

Texas State University-San Marcos
Multicultural Curriculum Transformation Guide/Assessment Instrument

Name of Class: MGT 3303 -- Management of Organizations

Instructor: Diana Hinkson, M.B.A.

Department: Management, McCoy College of Business Administration

Degree: Bachelor of Business Administration

Degree Program Requirement: YES (core course for all business majors)

1. Course Description	This introductory course provides students with analysis of the functions and theories of management in the modern organization; the study of internal and external environmental factors affecting organizational efficiency and effectiveness; and the applications of quantitative and behavioral sciences to the study of management. In addition, students will be exposed to the necessity of leadership, teamwork, and diversity as being requisite to maintain and transform the organization.
2. Course Objectives	<ul style="list-style-type: none">• To provide an overview of the management process in organizational settings by focusing on the basic managerial functions—planning, organizing, leading, and controlling.• To know and understand modern management theories and concepts, as well as the major historical events and contributors to management theory.• To understand the critical importance of management to the success of all organizations; provide insight into complex responsibilities and roles of managers in a wide variety of organizations.• To understand the importance of leadership, communication, diversity, and teamwork skills and facilitate development of these skills through small group activities.• To facilitate the development of students' problem-solving and analytical skills through discussion and application of management concepts to specific business situations and cases.• To acquaint students with relevant research being performed in the field of management and the possible career opportunities within the overall field of management.• To provide an exposure to the topics of ethical behavior of managers, the social responsibility role of managers in guiding today's organizations, and the internationalization of business in order to compete in a global economy.• To encourage students to become aware of domestic and global organizational realities and to value the cultural diversity of people from a wide variety of distinctly different groups. Their perspectives and contributions to the business world will be examined through various activities.

3. Course Content	<p>LEVEL TWO: ___ LEVEL THREE: <u>X</u> (Check one. Explain.)</p> <p>This course includes alternative perspectives through textbook material, assigned readings, case analysis, and speakers, all of which reflect various aspects of a multicultural society. The course also incorporates a combination of U.S. diversity and global diversity (course content explained further in last question).</p>
4. Instructional Strategies	<p>LEVEL TWO: ___ LEVEL THREE: <u>X</u> (Check one. Explain.)</p> <p>In addition to lecture and discussion of topics from the assigned chapters, a variety of learning activities are used. Students are encouraged and will be asked to share their experiences, knowledge, and perspectives during class discussion and team exercises. Current events, videos, management cases and self-assessment exercises will be used for analysis and discussion. These individual and team assignments will build critical thinking and decision making skills, encourage peer learning, and provide opportunities for self reflection.</p>
5. Assessment of Student Knowledge	<p>LEVEL TWO: <u>X</u> LEVEL THREE: ___ (Check one. Explain.)</p> <p>80% of the final grade is based on exams and 20% on team projects and individual assignments. The individual assignments require self-assessment and reflection, thus allowing for some measure of student choice. An optional extra credit assignment also allows student choice in improving the final grade.</p>
6. Classroom Interactions	<p>LEVEL TWO: <u>X</u> LEVEL THREE: ___ (Check one. Explain.)</p> <p>As explained in instructional strategies, a variety of learning activities will provide opportunities for increased interactions. Social issues impact numerous management topics; therefore, students will be encouraged to share diverse perspectives and challenge biased views in a respectful manner during class discussion of these issues.</p> <p>Another opportunity for personal participation and growth will be during the team activities used – case discussion and analysis, team discussion of assigned readings and self-assessment exercises.</p>
7. Course Evaluation	<p>LEVEL TWO: X LEVEL THREE: ___</p> <p>The Management Department evaluation does not include questions regarding multicultural goals. I plan to use a survey at the end of the semester, which will provide students the opportunity to reflect on the multicultural content of the course.</p> <p>Assignments and activities will also demonstrate, to some extent, whether students have accomplished the multicultural objectives for the course.</p>

Percentage of Multicultural Content: 30%

Multicultural Classification:

MC=multicultural designation: classes with 60% of the content multicultural

MP=multicultural perspective: classes using a variety of strategies to encourage multiculturalism, including content, instructional strategies, assessment, and classroom dynamics

Choose the multicultural classification that describes this class: MP

Does this class focus incorporate global diversity or U.S. diversity or a combination of both? Explain.

