

CALIFORNIA STATE UNIVERSITY, SACRAMENTO  
College of Business Administration

HROB 101 – The Management of Contemporary Organizations

Section Seven: 4:30 – 5:45 Monday and Wednesday

OFFICE: Tahoe – 2048  
OFFICE HOURS: M/W 2:30 – 4:00 p.m.

OFFICE PHONE Good Choice:  
278-6781 (CSUS)

EMAIL: Good Choice:  
[estenson@csus.edu](mailto:estenson@csus.edu) (Campus) (Messages picked up  
on Monday and Wednesday)

Best Choice  
[jestenso@earthlink.net](mailto:jestenso@earthlink.net) (Other World)(Messages  
picked up seven days a week)

WEBSITE: [www.csus.edu/indiv/e/estenson](http://www.csus.edu/indiv/e/estenson)

---

TEXT (Required)

Kinicki, Angelo & Williams, Brian K. (2011). Management: a Practical Introduction 6<sup>th</sup> ed. Boston, MA: McGraw-Hill.

COURSE OVERVIEW

The development of next generation managers and leaders is at the top of most organizational leaders to do list. While the goal is clear the question becomes: How do we build the best? This course is structured in a way that you will experience that development process. Executives have clearly stated the skills, knowledge and behaviors they expect from future managers and leaders. This list includes: ability to think critically (mastered the basics to where they can challenge current practices), ability to focus their attention, be self-disciplined, able to work well in high-performing teams and take responsibility for their actions.

In their critique of management theory, Micklethwait and Wooldridge claim that self-appointed Gurus are “the unacknowledged legislators of mankind (They borrowed and modified Shelly). These two Brits support their view by asking us to look around and note how theorist and consultants are laying down the law, reshaping institutions, refashioning language, and reorganizing people’s lives. As a side note they propose that neither the President of the United States or the Governor of California may immediately impact your daily organizational life but a consultant could quickly and seriously change your work life. (**The Witch Doctors: Making Sense of the Management Gurus**).

Some thinkers about the future of management like Jim Collins tell us that our current situation is the result of hubris and failed leadership. Others tell us that the change we are experiencing will become the norm and your career in business will be impacted by a series of discontinuities. If this is true, the future is up for grabs and those who are successful will not become enamored with the latest fad but understand the foundations of solid business management. This requires you to challenge old models, old ways of thinking, old rules, old strategies, old assumptions, and old recipes for success while honoring what has worked. (**Rethinking the Future**). This view of the world resulted in Handy and Senge challenging the complacency of a group of future Chief Executive Officers by asking them to think about the proposition: "What would you do if the behaviors and skills that made you a success to this point in your career will cause you to fail in the future?"

Before one can challenge the way people's organizational life is ordered, it is important to understand the basics (the old way). It is through understanding the roots of past thinking that we can move forward to new and creative ways to solve organizational problems. My job as your guide on a journey to understanding will start with the world in which managers live and operate. Once there is understanding of that terrain, we will explore the specific tools managers use to focus human behavior. These tools include planning, organizing, leading and controlling the activities of those who have chosen to work in an organization.

As we explore past techniques we will integrate current thinking on various topics. In these explorations we will move to discuss difficult issues such as downsizing, re-engineering, work place diversity, quality of work life, role of unions, globalization, market expectations, outsourcing jobs, and the recruitment and retention of skilled workers.

Together we will build a base of knowledge, which will serve you well in future business courses, and help you start to build the skills you will need to shape a future that will meet your needs.

#### **COURSE GOALS AND OBJECTIVES:**

- You will be provided the opportunity to understand the nature of organizations, internal and external forces that influence organizational behavior, and the factors contributing to organizational effectiveness.
- You will be given the opportunity to analyze and solve complex organizational problems using the frameworks, perspectives and models provided during the course.
- You will gain an appreciation for the role of human behavior in determining organizational effectiveness.
- You will have the opportunity to improve your team management skills by studying the theory and process of team activity.
- You will be exposed to the complexity of global operations and understand the impact the global economy has on organizations.
- You will study the relationship between organizations and society and appreciate the nature of ethical dilemmas created by this relationship.

