Managing People & Organizations

Course Instructor: Cheryl Wood, Ph.D.
Class: M, W, F, 3:45 pm- 6:50 pm
Location: Robinson Hall, B104
Dates: July 6, 2011 to August 1, 2011 (no final exam on 8/3)
Office Hours: By appointment
Contact Information: cwood9@gmu.edu
Cell: 703-407-6378
Website: Blackboard

Catalogue course description
Managing People and Organizations introduces key issues in management, organization behavior, and human resource management. Special attention is paid to best practices used by effective managers.

Course prerequisites
Prior to beginning the minor in business, students must have completed 29 credit hours (sophomore standing). Completion of Economics 103 is strongly preferred but not required.

Course Learning Objectives
This course is aimed at providing a conceptual and applied understanding of how to effectively manage and lead people to accomplish organizational goals that are aligned with the needs of stakeholders and the external environment. We will explore a variety of topics that include: (a) understanding contemporary management environments; (b) developing management skills which transfer across various organizational situations; and (c) five management functions: planning, organizing, staffing, leading, and controlling.

This course will provide you with management skills as well as knowledge.

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 review both general, effective management principles and contextual factors that may affect how management is carried out in a variety of common contexts. We will consider principles and best practices from several areas, including: human resources management, organizational behavior, and leadership.

Some examples of the skills you can gain in 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
• interact effectively with a variety of people
• make decisions creatively and effectively

Course Format
This course will be interactive, requiring class participation. Rather than long lectures, we will have general discussions of the material and related case studies and/or exercises and activities that demonstrate management concepts and allow you to apply them. Many of the exercises will involve working in pairs and/or groups. **Please bring your textbook to each class.**

I encourage you to review your schedule for the semester and develop a plan for completing the assignments on-time. Assignments are constructed to help you achieve the goals of this course. Again, class participation is required for this course. If you are unable to meet the requirements of this course, I encourage you to take it at a time when you can. This course is designed so that all students are capable of excelling if they put in the effort.

To gain a practical understanding of course information, you are encouraged to look at both your past work experiences and those you have heard or read about, as well as those you plan to have. For example, if you plan to eventually own and manage a small IT business, consider how material discussed in class and from the textbook might apply to your professional goals.

Exams include a variety of question types. The nature of the learning objectives requires both a conceptual and applied understanding of the material. Students must demonstrate that they are able to apply the concepts, ideas, skills, and strategies to other settings appropriately. Students should understand the material, rather than memorize it.

Class participation is essential. Every class session includes case studies, exercises, group discussions, and/or video clips in addition to lecture. Although lecture and class sessions will reflect the books, additional material will be introduced and experimental learning exercises will be used to facilitate additional learning. Thus, one requirement of this course is to actively participate in in-class discussions to achieve the learning objectives.

Technology:
Please check your GMU email address regularly or make the necessary arrangements to forward your GMU email to an email address you do check. Keep your GMU account cleaned out and working (not over quota). You are responsible for information corresponded through email, so it is important to regularly check and attend to your GMU emails. **Please use your GMU email address to correspond to me. Consistent with GMU policy, I will not respond to emails from other email accounts (such as yahoo, gmail, or AOL).**

Grades
You will be evaluated based on participation, in-class assignments, “Interview a Manager” assignment, 2 exams, and a team Presentation which cumulatively provides an indicator of the degree to which you meet the learning objectives. Keep a record of your graded assignments. Should there be a grade discrepancy, you must provide the graded assignment.
<table>
<thead>
<tr>
<th>Course Component</th>
<th>Points</th>
<th>Percent</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation (attendance, discussion, exercises, case studies, assignments)</td>
<td>100 points</td>
<td>10 %</td>
<td>ongoing</td>
</tr>
<tr>
<td>Exam 1</td>
<td>300 points</td>
<td>30 %</td>
<td>7/19</td>
</tr>
<tr>
<td>Exam 2</td>
<td>300 points</td>
<td>30 %</td>
<td>7/28</td>
</tr>
<tr>
<td>Interview a Manager</td>
<td>100 points</td>
<td>10 %</td>
<td>7/21</td>
</tr>
<tr>
<td>Group Article Presentation</td>
<td>200 points</td>
<td>20 %</td>
<td>7/28, 7/30 or 8/1</td>
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<tr>
<td>Total Points</td>
<td>1000 points</td>
<td>100</td>
<td></td>
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**Grading Scale**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Grade</th>
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<tbody>
<tr>
<td>98-100</td>
<td>A+</td>
</tr>
<tr>
<td>93-97.99</td>
<td>A</td>
</tr>
<tr>
<td>90-92.99</td>
<td>A-</td>
</tr>
<tr>
<td>87-89.99</td>
<td>B+</td>
</tr>
<tr>
<td>83-86.99</td>
<td>B</td>
</tr>
<tr>
<td>80-82.99</td>
<td>B-</td>
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<tr>
<td>77-79.9</td>
<td>C+</td>
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<tr>
<td>70-76.99</td>
<td>C</td>
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<tr>
<td>60-69.99</td>
<td>D</td>
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<tr>
<td>0-59.99</td>
<td>F</td>
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**Class Participation (10% or 100 points)** Although class sessions will reflect the textbook, case studies/group discussions and experiential learning/skill building exercises will be used to facilitate learning. A requirement of this course is to participate during class sessions to ensure that you achieve the learning objectives. Failure to participate in class will negatively impact your final grade for the course. Your 100 points participation grade will be formally evaluated based on the following criteria:

- Quality of your contributions to our class discussions. Simply coming to class does not constitute full participation.
- Engagement in group activities
- Demonstrated active listening during the class (e.g., no disruptive chatting, texting, etc.)
- Preparedness - (e.g., read assigned readings; viewed on-line lectures)
- Absences, arriving late, and leaving early will negatively impact your participation grade
- Text messaging during class will negatively impact your participation
- Participation points are tracked throughout the semester. Obviously, if you are absent, you will not get participation points. If you have any concerns about your participation grade at any point during the semester, please ask me.
You are expected to sign-in at the beginning of each class and at the end of each class. Your signatures indicate your presence. An excuse of “I was there but forgot to sign the sheet” at the end of the semester will *not* be accepted. Records of your signatures will be kept as documentation and a *component* of your class participation grade. Also, please be respectful of your classmates and me by coming to class on time. Excessive lateness will not be tolerated because it is distracting and disrupts the flow of the class. Students who arrive after the sign-in sheet has been accounted for and/or leave early will lose participation points for that day. This policy is to ensure that students who fully participate receive full credit. Finally, please do NOT come to class if you are sick, we do NOT want to catch what you have.

Exams (600 points or 60%)
There will be 2 non-cumulative exams comprised of multiple choice test questions. The exams will cover the chapters assigned in the book, additional assigned readings (if any), and material covered and discussed in the lectures. Exams total 60% of your individual grade. **On the day of the exam, please bring at least two sharpened #2 pencils and the scantron forms.**

Make-up Exams. If you have a university-validated excuse (illness, death) for missing an exam, you must contact the instructor ahead of time, if possible, and provide the necessary documentation for approval to makeup the exam. **You may not make up the exam unless you can provide appropriate documentation for your absence.**

Interview a Manager (100 points or 10%)
I will provide a panel of experienced managers on July 15. Students will have the opportunity to have some conversation with managers and then listen to them answer questions about management. This assignment is an excellent way to network and conduct an “informational interview”. There will representatives from government and private industry. Although you will not have an opportunity to ask all of your questions, the learning takes place while listening to others’ questions as well. Your assignment will be to write a 2 page summary analysis paper of what you learned (Double spaced, 12pt Times New Roman font with 1 inch margins). If you are absent on July 15, you will be required to find your own manager to interview and to complete the same assignment.

Please note: I am not your personal printing service and while I accept your paper via email in very exceptional circumstances - I am not able to do so on a regular basis. If it is not a very exceptional circumstance (emergency), I will not be able to review your paper and you will not receive credit. If your printer runs out of ink or paper, please remember there are plenty of computer labs on campus to assist you in such cases. **Plan ahead to avoid last minute difficulties.** Grades for the paper will reflect quality of work, including proper grammar, correct spelling, complete sentences, clarity and thoroughness of your writing, etc.

Group Article Presentation (200 points or 20%)
This assignment ensures students read newspaper articles or academic journal articles often and this assignment also develops good long term habits. You will be assigned to a small group of 2 or 3 students in the 3rd class. Teams will select a current published article related to management. Current means published within the last 6 months or at least in 2011. Approved sources include business magazines, academic journals, periodicals, newspapers or GMU library reserves. The team will give a 10 minute oral presentation to the class that summarizes the article and gives the team’s impressions or opinions of the article and how it relates to the textbook concepts. Each member is required to show participation. Teams will distribute a copy of the
article to the professor and be prepared to field questions. Use your imagination here—today’s news includes many articles relevant to management. We will have a few minutes in class to work in our teams.

Honor Code
The Honor System and Code adopted by George Mason University will be enforced for this class. For a full description of this code please refer to www.gmu.edu/catalog/acadpol.html
Be sure that you are familiar with the Honor Code as described in the GMU catalog. *Plagiarism, cheating or any form of academic dishonesty* will be dealt with as described in the Honor Code.