Both domestic and global diversity are addressed in the course objectives, and two of the chapters in the textbook address diversity in more detail: “Managing Individuals and a Diverse Work Force” and “Global Management.” I have also identified the following topics in the course where either domestic or global diversity impacts management and will be further examined from a multicultural perspective:

- Sociocultural component of the business environment – changing demographic characteristics of customers and employees which affect how managers operate their businesses
- Political/legal component of the business environment – how diversity has been addressed through legislation and regulatory agencies.
- Competitive analysis – impact of diversity in strategic planning
- Organizational culture – changing the business culture to be more inclusive of diverse people and groups
- Ethics and social responsibility – how diversity influences ethical decision making
- Decision making – different styles due to cultural differences and the importance of diverse perspectives when making decisions
- Managing Teams – benefits and challenges of diversity when working in teams
- Human resource management – attracting and retaining a diverse work force, discrimination and employment laws, diversity training programs, benefit programs which address diversity
- Motivation – how diversity affects ways to motivate effectively
- Leadership – adapting leadership styles to diverse groups
- Communication – understanding and improving cross-cultural communication

TEXAS STATE UNIVERSITY-SAN MARCOS
Department of Management
MGT 3303 -- Management of Organizations (9:00 MWF)
Fall 2005

Instructor: Mrs. Diana Hinkson

Office: Derrick Hall 220

Office Hours: 10 - 11 MWF; 3:30 - 4:30 MW; 12-1 F
Others scheduled by appointment

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REQUIRED COURSE MATERIALS

Management, 3rd Edition, by Chuck Williams, South-Western Publishing, 2005.

A study guide will be given for each chapter, along with additional readings. Some of the readings have been selected to reflect cultural diversity. PowerPoint slides for each chapter can be accessed from <http://williams.swlearning.com>. These can be used as an outline for note taking during class.

COURSE DESCRIPTION

This introductory course provides students with analysis of the functions and theories of management in the modern organization; the study of internal and external environmental factors affecting organizational efficiency and effectiveness; and the applications of quantitative and behavioral sciences to the study of management. In addition, students will be exposed to the necessity of leadership, teamwork, and diversity as being requisite to maintain and transform the organization.

COURSE OBJECTIVES AND LEARNING OUTCOMES

- To provide an overview of the management process in organizational settings by focusing on the basic managerial functions--planning, organizing, leading, and controlling.
- To know and understand modern management theories and concepts, as well as the major historical events and contributors to management theory.
- To understand the critical importance of management to the success of all organizations; provide insight into complex responsibilities and roles of managers in a wide variety of organizations.
- To understand the importance of leadership, communication, diversity, and teamwork skills and facilitate development of these skills through small group activities.
- To facilitate the development of students' problem-solving and analytical skills through discussion and application of management concepts to specific business situations and cases.
- To acquaint students with relevant research being performed in the field of management and possible career opportunities within the overall field of management.
- To provide an exposure to the topics of ethical behavior of managers, the social responsibility role of managers in guiding today's organizations, and the internationalization of business in order to compete in a global economy.
- To encourage students to become aware of domestic and global organizational realities and to value the cultural diversity of people from a wide variety of distinctly different groups. Their perspectives and contributions to the business world will be examined through various activities.

ENROLLMENT ELIGIBILITY

Prerequisites: Junior status and either admission to the College of Business Administration and/or pursuing a Minor in Business or taking the class as an MBA requirement.

INSTRUCTIONAL METHODOLOGY

Class time will be devoted to lecture and discussion of management topics from the assigned chapters, along with a variety of learning activities. Students are encouraged and will be asked to share their experiences, knowledge, and perspectives during class discussion. To broaden the scope and understanding of textbook material, current events, videos, management cases, and exercises will be used for analysis and discussion. Both individual and team assignments will be used to build critical thinking and decision making skills, encourage peer learning, and provide self reflection.

COURSE POLICIES

Attendance: All students are expected to attend class regularly and be prepared to contribute to class discussion. An assigned seating chart will be used to check attendance and facilitate return of assignments and exams. Late arrivals and early departures are strongly discouraged as these are disruptive and may result in a marked absence. Students expecting or experiencing any difficulties concerning attendance should contact the instructor in a timely manner (preferably before class or soon after). Prior notification and/or written verification for absences is required in order to make up an exam, in-class exercise, or assignment.