- You will have a solid informational foundation to further your study of business administration.

These goals will be accomplished by narrowing the focus to certain aspects of behavior in organizations. While narrowing limits the subjects covered, you will have the opportunity to probe human interaction at the following levels:

- Organizations in a global setting
- Organizations in a society
- Activities between organizations
- Behavior of individuals in an organization
- Behaviors of individuals in groups
- Behavior of individuals

### COURSE ACTIVITIES

Several methods of instruction will be used. However at the core is the proposition that each student needs to take responsibility for their learning. To that end there will be no lectures. The instructor will provide the key concepts he wants you to master. The Monday class will be designed to answer your questions about the theories you will have read. Again each student is responsible for asking questions until they have mastered the material. On Wednesday the class will be broken into teams. The teams will conduct an analysis of the case provided in the text. Teams will be called upon to share their analysis and recommendations. Team member will then evaluate their team members. Like the subject matter, method of instruction will be fluid and respond to resources available each week.

#### Examinations

There will be three full period examinations during the semester. The exams will be divided into two parts: Multiple choice and short essay. Each exam will cover material in a specific number of chapters, lectures and information provided by guest speakers. The exams are NOT CUMMULATIVE.

#### Case Project

During the semester there will be a significant number of team case analysis. Your contribution to the team solution to the case will be graded by you team members.

Each student team (approximately five - eight students per team) will work on either a live case study or a case the team selects from the Strategic Management Text located in the reserve book room. It is hoped that the team can find a situation occurring in the organization employing an individual team member. If there is no opportunity for a live study, the instructor has placed books with strategic cases in the reserve bookroom in the library. To assist you with this project, material related to preparation of a case study is provided through the course web site.

Using the case preparation methodology (provided on-line via the website), each team will clearly state the context in which a management problem is occurring. Next a critical problem will be selected and artfully described. With the problem defined the student or team will develop a set of alternative solutions. These solutions will be constructed using theories and models presented in the text. The last part of the study will be a recommended course of action to fix the problem. This recommendation will be supported by theories and models used by the authors or shared with the class by the instructor and or executive guests.

Your case will be graded using the following criteria:

Area Reviewed	Maximum Percentage
Clarity of problem statement	15%
Exploration of options	15%
Persuasiveness of material and arguments used to support recommended solution	15%
Use of theories, models, and processes provided in the text	25%
Presentation (Writing mechanics, appropriate writing style, use of graphics, and general appearance of document)	30%
Total	100%

### GRADES

The feedback provided by grades indicates how well you are performing against a standard set at the beginning of the semester. There is no curve provided and the points you accumulate on each activity will determine your final grade.

DESCRIPTION	POINTS
Three Exams (200 points per exam)	600
In-class Case Studies	300
<b>Case Project - As an( incentive, extra credit or bribery) for turning the project early the starting point for determining the case value is a follows:</b> Before midnight 4 April = 150 possible points After midnight 4 April and before midnight 11 April = 125 possible points After midnight 11 April before midnight 18 April = 100 possible points After midnight 18 April before midnight 25 April = 75 possible points. After 0001 hours on 25 April to end of class on 2 May = 50 points. After end of class on 2 May no points	<b>Bonus Round: Maximum Possible</b>  <b>150</b>
<b>Total Possible Points</b>	<b>1,000</b>

Academic Honesty:

California State University, Sacramento has a clearly defined policy and procedure to address issues of academic honesty (PM 90-94, PM 04-01). Those policies will be applied to this course in the following manner. If you are caught cheating on the test you will be given an F for the course. If you are caught cheating on any written assignment

you will be given an F for the course. To help you focus it is important to remember that I selectively keep copies of previously submitted case studies. Should you turn in a copy of previous case study that will be viewed as a violation of University policy and you will be given an F for the course. Enough said.

*The instructor reserves the right to modify this course outline.*

Grade Distribution:

<b><u>Grade Break Down</u></b>			
A	=	1,000-940	C+ = 799-780
A-	=	939-900	C = 779-740
B+	=	899-880	C- = 739-700
B	=	879-840	D+ = 699-680
B-	=	839-800	D = 679-640

**CLASS WORK PLAN:** (The dates set forth below are target dates and subject to change. This course is taught in a dynamic manner which means we will flow with learning opportunities presented to us.)

