2nd (8am) to June 3rd (11:30pm)
- **Length of Exam:** 75min

### Exam 2
- **% Of Final Grade:** 15%
- **Chapters:** 7, 10, 11, & 12
- **Dates/Times Available:** June 13th (8am) to June 14th (11:30pm)
- **Length of Exam:** 60min

### Exam 3
- **% Of Final Grade:** 15%
- **Chapters:** 5, 6, 14, & 15
- **Dates/Times Available:** June 22nd (8am) to June 23rd (11:30pm)
- **Length of Exam:** 60min

### GENERAL INFORMATION

#### Appointments and Email
I strongly urge you to contact me to ask questions, clarify assignments, or obtain additional help. It is best to contact me via email to ask a question or to set up a phone appointment.

**IMPORTANT:** All contact regarding the course including assignments, make-up exams, and especially 'student information’ must be conducted via your @masonlive.gmu.edu email address!

#### Sending Professional Emails
Much of our communication this semester will be taking place via email. As such, I wanted to set some ground rules for sending professional emails. (Note: this will also be useful for sending messages to other professors!). Forgive me if this is something you already know, but you'd be surprised how many unprofessional emails I have received from students in the past.

- Start every email with a salutation ("Hello Prof. Stanghini," or "Hi Prof. Stanghini,")
- Include your course (MBUS 301) and section number (DL1) in the subject (or, at a minimum, the body of the message), as I teach multiple sections of multiple courses,
- Use complete sentences, and
- Sign your name at the bottom of the email because your @masonlive.gmu.edu email address doesn't automatically provide your name.

#### Class Etiquette
MBUS 301 is a “safe space”, which means we commit to: (1) Making our virtual class a welcoming, open space for everyone; (2) Being aware of our prejudices and insecurities and how our words affect others; (3) Providing room for each of us to explore our own identities; (4) Allowing others to define their own identities and to speak for themselves; and (5) Respecting the privacy of others by maintaining confidentiality.

#### Student Privacy Policy
George Mason University strives to fully comply with FERPA by protecting the privacy of student records and judiciously evaluating requests for release of information from those records. Please see George Mason University’s student privacy policy

[https://registrar.gmu.edu/students/privacy/](https://registrar.gmu.edu/students/privacy/)

#### Diversity and Religious Holidays
Please refer to George Mason University’s calendar of religious holidays and observations (http://ulife.gmu.edu/calendar/religious-holiday-calendar). It is the student's responsibility to speak to the professor in advance should their religious observances impact their participation in class activities and assignments.

Make-up Exams
Make-up exams will not be given unless a student has a university-validated excuse that the instructor is notified of in advance of the examination. Without exception, students who request a make-up exam will be asked to provide appropriate documentation before a make-up exam can be scheduled. Exams must be taken when scheduled. Missed exams may only be made-up with a university-validated excuse (e.g., documented personal illness).

Late Assignments: Late assignments are not accepted without a university-validated excuse.

Accommodation for Disabilities
All students with questions or concerns about this class are encouraged to set up a time to speak with me, preferably during the first couple of days of the semester. Students with disabilities should work with the Disabilities Resource Center (DRC) to identify appropriate accommodations and communicate those with me, as well.

ACADEMIC INTEGRITY
Honor Code: GMU has an Honor Code (http://oai.gmu.edu) with clear guidelines regarding academic integrity. Understanding the Honor Code is your responsibility. However, if you are uncertain about the ground rules on a particular deliverable, ask for clarification.

Violations: Academic integrity is taken very seriously in this class. Any suspected honor code violation will be sent to the Office of Academic Integrity for adjudication. A first offense typically results in an F in the class with subsequent offenses resulting in possible expulsion from the university.

Last Updated: May 9th, 2017
## COURSE SCHEDULE SUMMARY

**NOTE:** Schedule is subject to change. 
For a more in-depth look at the course schedule, see the “Detailed Course Schedule.”

