# MGT 3120 – ETRB
# Fundamentals of Management

## General Information

| | |
|---|---|
| Meeting Times: | Tuesday &Thursday<br>2:30 pm – 3:45 pm |
| Course Modality: | Online Synchronous (OS) |
| Instructor: | Sevim (Sevil) Oztemurlenk |
| Email: | sevim.oztemurlenk@baruch.cuny.edu |
| Drop-in hours: | Tuesday & Thursday (12:00pm-1:00pm)<br>https://baruch.zoom.us/my/**soztemurlenk** |

## Course Information

### Course Description

This course provides a framework for understanding the opportunities and challenges impacting managers and how they conduct business. Management is about working with teams of employees to achieve organizational goals and performing the work effectively and efficiently. Successful management requires managers to master the four main functions of management: planning, organizing, leading, and controlling. Managing these functions is essential for achieving important organizational goals. Students will learn the skills needed to manage people in the changing demands of a global environment, emphasizing the roles and challenges of managing a diverse workforce, increasing ethical awareness and social responsiveness, developing commitments to quality and productivity, and developing decision-making and interpersonal team building skills. The course aims to increase the students' self-awareness, foster critical-thinking skills, and analyze, solve, and communicate solutions to the practical problems faced by managers. Using an experiential learning method, students will focus applying key principles to the human side of management through role-play exercises, simulations, expert talks, and group projects.

### Course Learning Goals

The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize, and evaluate the fundamentals of managing organizations. You will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading, and controlling.

By the time that you have completed this course, you should be able to:

1. Understand the process of managing organizations and the kinds of problems and issues contemporary managers face;

2. Adapt the principles, practices and models used by contemporary management to deal with these issues and problems;
3. Recognize the importance and impact of ethical and unethical behavior in organizations;
4. Describe the benefits and challenges of a diverse, global workforce;
5. Develop self-awareness and problem-solving skills through the analysis of organizational issues and challenges facing managers;
6. Analyze implications of management trends and popular management programs in a global work environment.
7. Practice writing and referencing reading materials and outside sources;
8. Develop your written, spoken, and electronic communication skills so they are (a) purpose-oriented and audience-aware, (b) professional, clear, concise, evidence-driven, and persuasive.

This course primarily addresses the BBA program learning goals of oral and written communication, analytical skills, civic awareness, and ethical decision making, and global awareness. These are mapped to the various assignments in the course map at the end of this document.

### Required Textbook and Learning Materials

**Management: A practical introduction (10th ed.) Evergreen Release**
Authored by: Kinicki, A., Soignet, D. B., & Hartnell Chad (2024)
Published by: McGraw-Hill Education.
ISBN: 978-1-264-55726-4 (bound edition) or 978-1-265-03618-8 (loose-leaf edition)

**Connect access (with SmartBook) is required for this class!**

#### Option 1 (recommended): Connect Online Access standalone (includes the textbook in e-book format)

Purchasing the e-book (rather than a physical copy) will give you instant access to the Connect system, which is required to complete your weekly assignments. **It costs $78 for Baruch students.**

1. Click any link to a Connect assignment paired with Brightspace
2. Enter your Baruch email to join Connect as well as our course Connect page.
3. Choose the "Connect" option on the second tab.

#### Option 2: Physical textbook, bundled with a Connect Access Card

You can order the physical textbook, bundled with a Connect Access card, using this link. The link below provides you with the physical textbook bundled with a Connect Access Card for **$95.10 (shipping cost and tax not included).** You would have to wait to receive this package via Federal Express Ground. **This option does not provide instant access to the Connect system.**

## Recommended Additional Readings

To enrich our class discussions, I encourage you to read beyond the required textbook. The following are great resources to stay up-to-date on the economy and what's happening in the world of business: Financial Times, The Economist, The New York Times, Harvard Business Review, Fortune Magazine, The Wall Street Journal, MIT/Sloan Management Review. All of these

are available through the Baruch Library. In addition, as a Baruch student, you have free access to the New York Times and the Wall Street Journal (use the links above to register).

### Learning Platform Requirements

**The modality for this course is "Online Synchronous (OS)", which means that class sessions are held on Tuesdays and Thursdays over zoom.**

#### Brightspace

Communication and assignments related to this course will be delivered online through Brightspace. I recommend that you check Brightspace for updates once a day.

