



THE UNIVERSITY of NORTH CAROLINA  
**GREENSBORO**  
Bryan School of Business and Economics

## Management of Organizations MGT 300 Fall 2017

<b><u>Location:</u></b>	School of Education 224
<b><u>Time:</u></b>	MW 2:00 – 3:15PM
<b><u>Professor:</u></b>	Jason Pierce, PhD
<b><u>E-mail:</u></b>	jrpierc2@uncg.edu
<b><u>Office hours:</u></b>	MW 10:00AM – Noon or by appointment
<b><u>Office:</u></b>	Bryan 372

### INTRODUCTION

*Welcome to Management of Organizations. This is a required course for the management concentration in business administration and a recommended elective or pre-requisite for other programs of study. Understanding that students will have diverse backgrounds and interests, we designed this course to provide value no matter your career pursuit.*

*Specifically, we have designed this course to help you see management as a class of problems to be solved in all aspects of life rather than a type of a position to be secured. Like any type of problems, solving management problems requires particular skills and ways of thinking. We will give you a taste of what those skills and thinking styles are like over the course of the semester with the hope that we pique your interest in learning more. Due to our limited time and focus, though, we will emphasize just one of those skills and ways of thinking: questioning assumptions. Questioning assumptions is a key part of critical thinking and is the mark of truly educated people. That said, you will have to learn the “book answers” as well as how to challenge those answers to succeed here and in life. Learning how to question assumptions helps us improve at anything we want to do better.*

*Jason Pierce, Assistant Professor*

### COURSE LEARNING OBJECTIVES

- A. Concepts & historical perspective to understand modern organizations and the role of management therein.
- B. Knowledge of management goals, functions, principles, and processes that promote organizational effectiveness.

- C. An overview of how the specialties of the various business majors fit into the overall scheme of business.
- D. An understanding of business ethics and corporate social responsibility and how these are critical to business success in the long term.
- E. An understanding of globalization, cross-cultural influences on business, and global partnerships.
- F. An understanding of how leaders and managers differ and the need for cross-cultural, global leadership styles.
- G. Knowledge that will serve as a foundation for development of leadership, teamwork, analytical, and decision-making skills.
- H. How to question assumptions and conventional wisdom about management.

### COURSE METHODOLOGY

Reading and in-class activities are the primary vehicles for learning in this course. Chapters from our textbook will provide the starting points for our in-class activities so it is essential that each student read assigned chapters prior to each class. This preparation will not only improve your in-class experience but also your performance on course evaluations.

### COURSE MATERIALS

**Required text:**

- *Principles of Management* (8<sup>th</sup> ed.) by Chuck Williams. Cengage Learning, 2016.\*

**\*IMPORTANT:** You are required to bring your text with you for each class except exam days.

### PERFORMANCE EVALUATION

Exams*	30% each
Professionalism	10%
<b>TOTAL</b>	<b>100%</b>

**\*Make-up policy:** If you miss an exam for any reason, please contact me by email to schedule a make-up. The make-up will involve you answering similar questions orally rather than in writing. Most students prefer the written version and make every effort to be present on exam day.

## **EXAMS**

Our course is broken up into three modules of four blocks each. Each module will conclude with a **non-comprehensive** exam. Exams will be short answer questions, mostly asking you to define or describe the concepts we study and explain why they matter. Do the reading before class and come to class and you should do very well.

## **PROFESSIONALISM GRADE**

Though I have no attendance policy, per se, each it is each student's responsibility to know all directions and changes announced by the professor or his assistants even when absent from class, regardless of the reason. Additionally, I use the professionalism grade to give credit for contributions to in-class discussions. Zero contribution will lead to a professionalism score of 5 out of 10. Advancing the conversation with insightful comments and questions will earn extra points whereas engaging in disruptive or problematic conduct will lead to you earning less than 5 points, or even, negative points.

## **CLASSROOM DECORUM**

1. When class begins, I will shut the door. If arriving late or leaving early, do so quietly.
2. If you would like to have a private conversation during class time, please leave the room and do so outside. Students who fail to demonstrate this courtesy will be invited to take the place of the professor and teach the class.
3. During class, mobile phones must remain turned off completely. Those wishing to use computers or tablets for note taking must sit in the back row of the classroom.
4. Any situation or complications not covered by the syllabus must be brought directly to the attention of the professor who will either render a decision or refer the matter to higher authorities such as the department chair or appropriate dean.

## **STUDENTS WITH DISABILITIES**

UNCG complies fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Disability Services in 215 Elliott University center, 334-5440, [www.uncg.edu/ods](http://www.uncg.edu/ods).

