

CHAMINADE UNIVERSITY

COURSE SYLLABUS

COURSE TITLE: Management 300, Organization Management and Behavior
TERM: August 30,1998 - December 18,1998
TIMES: Monday, Wednesday and Friday, 9:00 - 9:50

INSTRUCTOR: Caryn Callahan, Ph.D.
OFFICE HOURS: By Appointment
TELEPHONE: 739-4689 (Office: Kieffer Hall, Room 4)
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COURSE DESCRIPTION:

The course will study principles, functions and practices in management today. Students will gain a working knowledge of U.S. management practices in planning, **organizing**, delegating, motivating and controlling. The course will attempt to **give** a realistic picture of what the manager's job involves in the U.S. Comparisons and contrasts with international management styles will be made.

OBJECTIVES OF THE COURSE:

- To gain a basic understanding of management principles, including planning, organizing and control.
- To improve the student's ability to understand managerial issues and problems, and to **understand** how these are resolved in the decision making process.
- To develop an awareness of multiple approaches that can be used to resolve managerial and **organizational issues**.

REQUIRED TEXT:

Managing Today, 1st Edition, Stephen Robbins, Prentice Hall, New Jersey, 1997. Reading assignments will be taken from this assigned **textbook**.

GRADING

Midterm Examination	35%
Final Examination	35
Oral Presentation/Write Up	30

MIDTERM AND FINAL EXAMINATIONS

The midterm and final examinations will focus on the **material** covered in the textbook. The format will be mainly objective, with some short definitions and **descriptions**.

ORAL PRESENTATION/ WRITE UP

Each student **will** do an oral presentation of about 10 minutes in length. Each presentation should analyze in depth one issue in contemporary management. The oral presentation should be **professionally** prepared and delivered. You **will** be expected to prepare visual aids and *handouts*. Once the dates of the **presentations** are announced, you will be **penalized** if you do not **give** one week's notice if you want to change the date of your presentation.

Please **write** up your oral report, including Bibliography, in **the format** of a research report and submit it for grading. Your paper should be between five to eight pages in length. In order to give all students the same amount of preparation time, the written reports are all due on the same day, the last day of class, Friday, December 11, rather than on the date that the student makes his/her individual presentation.

1998 SCHEDULE **AND ASSIGNMENTS**
Management **300, Organization** Management and Behavior

Week #1

Monday, August 31, Wednesday, September 2 and Friday, September 4
Sessions #1, #2 and #3

Homework: Chapter 1: "Welcome to the Changing World of Work," pp. 2-29
Chapter 2: "Managing Organizations and People," pp. 30-59

Video Case Exercise: "The Changing Face of Labor," Questions on page 27.)

Case Exercises:

"What Happened to Sears Roeback?" Chapter 1, Questions on page 26.

"UPS: Where **Efficiency is an Obsession**," Chapter 2, **Questions** on p. **56**.

Week #2

Wednesday, September 9; and Friday, September 11
Sessions #4 and #5

MONDAY, SEPTEMBER 7 IS A HOLIDAY, LABOR DAY

Homework: Chapter 3: "Making Decisions," pp. 60-95

Case Exercises:

"The Denver International Airport Debacle," Ch. 3, Questions on page 92.

Week #3

Monday, September 14; Wednesday, September 16; and Friday, September 18
Sessions #6, #7 and #8

Homework: Chapter 4: "Assessing the Environment," (Pages 96-127)
Chapter 5: "Planning Systems," (Pages 128 -157)

Video Cases: "Ford's Global Automobile Strategy," Ch 5. Questions on p.154.
"Washington Waste," Chapter 6. Questions on page 187.

Case Exercises:

"Andy Jehl Gets Transferred to Mexico," Chapter 4. **Questions** on page 124.

"Burger World," Chapter 5. Questions on page 153.)

Week #4

Monday, September 21; Wednesday, September 23; and Friday, September 25
Sessions #9, #10 and #11

Homework: Chapter 6: "Evaluating Performance," (Pages 158-188)

Video Cases: "Washington Waste," Chapter 6. Questions on page 187.

Case Exercises:

"Would You Want to Work for Ron Edens?" Chapter 6. Questions on p 187.

Week #5

Monday, September 28; Wednesday, September 30; and Friday, October 2
Sessions #12, #13 and #14

Homework: Chapter 7: "Organization Design," (Pages 190-221)

Case Exercises:

"How Wal-Mart Beat **KMART**," Chapter 7. Questions on page 218.

"Home Depot, Inc." Chapter 7. Questions on page 219.