#### McGraw-Hill Connect

Connect is the learning and assessment solution used for this course. Connect provides tools and resources to enhance your learning and will also be used to complete and grade assignments required for this course. You can access Connect through the links in our Blackboard course site.

#### Technical Support

If you need technical assistance at any time during the course or to report a problem related to Brightspace or Connect, you can:

- Visit CUNY Brightspace Help and Support
- Review CUNY Brightspace Frequently Asked Questions
- E-mail helpdesk@baruch.cuny.edu
- Call the Baruch Computing and Technology Center at (646) 312-1010
- Visit the Connect Support site or call their Technical Support at (800) 331-5094

## Course Policies

### Assignment Submissions

All assignments must be submitted electronically using the course website (Brightspace/Connect, see above), using the links posted there. I expect all assignments to be submitted on time, as this will facilitate your keeping up with the material; however, I understand that this is sometimes difficult. I will accept assignments submitted after the due date, but they will be penalized 5% per 24 hours late.

### Attendance and Lateness

It is difficult to create a community of learning without consistent attendance, and group exercises and teamwork suffer when team members are missing. Professional expectations include respecting others' time and being sure to show up. You cannot contribute if you don't come to class, so in this sense attendance is associated with your participation grade—i.e., if you frequently miss classes and/or never speak it is extremely unlikely you will receive a final grade in the A range as 7% of your final grade will be a zero. In-class exercises and case/video

discussions are valuable only if they are completed in class so you will not be able to make up these exercises if you are not in class to complete them.

If you are unable to attend class, please email me before class to let me know you can't make it. If you miss class for any reason, you and you alone are responsible for getting notes, slides, figuring out what we did (e.g., learning points for exercises, case/video discussions, etc.). You are encouraged to come to office hours: This is your time to go over anything you'd like.

We have 2 exams **(Midterm on October 24th and Final on December 19th).** Make-ups for the exams will not be arranged unless you have written documentation of an emergency that prevented you from being present.

Please reach out to discuss any unusual, unforeseen, or extenuating circumstances.

## Academic Honesty and Plagiarism

I fully support Baruch College's policy on Academic Honesty, which states, in part: "Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned."

You are responsible for familiarizing yourself with the information on academic honesty presented on the College's website.

My goal is to encourage critical thinking and creativity in this class. You are expected to use your own knowledge, research, and analysis to complete coursework. The use of Artificial Intelligence (AI) detracts from this objective.

The use of AI in our course underlies the same rules as the use of any other source: it is permitted, but the source must be cited. Here is one possible way to cite ChatGPT:

"OpenAI (2022). ChatGPT. [Computer program]. Available at: https://openai.com/blog/chatgpt/ (Accessed 13 December 2022)."

This course has a "zero tolerance" policy on cheating. Any student who breaks academic rules will receive a zero for that assignment. As required by College, I will submit a report of suspected academic dishonesty to the Office of the Dean of Students. Please check in with me if you are uncertain about what represents an honor code violation. It is better for both of us that we think these issues through together and in advance. I think highly of you and your integrity, and hope you see yourself the same way.

## Student Accessibility

Baruch College has a continuing commitment to providing reasonable accommodations for students with disabilities. Students with disabilities who may need some accommodation in

order to fully participate in this class should contact Student Disability Services as soon as possible at disability.services@baruch.cuny.edu or call (646) 312-4590. Being registered with Student Disability Services is confidential and is not recorded on your Baruch Academic Record.

**Your success is important to me**, so please let me know if you have a learning disability that requires accommodations, or a health or economic challenge that may affect your classroom experience. In addition, please let me know if you have a schedule conflict due to your religious observance, other concerns that impede your ability to be effective in our course, or input about how to create a welcoming, inclusive, and equitable environment for you or for other students.