DATE/ WEEK	CHAPTER	TOPIC	GUEST/ACTIVITY
Week One January 28 Monday	1	Course Introduction  The Exceptional Manager: What you do, How you do it	Each week read the assigned chapter, make notes about concepts you do not understand review the PowerPoint slides, come to class with questions you may have about assigned material, listen to answers other students raise, and make certain you understand each critical concept. Note this is the type of course where it is very hard to catch up once behind.
January 30 Wednesday	2	Management Theory: Essential Background for the Successful Manager	Note that in addition to material in Chapter 2 there is supplemental information contained in the power point slides. This will be a common occurrence as I will regularly find material that will add to our discussions.
Week Two February 4 Monday	2	Finish discussion of Management Theory	.
February 6 Wednesday	3	Introduce: Manager's Changing Work Environment & Ethical Responsibility: Doing the right thing	

Week Three February 11  Monday	3	Finish discussion of Change and Ethics	Again note that there will be slides in lecture that supplement slides provided on website
February 13 Wednesday		Team meeting to discuss strategy to accomplish case study assignment. No need to meet in classroom. Instructor will check in late in class period	During team time: set goals, develop action plan, create evaluation system. To be ahead of the in the extra credit game, the group should have a serious discussion about actual case. If you are having a problem contact Instructor during office hours or via email.
Week Four February 18  Monday	4	International Business  Global Management: Managing Across Borders	
February 20 Wednesday	4	International Business	
Week Five February 25 Monday	4	Finish discussion on International Business and Review for Exam	
February 27 Wednesday	Chapters 1, 2, 3, 4	<b>EXAM</b>	<b>EXAM</b>
Week Six March 4 Monday	5	Planning and Strategy Planning: The Foundation of Successful Management	
March 6 Wednesday	5	Planning and Strategy	
Week Seven March 11 Monday	6	Strategic Management: How Star Managers Realize a Grand Design	

March 13 Wednesday		Team Day No need to meet in classroom. Feel free to use library other team spaces.	Use this gift of class time to get on top of your case assignment.
Week Eight March 18 Monday	7	Individual & Group Decision Making: How Managers Make Things Happen	
March 20 Wednesday	8	Organizational Culture, Structure, Design: Building Blocks of the Organization	
Spring Break March 25 – March 31			
Week Nine April 1 Monday		Cesar Chavez Day	
April 3 Wednesday	9	Human Resource Management: Getting the Right People for Management Success	EARLY WARNING Case bonus value starts to drop after midnight 4 April 2012
Week Ten April 8 Monday	9	HRM Systems	
April 10 Wednesday		Team Day. If turning in for higher base use class to finish project. If turning in later use class time to work on project.	Midnight April 4 <sup>th</sup> last time project can be turned in for maximum increase in base points.
Week Eleven April 15 Monday	Review	Chapters 5, 6, 7, 8 and 9	
April 17 Wednesday	Chapters 5, 6, 7, 8 & 9	EXAM	EXAM
Week Twelve April 22 Monday	10	Organizational Change & Innovation: Lifelong Challenges for the Exceptional Manager	

April 24 Wednesday	10		
Week Thirteen April 29 Monday	11	Managing Individual Differences & Behavior: Supervising People as People	
May 1 Wednesday	12	Motivating Employees: Achieving Superior Performance in the Workplace	
Week Fourteen May 6 Monday	12	Motivation	
May 8 Wednesday	13	Groups & Teams: Increasing Cooperation, Reducing Conflict	Last possible day to turn in case study
Week Fifteen May 13 Monday	14	Power, Influence & Leadership: From Becoming a Manager to Becoming a Leader	
May 15 Wednesday	14	Leadership	
Finals Week Date of final to be determined. Exact date and place will be announced in class. Usually on Monday 3:00 – 5:00 but subject to change.	Chapters , 10, 11, 12, 13, 14,		