## COURSE SCHEDULE

**INTRO: COURSE OVERVIEW: MANAGING WHAT? 16 AUG 17**

- Getting warmed up

**In Class:** What do you want to manage?

**BLOCK 1: INTRODUCTION TO MANAGEMENT 21 – 23 AUG 17**

- Key definitions
- Kinds and functions of managers
- Common management errors

**Reading:** Chapter 1

**In Class:** Do we agree with the academics?

**BLOCK 2: THE STUDY OF MANAGEMENT 28 – 30 AUG 17**

The origins of “management”

- Class management studies and thinkers
- Common management errors

**Reading:** Chapter 2

**In Class:** Art or science?

**BLOCK 3: ORGANIZATIONS AND THEIR ENVIRONMENT 6 – 11 SEP 17**

- Components of the environment
- Classic management studies and thinkers
- Common management errors

**Reading:** Chapter 3

**In Class:** Designing & aligning organizations

**BLOCK 4: REGULATIONS AND RESPONSIBILITY 13 – 18 SEP 17**

- Common types of workplace deviance
- Ethics and ethical decision making
- CFP vs CSP/R

**Reading:** Chapter 4

**In Class:** Who’s paying and who’s profiting?

**MODULE I: Wrap-up and Review 20 SEP 17**

**EXAM MODULE I 25 SEP 17**

<b>BLOCK 5:</b>	<b>INNOVATION &amp; CHANGE</b>	<b>27 SEP – 2 OCT 17</b>
-----------------	--------------------------------	--------------------------

- Innovators vs Imitators
- Why innovation matters?
- Managing innovation

**Reading:** Chapter 7

**In Class:** Favorite innovations/Photopreneurship

<b>BLOCK 6:</b>	<b>ORGANIZATIONAL ARCHITECTURE &amp; ALIGNMENT</b>	<b>4 – 11 OCT 17</b>
-----------------	--	----------------------

- Organizational structure & authority
- Vertical & horizontal alignment
- Re-alignment

**Reading:** Chapter 9 (only sections 9-1 and 9-2)

**In Class:** How aligned are you?

<b>BLOCK 7:</b>	<b>STRATEGY VS STRATEGIZING</b>	<b>16 – 18 OCT 17</b>
-----------------	---------------------------------	-----------------------

- Common strategies
- Should we be strategizing instead?
- How to?

**Reading:** Chapter 6

**In Class:** Common dysfunctions  
Being different: Naturally 7

<b>BLOCK 8:</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>23 – 25 OCT 17</b>
-----------------	----------------------------------	-----------------------

- The HRM Process
- Finding and hiring employees
- Training and keeping the ones you want

**Reading:** Chapter 11

**In Class:** TBD

<b>EXAM MODULE II</b>	<b>30 OCT 17</b>
-----------------------	------------------

<b>BLOCK 9:</b>	<b>PLANNING &amp; DECISION MAKING</b>	<b>1 – 6 NOV 17</b>
-----------------	---------------------------------------	---------------------

- Basics of planning
- Rational decision making?
- What makes decisions difficult?

**Reading:** Chapter 5

**In Class:** What's your plan?

<b>BLOCK 11:</b>	<b>LEADERSHIP</b>	<b>8 – 13 NOV 17</b>
------------------	-------------------	----------------------

- Common beliefs about leadership
- Popular leadership theories
- Leadership fact and fiction

**Reading:** Chapter 14

**In Class:** Helium Hoop  
Most admired leader

<b>BLOCK 10:</b>	<b>MOTIVATION</b>	<b>15 – 20 NOV 17</b>
------------------	-------------------	-----------------------

- How managers typically try to motivate
- Popular motivation theories
- The truth about the psychology of motivation

**Reading:** Chapter 13

**In Class:** Dan Pink Video.  
What motivates you?

<b>BLOCK 12:</b>	<b>COMMUNICATION</b>	<b>27 – 29 NOV 17</b>
------------------	----------------------	-----------------------

- Where does it start?
- Communication types and processes
- How can we improve

**Readings:** Chapter 15

**In Class:** Common problems and quick fixes. Meaningful or meaningless slogans?

<b>EXAM MODULE III</b>	<b>3:30 – 6:30 PM</b>	<b>4 DEC 17</b>
------------------------	-----------------------	-----------------

This schedule is subject to change. Any modifications will be announced in class or via the course web site, which will be our official communication channels during the semester.

## UNCG ACADEMIC INTEGRITY STATEMENT

By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All written work submitted must be original and produced by the student/team for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the school's website link:

<http://sa.uncg.edu/dean/academic-integrity/>

Violations will be pursued. Academic Integrity applies to all aspects of this course. Please be aware that the following also constitute Integrity Violations in this course:

- You may not be in possession of any unauthorized exam or related materials, including old exams.
- No electronic devices are allowed to be on or visible during an exam.
- Signing an attendance sheet for another student and/or failing to attend the entire class is a falsification of your attendance and an academic integrity violation.
- Once an exam begins, you are not allowed to leave for any reason until you have submitted the exam.
- Falsification of any material used in the preparation or development of assignments is a code violation.
- The Bryan School of Business and Economics has recently developed and accepted Faculty and Student Guidelines focusing on the expected performance of each. Since these guidelines are new, please take the time to review them. They can be found at the following link:

[http://bae.uncg.edu/assets/faculty\\_student\\_guidelines.pdf](http://bae.uncg.edu/assets/faculty_student_guidelines.pdf)