## Recording Policy

Unauthorized student recording of classroom or other academic activities (including advising sessions or office hours) is prohibited. Unauthorized recording is unethical and may also be a violation of university policy and state law. Students requesting the use of assistive technology as an accommodation should contact Student Disability Services. Under copyright law, faculty own the copyright to instructional materials, including those resources created specifically for the purposes of instruction, such as syllabi, lectures and lecture notes, and presentations. Students cannot copy, reproduce, display, or distribute these materials. Students who engage in unauthorized recording, unauthorized use of a recording, or unauthorized distribution of instructional materials will be referred to the Dean of Students.

## Laptop and Cell Phone Policy

**Please turn off your cell phone.** A successful class depends on the active attention and engagement of everyone in the classroom. You cannot be actively attentive and engaged at the same time you are checking email, texting, or surfing the internet.

## Opportunities for Career Readiness

The Starr Career Development Center supports student career readiness by providing opportunities to define career goals, engage in experiential learning, and gain professional experience.

One of the first things you should do to participate in their services is log into Starr Search (Powered by Handshake). Accounts are created shortly after the beginning of each semester. Please check your Baruchmail for login instructions. Starr Search is a great tool for learning about workshops, corporate presentations, information sessions, career fairs, internships, jobs, OCR opportunities, and mentoring.

## Calendar of Class Sessions, Activities & Assignments

This will probably be one of the most important parts of the syllabus for you. The table on the next few pages details the learning activities, assignments, and time periods during which they can be completed, as well as important submission deadlines.

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **1** | 8/29 (TH) | 0-Introduction | Read the syllabus and course overview before class on 8/29:<br>Chapter 0<br><br>Connect Activities – complete by 9/8:<br>○ Discuss syllabus and course requirements. |
| **2** | 9/3 (TUE)<br>9/5 (TH) | 1 – The Exceptional Manager | Read before class on 9/3:<br>Chapter 1 -SB<br>○ Quiz, Chapter 1<br><br>Connect Activities – complete by 9/8:<br>○ Seven Challenges to Being an Exceptional Manager [M]<br>○ The Levels of Management [MC]<br>○ Managerial Skills [MC]<br>○ Managerial Roles [MC]<br>○ Managerial Challenges: How to Overcome Contemporary Problems [ABA]<br>Self-assessment: To What Extent Do You Accept Responsibility for Your Actions? |
| **3** | 9/10 (TUE)<br>9/12 (TH) | 2 – Management Theory | Read before class on 9/10:<br>Chapter 2 -SB<br>○ Quiz, Chapter 2<br><br>Connect Activities – complete by 9/15<br>○ The Systems Viewpoint [MC]<br>○ The Learning Organization [M]<br>○ Management History—Understanding the Business [M]<br>○ High-Performance Work Practices [MC]<br>○ Management History: Taking It to the Next Level [ABA]<br>○ Self-assessment: What is Your Orientation Toward Theory X/Theory Y? |

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **4** | 9/17 (TUE)<br>9/19 (TH) | 3 – Changing Work Environment & Ethical Responsibilities | Read before class on 9/17:<br>Chapter3-SB<br>○ Quiz, Chapter 3<br><br>Connect Activities – complete by 9/22<br>○ The Organization's Environment MC<br>○ How Does Being Good Pay Off? M<br>○ Four Approaches to Resolving Ethical Dilemmas MC<br>○ Carroll's Corporate Social Responsibility M<br>○ Ethical Approaches: Prescribing an Ethical Approach ABA<br>○ Self-assessment: Assessing Your Attitudes toward Corporate Responsibility |
| **5** | 9/24 (TUE)<br>9/26 (TH) | 4 – Global Management | Read before class on 9/24:<br>Chapter 4<br>○ Quiz, Chapter 4<br><br>Connect Activities – complete by 9/29<br>○ The Successful International Manager MC<br>○ Five Ways of Expanding Internationally R<br>○ Barriers to International Trade MC<br>○ Management in Action: Isolation of a Global Giant (CA)<br>○ Global Management: Seeing Beneath the Surface ABA<br>○ Self-assessment: Assessing Your Global Manager Potential |
| **6** | 10/1 (TUE)<br>**10/3 No Class** | 5 – Planning | Read before class on 10/1:<br>Chapter 5-SB<br>○ Quiz, Chapter 5<br><br>Connect Activities – complete by 10/6<br>○ Fundamentals of Planning M<br>○ SMART Goals M<br>○ Types of Plans M<br>○ Planning and Strategic Management R<br>○ Management in Action: Amtrak Is on the Wrong Side of the Tracks (CA)<br>○ Self-assessment: Assessing The Quality of Goal Setting Within an Organization |