MSOM 301 Standards of Behavior
In accordance with the SOM standards of behavior, the MSOM 301 classroom culture is founded on three primary values: **learning, respect, and integrity.** It is important that those who attend class can hear the instructor ad fellow students and that distraction is minimized. During class, it is critical that classmates feel free to express their views and opinions. Please be respectful of one another.

Accommodation for Students with Disabilities
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) as soon as possible (703) 993-2474. ALL academic accommodations must be arranged through the ODS.

Key to passing MSOM
- Read chapters before class
- Make a commitment to learn the material
- Let me know immediately if you don’t understand the material
- Ask questions and participate in class discussions
- Enjoy doing the exercises...they will help you maintain the knowledge
- Come to class on time

What you can expect from me
*Appointments & E-mails:* Please contact me if you have any questions about assignments. I am happy to work with you via email, phone, or in person (by appointment).
*Problems in class:* If you are having a problem with the material in class or problems with the assignments, CONTACT ME EARLY – please do not wait until the end of the semester.
*Grade updates:* So there are not any “surprises”, I feel it is important you have the opportunity to monitor your performance throughout the semester. Assignments will be graded and returned in a timely manner – in most cases -- by the beginning of the following class.

What I expect from you
*Acceptance.* I want this to be an atmosphere in which everyone feels comfortable making mistakes and speaking her/his mind. An untrusting environment stifles creativity and information sharing. Diversity makes the classroom and workplace more interesting/dynamic and is important for learning and performance. Therefore, I expect that all comments made in class will be received with open minds from classmates. Learn to “agree to disagree” in some cases.
*Etiquette.*
Keep cell phones off (silent) and refrain from text messaging during class.
Do not use your laptop in this course. It is distracting to me and other students.
Use appropriate language when communicating with me and other students via e-mail. Please make sure that you act in a professional manner (that includes spell-checking your email messages).

**General University Information**
Students can sign-up for the Mason Alert System to provide emergency information of various sorts at [http://alert.gmu.edu](http://alert.gmu.edu) An emergency poster exists in each classroom explaining what to do in the event of crises. Further information about emergency procedures exists at [http://www.gmu.edu/service/cert](http://www.gmu.edu/service/cert)

In case of inclement weather, call 703 993-1000 for the latest updates about class cancellations and/or university closings.
<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Reading Assignments (due prior to class)</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7/6</td>
<td>(W) Course introduction, Foundations of Management, Diversity</td>
<td>Chapter 1</td>
<td></td>
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<tr>
<td>2</td>
<td>7/8</td>
<td>(F) Communication, Decision-Making</td>
<td>Figure 2.7, pp. 38, Read Chapters 3, 4</td>
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<tr>
<td>3</td>
<td>7/11</td>
<td>(M) Contemporary Issues, Ethical &amp; Legal Issues, International Business</td>
<td>Chap. 4 (cont.), Read Chapter 5, 6</td>
<td>(assignment of groups)</td>
</tr>
<tr>
<td>4</td>
<td>7/13</td>
<td>(W) Planning and Strategic Management, Organizing Work, Org. Structure</td>
<td>Read Chapters 7, 8, 9 Group Work</td>
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<tr>
<td>5</td>
<td>7/15</td>
<td>(F)</td>
<td>Exam Review Panel of Managers Group work</td>
<td>In-class Guests Management Panel (bring some interview questions)</td>
</tr>
<tr>
<td>6</td>
<td>7/18</td>
<td>(M) Exam Work Groups and Teams</td>
<td>Exam 1 (chapters 1-8), Read Chapter 10 Sign up for presentations</td>
<td>Exam, bring #2 pencil and scantron</td>
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<tr>
<td>7</td>
<td>7/20</td>
<td>(W) Staffing</td>
<td>Read Chapter 11 Group Work</td>
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<tr>
<td>8</td>
<td>7/22</td>
<td>(F) Training &amp; Development, Motivation</td>
<td>Read Chapters 12, 13</td>
<td>Guest speaker Interview Q &amp; A and summary 2 page paper</td>
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<td>9</td>
<td>7/25</td>
<td>(M) Leadership, Conflict Management</td>
<td>Read Chapters 14, 15 Group work</td>
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<tr>
<td>10</td>
<td>7/27</td>
<td>(W) Exam Change</td>
<td>Exam 2 (chapters 9-15), Read chapter 16</td>
<td>Exam Group Presentations</td>
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<tr>
<td>11</td>
<td>7/29</td>
<td>(F)</td>
<td>Group Presentations</td>
<td>Group Presentations</td>
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<tr>
<td>12</td>
<td>8/1</td>
<td>(M) Group Presentations</td>
<td>Group Presentations</td>
<td>Group Presentations Course Closure</td>
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HAPPY SUMMER! SEE YOU IN THE FALL.