<table>
<thead>
<tr>
<th>Lecture Topic</th>
<th>Read</th>
<th>Deliverable(s) Due</th>
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<tbody>
<tr>
<td>5/22 – 5/25 Review of Syllabus &amp; Introductions</td>
<td>Syllabus</td>
<td>Syllabus Quiz, <strong>Quiz #1</strong>, Discussion Post – Introductions, Discussion Post – Ch. 2</td>
</tr>
<tr>
<td>“History of Management”</td>
<td>Ch. 2</td>
<td><strong>Quiz #1</strong>, Discussion Post – Introductions, Discussion Post – Ch. 2</td>
</tr>
<tr>
<td>5/24 – 5/27 “Managing Effectively in a Global World”</td>
<td>Ch. 1</td>
<td>LearnSmart (Ch. 1), <strong>Quiz #2</strong>, Discussion Post – Ch. 1</td>
</tr>
<tr>
<td>5/25 – 5/28 “Communicating”</td>
<td>Ch. 13</td>
<td>LearnSmart (Ch. 13), <strong>Quiz #3</strong>, Discussion Post – Ch. 1</td>
</tr>
<tr>
<td>5/27 – 5/31 “Ethics and Corporate Responsibility”</td>
<td>Ch. 4</td>
<td>LearnSmart (Ch. 4), <strong>Quiz #4</strong>, Discussion Post – Ch. 4</td>
</tr>
<tr>
<td>5/29 – 6/1 “Managing Human Resources”</td>
<td>Ch. 8 Ch. 9</td>
<td>LearnSmart (Ch. 8), <strong>Quiz #5</strong>, LearnSmart (Ch. 9), <strong>Quiz #6</strong></td>
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<tr>
<td>“Managing Diversity and Inclusion”</td>
<td></td>
<td><strong>Final Drop Deadline: June 1st</strong></td>
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<tr>
<td>6/2 – 6/3 Exam #1: (Ch. 1, 2, 4, 9, &amp; 13)</td>
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<td><strong>Exam #1:</strong> (Ch. 1, 2, 4, 9, &amp; 13)</td>
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<td>6/4 – 6/7 “Teamwork”</td>
<td>Ch. 12</td>
<td>LearnSmart (Ch. 12), <strong>Quiz #7</strong>, Discussion Post – Ch. 12</td>
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<tr>
<td>6/5 – 6/8 “Organizing for Success”</td>
<td>Ch. 7</td>
<td>LearnSmart (Ch. 7), <strong>Quiz #8</strong>, Discussion Post – Ch. 7</td>
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<tr>
<td>6/7 – 6/10 “Leadership”</td>
<td>Ch. 10</td>
<td>LearnSmart (Ch. 10), <strong>Quiz #9</strong>, Discussion Post – Ch. 10</td>
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<tr>
<td>6/9 – 6/12 “Motivating People”</td>
<td>Ch. 11</td>
<td>LearnSmart (Ch. 11), <strong>Quiz #10</strong>, Discussion Post – Ch. 11</td>
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<tr>
<td>6/13 – 6/14 Exam #2: (Ch. 7, 10, 11, &amp; 12)</td>
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<td><strong>Exam #2:</strong> (Ch. 7, 10, 11, &amp; 12)</td>
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<tr>
<td>6/15 – 6/18 “Strategic Planning and Decision Making”</td>
<td>Ch. 5</td>
<td>LearnSmart (Ch. 5), <strong>Quiz #11</strong>, Discussion Post – Ch. 5,</td>
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<tr>
<td>6/16 – 6/19 “Innovating and Changing”</td>
<td>Ch. 15</td>
<td>LearnSmart (Ch. 15), <strong>Quiz #12</strong>, Discussion Post – Ch. 15</td>
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<tr>
<td>6/18 – 6/21 “Managerial Control”</td>
<td>Ch. 14 Ch. 6</td>
<td>LearnSmart (Ch. 14), <strong>Quiz #13</strong>, LearnSmart (Ch. 6), <strong>Quiz #14</strong></td>
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<tr>
<td>“Entrepreneurship”</td>
<td></td>
<td><strong>Exam #3:</strong> (Ch. 5, 6, 14, &amp; 15)</td>
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