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **7** | 10/8 (TUE)<br>10/10 (TH) | 6 – Strategic Management | Read before class on 10/8:<br>Chapter 6-SB<br>○ Quiz, Chapter 6<br><br>Connect Activities – complete by 10/13<br>○ Porter's Five Competitive Forces [M]<br>○ SWOT Analysis [MC]<br>○ The Strategic Management Process [M]<br>○ Porter's Four Competitive Strategies [MC]<br>○ Recovery Strategy: Improving Race Relations [ABA]<br>○ Self-assessment: Core Skills Required for Strategic Planning |
| **8** | 10/15 No Class<br>10/17 (TH) | 7 – Decision Making | Read before class on 10/17:<br>Chapter 7-SB<br>○ Quiz, Chapter 7<br><br>Connect Activities – complete by 10/20<br>○ Advantages and Disadvantages of Group Decision Making [MC]<br>○ Decision Making Biases [M]<br>○ Hindrances to Decision Making [M]<br>○ Benefits and Drawbacks of Artificial Intelligence [MC]<br>○ Decision Making: A Bridge Over Troubled Water [ABA]<br>○ Self-assessment: What Is Your Decision-Making Style? |
| **9** | 10/22 (TUE)<br>**10/24 Midterm** | 8 – Organizational Culture & Structure | Read before class on 10/22:<br>Chapter 8-SB<br>○ Quiz, Chapter 8<br><br>Connect Activities – complete by 10/27<br>○ The Major Features of an Organization [M]<br>○ Traditional Organizational Designs [M]<br>○ Estimating Person-Organization Fit [M]<br>○ Becoming More Adaptable [MC]<br>○ Organizational Culture: Side Effects Include Harassment and Bullying [ABA]<br>Self-assessment: Assessing Your Preferred Type of Organizational Culture<br>Midterm exam held in person on 10/24<br>(covers chapters 1 – 7) |

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **9** | 10/29 (TUE)<br>10/31 (TH) | 9 – Human Resource Management | Read before class on 10/29:<br>Chapter 9<br>○ Quiz, Chapter 9<br><br>Connect Activities – complete by 11/3<br>○ Compensation & Benefits [M]<br>○ Employee Protection Laws [M]<br>○ The Performance Management System [M]<br>○ Preventing and Responding to Workplace Sexual Harassment [MC]<br>○ Human Resources Management: Hiring at Data Corps [ABA]<br>Self-assessment: Assessing Your Person-Job Fit |
| **10** | 11/5 (TUE)<br>11/7 (TH) | 10 – Change & Innovation | Read before class on 11/5:<br>Chapter 10-SB<br>○ Quiz, Chapter 10<br><br>Connect Activities – complete by 11/10<br>○ Approaches Toward Innovation [M]<br>○ Components of an Innovation System [M]<br>○ Ten Reasons Why People Resist Change [M]<br>○ The Systems Model of Change [MC]<br>○ Farming Organizational Development [ABA]<br>○ Self-assessment: How Adaptable Are You? |
| **11** | 11/12 (TUE)<br>11/14 (TH) | 11 – Managing Individual Differences | Read before class on 11/12:<br>Chapter 11-SB<br>○ Quiz, Chapter 11<br><br>Connect Activities – complete by 11/17<br>○ Barriers to Diversity [MC]<br>○ Big Five Personality Traits [M]<br>○ Sources of Job-Related Stress [MC]<br>○ Core Self-Evaluations [MC]<br>○ Diversity and Perception: Piecing It Together (ABA1)<br>○ Self-assessment: Where Do You Stand on the Big Five Dimensions of Personality? |