*While occasional absences may be unavoidable, I consider more than three unexcused absences as excessive and detrimental to your successful completion of the course. After three unexcused absences, I will deduct one point from your final average for each additional absence. Excellent attendance will be considered when assigning final grades (borderline cases). An extra credit option will be available to those who have no more than three absences.

Exams: Four exams will be administered, as shown on the course outline. All exams will consist of objective questions covering material from the textbook, lectures, and management cases/special assignments. A Scantron form will be provided for each exam.

Makeup exams will be given only in case of extreme emergency or illness and at the instructor's discretion (written verification may be requested). Please notify me prior to the exam if you must be absent. Permission for makeups will be allowed only under these conditions.

Drop/Withdrawal: A "W" will be automatically assigned if the drop/withdrawal procedure is completed on or before the Automatic W drop date. If the drop/withdrawal procedure is completed between the date after the automatic W drop date and the last date to drop, a "W" will be assigned only if the student is passing the course on the date the registrar processes the drop. Otherwise, an "F" will be recorded. Students should consult the instructor prior to dropping or withdrawal from the class.

The instructor will inform the student of the grade that will be assigned. See p. 5 of syllabus for drop/withdrawal dates.

Honor Code: All students are required to abide by the Texas State University honor code. The pledge for students states:

Students at our University recognize that, to insure honest conduct, more is needed than an expectation of academic honesty, and we therefore adopt the practice of affixing the following pledge of honesty to the work we submit for evaluation:

I pledge to uphold the principles of honesty and responsibility at our University.

The complete honor code may be found at <http://www.txstate.edu/effective/upps-07-10-01.html> under attachment 1.

Academic Honesty: Submission of any work for a grade for which unauthorized help has been received is termed academic dishonesty and will be grounds for a failing grade in the course. “Unauthorized” is a term used here to designate stealing, copying (with or without permission), collaboration with other individuals or sharing programming code outside of sanctioned group activities. Students are strongly encouraged to refer to the Texas State 2004-05 Student Handbook, pp. 69-70, for policies related to academic dishonesty. These policies may be found at <http://www.mrp.txstate.edu/studenthandbook/rules.html#academic>. All students are expected to maintain the highest standards of academic integrity. This instructor views any such act as a clear violation of ethical standards and will take appropriate disciplinary and punitive action.

Classroom Civility: Please refrain from any activity which disrupts the class or is distracting (cell phones, tardiness, leaving class during lecture, talking during lecture). Also be respectful when other students are contributing to class discussion. To ensure respectful interactions with others, groundrules will be established and explained in class.

For more information about “Students Responsibilities on Advising and Learning,” please access <http://www.business.txstate.edu/advising/policies.htm>.

Students with Disabilities: A student with a disability may require an accommodation(s) to participate in the course. They must contact the instructor within the first two weeks of the semester. They will be asked to provide documentation from the Office of Disability Services (ODS) at that time. Failure to contact the instructor in a timely manner will delay any accommodations they may be seeking. Ongoing care by a physician does not automatically qualify you as an ODS special needs student. Students are required to file paperwork for Accommodations with ODS each semester. Accommodations granted one semester do not automatically carry forward to the next. See UPPS No. 07.11.01 for additional information.

Religious Holy Days: Special rules apply to students who are absent for the observance of a holy day (see UPPS 02.06.01). If absences are anticipated for religious holy days, the student must notify the instructor no later than the University’s 15th class day of the semester. Notification forms for planned absences may be obtained from the Dean of Students Office. The instructor must sign the form before it becomes a valid document for the student.

DETERMINATION OF GRADEExams (80%)

#1_____ #2_____ #3_____ #4_____

Average x 80% = _____ pointsExercises/Assignments (20%)

In-class exercises are used regularly to reinforce management concepts, improve critical thinking/decision making skills, and enhance teamwork skills. Team exercises will also be used to promote diverse thinking and increase awareness of diversity. To receive a grade for in-class exercises, attendance and participation are required. Individual assignments prepared out of class should be submitted on the due date at the beginning of class.