Week #6

Monday, October 5; Wednesday, October 7; and Friday, October 9
Sessions #15, #16 and #17

Homework: Chapter 8: "Technology and the Design of Work Processes," 222-255

Video Case Exercise: "Training Called Harassment," Ch 9, Questions on page 288.

Case Exercises:

"The Greyhound Experience with **Reengineering**," Ch 8. Questions on p 52.

Week #7

Wednesday, October 14 and Friday, October 16
Sessions #18 and #19

REVIEW FOR **MIDTERM!**

MONDAY, OCTOBER 12 IS A HOLIDAY, COLUMBUS DAY

Homework: Chapter 9: **"Managing** Human Resources," (Pages 256-291)

Case Exercises:

"Hiring at Southwest Airlines, Chapter 9. Questions on page 287.

"Diversity Training at the FAA" Chapter 9. Questions on page 288.

Week #8

Monday, October 19; Wednesday, October 21; and **Friday**, October 23
Sessions #20, #21 and #22:

Wednesday, October. **MIDTERM EXAMINATION**

Begin reading next week's assignment:

Assignment for next week: Textbook, Chapter 10: "Understanding Groups and
Developing Effective Teams," (292-323)

Week #9

Monday, October 26; Wednesday, October 28; and Friday, October 30
Sessions #23, #24 and #25

Homework: Chapter 10: Chapter 10: **"Understanding** Groups and
Developing **Effective** Teams," (292-323)

Case Exercises:

"K Shoes, Ltd." Chapter 10. Questions on page 319.

"The Boeing 777 Program." Chapter 10. Questions on page 320.

Week #10

Monday, November 2; Wednesday, November 4, and Friday, November 6, 1998

Sessions #26, #27 and #28

**Homework: Chapter 11: "Creating and Sustaining the Organization's Culture,"
(Pages 324)**

Case Exercises:

"A **Discriminatory** and Harassing Culture: the CIA." Chapter 11.

Questions on page 34\$.

"Cableron Systems, Inc." Chapter 11. Questions on page 349.

Week #11

Monday, November 9 and Friday, November 13, 1998

Sessions #29 and #30

WEDNESDAY, NOVEMBER 11, IS A HOLIDAY, VETERANS' DAY

Homework: Ch 12: "Understanding the Basis of Human Behavior," pp. 543-585)

Video Case Exercise: "Emotional IQ," Chapter 12. Questions on page 381.)

Case Exercises:

"Jack Welch's Personality," Chapter 12. Questions on page 380.

Week #12

Monday, November 16, **Wednesday**, November 18 and Friday, November 20, 1998

Sessions #31, #32 and #33

Homework: Chapter 13: "Work Motivation and Rewards, Pages 384-415

Case Exercises:

"Lantech: Incentive Pay Ignites Gang Warfare," Ch 13. Questions on p. 412.

"Making the Sales Numbers at Pier 1's Store," Ch 13. Questions on p 413.

WEEK #13

Monday, November 23 and Wednesday, November 25
Sessions #34 and #35

FRIDAY IS A **HOLIDAY, THANKSGIVING** BREAK

Homework: Chapter 14: "Basic Issues in Leadership," Pages 416-445
Chapter 15: "Leadership Issues for the 21st Century," Pp. 587-629
Video Case Exercise: "Person of the Week - Dr. David Kessler," Chapter 14.
Questions on page 441.)
Case Exercises:
"Christopher Steffen: Leader or Scorekeeper?" Ch 14. Questions on p 441.
"Stanley Gault at Goodyear," Chapter 15. Questions on page 471.

Week #14

Monday, November 30, Wednesday, December 2 and Friday, December 4
Sessions #36, #37 and #38

Homework: Chapter 16: "**Developing** Interpersonal Skills," Pages 476-509
Video Case Exercise: "He Says, She Says," Chapter 16. Questions on page 508.)
Case Exercises: "Stan Whitley's Problem." Chapter 16. Questions on page 507.

Week #15

Monday, December 7, Wednesday, December 9 and Friday, December 11
Sessions #39, #40 and #41

Homework: Chapter 17: "Managing Change: Revisiting the Changing World of
Work," Pages 510-563)
Case Exercises:
"**Change Comes Slowly** at **Westinghouse**," Chapter 17. Questions on p 539.
"The Germans Come to Alabama," Chapter 15. Questions on p. 540.

REVIEW FOR FINAL. DATE AND **TIME** WILL BE ANNOUNCED.

FINAL EXAM WILL COVER CHAPTERS STUDIED SINCE THE MIDTERM