

CHAMINADE UNIVERSITY
COURSE SYLLABUS

COURSE TITLE: Management 300, Organization Management and Behavior
TERM: January **12**, 1998 - May 1, 1998
TIMES: Monday, Wednesday and Friday, 8:00 - 8:50
PLACE: Henry 107

INSTRUCTOR: Caryn Callahan, Ph.D.
OFFICE HOURS: By Appointment
TELEPHONE: 739-4689 (Office: Kieffer Hall, Room 4)
395-0541 (Home. Call before 9:00 P.M.)
E-MAIL **World@Lava.net**

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 **managemen**t **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 15 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. Length should be five to eight pages. In order to give all students the same amount of preparation time, the written reports are all due on the same day, Friday, May 1, 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, January 12; Wednesday, January 14; and Friday, January 16, 1998

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 21.)

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, January 21; and Friday, January 23, 1998

Sessions #4 and #5 MONDAY, JANUARY 19, IS A HOLIDAY, MARTIN LUTHUR KING 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, January 26; Wednesday, January 28; and Friday, January 30, 1998

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, February 2; Wednesday, February 4; and Friday, February 6, 1998
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, February 9; Wednesday, February 11, and Friday, February 13, 1998
Sessions #12, #13 and #14

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

Case Exercises:

"How Walmart Beat KMART," Chapter 7. Questions on page 218.

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

Week #6

Wednesday, February 18, and Friday, February 20, 1998
Sessions #15 and #16 **MONDAY, JANUARY 19, IS A HOLIDAY,**
PRESIDENT'S DAY

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

Monday, February 23; Wednesday, February 25, and Friday, February 27, 1998
Sessions #17, #18 and #19 **REVIEW FOR MIDTERM'.**

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, March 2; Wednesday, March 4, and Friday, March 6, 1998
Sessions #20 and #21:

Wednesday, March 4: 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, March 9; Wednesday, March 11, and Friday, March 13, 1998
Sessions #22, #23 and #24

**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, March 16; Wednesday, March 18, and Friday, March 20, 1998
Sessions #25, #26 and #27

**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 348.**

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

Week #11

WEEK OF MARCH 23 - MARCH 27
NO CLASS: SPRING BREAK

Week #12

Monday, March 30; Wednesday, April 1, and Friday, April 3, 1998

Sessions #28 and #29

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 #13

Monday, April 6; Wednesday, April 8, and Friday, April 10, 1998

Sessions #30, #31 and #32

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 #14

Monday, April 13; Wednesday, April 15, and Friday, April 17, 1998

Sessions #33, #34 and #35

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 #15

Monday, April 20; Wednesday, April 22, and Friday, April 24, 1998

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 #16

Monday, April 27; Wednesday, April 29, and Friday, May 1, 1998

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 ARE ?

FINAL EXAM WILL COVER CHAPTERS STUDIED SINCE THE MIDTERM