Team Project 1 _____

Team Project 2 _____

Team Project 3 _____

Responses to Assigned Readings (averaged) _____

Self Assessment Exercises (averaged) _____

Average x 20% = _____ pointsFinal Grade A (90 and above) B (80 to 89) C (70 to 79) D (60 to 69) F (below 60)

Extra Credit Option: As noted under the attendance policy, extra credit is available to those who have no more than three absences. By completing the extra credit assignment, you can add 10 points to your lowest exam grade or replace a missing exercise/assignment grade. Specific instructions for the extra credit assignment will be given later in the semester. Choose one of the following topics:

- Identify two companies who are ranked highly for effective diversity practices/programs. Compare/contrast these practices and how they have contributed to the company's success.
- Select two companies who have received the Malcolm Baldrige Quality Award. What quality concepts have they implemented to achieve superior performance?

COURSE OUTLINE (MWF)

<u>Date</u>	<u>Chapter</u>	<u>Topic</u>
Aug. 24	--	Introduction to the Course
Aug. 26	1	What is Management?
Aug. 29	1	What is Management?
Aug. 31	2	Organizational Environments and Cultures
Sep. 2	2	Organizational Environments and Cultures
Sep. 5		Labor Day Holiday
Sep. 7	3	Ethics and Social Responsibility <u>Readings</u> : “Company Ethics on Mend” and “More Corporations Teach Workers about Ethics”
Sep. 9	3	Ethics and Social Responsibility
Sep. 12	4	Team Cases (Chapters 1-3); Planning
Sep. 14	4	Planning
Sep. 16	--	Exam 1
Sep. 19	6	Decision Making; selected topics from Chapter 5 – characteristics of useful information, data mining, & decision support/expert systems
Sep. 21	6	Decision Making; Team Case
Sep. 23	9	Organizational Strategy; selected topics from Chapter 8, Global Management
Sep. 26	9	Organizational Strategy
Sep. 28	10	Innovation and Change
Sep. 30	10	Innovation and Change <u>Reading</u> : “How Can We Manage Changes in the Way We Do Business?”
Oct. 3	11	Designing Adaptive Organizations
Oct. 5	11	Designing Adaptive Organizations
Oct. 7	--	Exam 2
Oct. 10	12	Managing Individuals and a Diverse Work Force; Becoming Aware of Cultural Differences (selected topics from Chapter 8) <u>Self Assessment</u> : What Is Your Philosophy on Diversity? <u>Readings</u> : “More Companies View Diversity of Workers as Vital to Success” and “Diversity as Strategy”
Oct. 12	12	Diversity and Cultural Differences
Oct. 14	12	Diversity and Cultural Differences
Oct. 17	12	Guest Speakers/Panel Discussion
Oct. 19	13	Managing Teams <u>Reading</u> : “Conflicts and Synergies of Multicultural Teams” <u>Self Assessment</u> : What is Your Conflict-Handling Style?
Oct. 21	13	Managing Teams

Oct. 24	13	Team Cases: Diversity Dilemmas
Oct. 26	14	Managing Human Resource Systems
Oct. 28	14	Managing Human Resource Systems
Oct. 31	14	Managing Human Resource Systems
Nov. 2	16	Motivation; <u>Self Assessment</u> : What Motivates You?
Nov. 4	16	Motivation
Nov. 7	--	Exam 3
Nov. 9	17	Leadership
Nov. 11	17	Leadership; <u>Self-Assessment</u> : Are You A Leader?
Nov. 14	18	Managing Communication
Nov. 16	18	Managing Communication
Nov. 18	18	Managing Communication; videocase team exercise
Nov. 21	7	Control
Nov. 23-25		Thanksgiving Holidays
Nov. 28	7	Control
Nov. 30	15	Managing Service and Manufacturing Operations
Dec. 2	15	Managing Service and Manufacturing Operations
Dec. 5		Last Class Day; wrapup and review, team evaluations
Final Exam (Exam 4)		Dec. (TBA) (9:00 MWF class)

Other Important Dates

- Sep. 9 – last day to drop with no record on transcript and with refund
- Sep. 13 – last day to drop with automatic ‘W’ assigned (ends at 12 midnight)
- Nov. 21 – drop/withdraw deadline; ends at 5 p.m. (‘W’ or ‘F’ assigned)
- Dec. 16 – grades available by phone and web at noon

Please note: A grade of ‘W’ can be recorded only if “dropped” appears beside the student’s name on the final grade roster. If you decide to drop the course, do so immediately by using the CATS system.