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **12** | 11/19 (TUE)<br>11/21 (TH) | 12 – Motivating Employees | Read before class on 11/19:<br>Chapter 12<br>○ Quiz, Chapter 12<br><br>Connect Activities – complete by 11/24<br>○ Job Design and the Job Characteristics Model [M]<br>○ Expectancy Theory [MC]<br>○ Intrinsic vs. Extrinsic Rewards [MC]<br>○ Reinforcement Theory [MC]<br>○ Reinforcement Theory: Delivering Consequences [ABA]<br>○ Self-assessment: Are You More Interested in Extrinsic or Intrinsic Rewards? |
| **13** | 11/26 (TUE)<br>11/28 No Class<br>Happy Thanksgiving! | 13 – Groups and Teams | Read before class on 11/26:<br>Chapter 13-SB<br>○ Quiz, Chapter 13<br><br>Connect Activities – complete by 12/1<br>○ Eight Ways to Build Effective Teams [M]<br>○ Functional vs. Dysfunctional Conflict [MC]<br>○ How to Become a More Effective Team Member [MC]<br>○ Stimulating Functional Conflict [MC]<br>○ Teamwork Makes the App Work [ABA]<br>○ Self-assessment: What Is Your Conflict-Management Style? |
| **14** | 12/3 (TUE)<br>12/5 (TH) | 14 – Power, Influence, & Leadership | Read before class on 12/3:<br>Chapter 14<br>○ Quiz, Chapter 14<br><br>Connect Activities – complete by 12/8<br>○ Quiz, Chapter 14<br>○ Six Sources of Power [M]<br>○ Nine Generic Influence Tactics [M]<br>○ Management in Action: Adam Neumann's Rise and Fall at WeWork (CA)<br>○ Leadership: Transactional vs. Transformational Leadership [ABA]<br>○ Self-assessment: Assessing Your Readiness to Assume a Leadership Role |

| Wk | Class Sessions | Module | Learning Activities and Due Dates |
|---|---|---|---|
| **15** | 12/10 (TUE)<br>12/12 (TH) | 15 – Communication<br>16 – Control Systems and Quality Management | Read before class on 12/10:<br>Chapter 15<br>○ Quiz, Chapter 15<br><br>Connect Activities – complete by 12/15<br>○ Barriers to Communication [M]<br>○ Being an Effective Listener [MC]<br>○ Elements of Effective Social Media Policy [M]<br>○ Improving Your Face-to-Face Networking Skills [M]<br>○ Cyberloafing: Balancing Communication Priorities [ABA]<br>○ Self-assessment: Assess My Communication Competence<br><br>Read before class on 12/12:<br>Chapter 16<br><br>Connect Activities – complete by 12/15<br>○ Quiz, Chapter 16<br>○ Steps in the Control Process [MC]<br>○ The Balanced Scorecard [MC]<br>○ Core TQM Principles [MC]<br>○ Using Artificial Intelligence to Control [MC]<br>○ Managerial Control: A Turbulent Ride [ABA]<br>○ Self-assessment: Assessing Your Satisfaction with Your College or University Experience |
| **16** | 12/17 No Class<br>12/19 (Final) | | ○ Final Exam on 12/19!<br>Final Exam held in person<br>on 12/19, 3:30pm – 5:30 pm<br>(covers chapters 8 – 16)<br>Note: This date is based on Baruch's tentative final exam schedule (dated 06/05/24) and is subject to change. |

# Evaluation and Grading

## Connect Activities – Assignments, Quizzes, and Other Activities: 50%

For each module, I have assigned relevant activities in Connect. You can find a list of the activities in the schedule above, but they are also listed when you log into Connect via Brightspace. Important: You must access these activities via Brightspace to receive credit – do not start activities from Connect directly.

As you see in the schedule, the activity types differ from week to week. The scores you obtain for these activities in Connect will contribute 50% in total to your class grade. Individual weights are as follows: Application-Based Activities: 10%; Other Activities: 15%; Chapter Quizzes: 20%; Self-Assessments (completion status): 5%

## Midterm Exam: 20%

The midterm exam will test your knowledge of the chapters covered prior to the exam as well as content from informal class presentations, discussions, articles, videos and other class material.

## Final Exam: 20%

The final exam will test your knowledge of the chapters covered after the midterm and prior to the final exam, as well as content from informal class presentations, discussions, articles, videos and other class material. Although the final exam is not cumulative, you may need to know concepts from previous chapters in order to answer questions in successive chapters.

### Class Engagement: 7%

Engagement comes in many forms. In this course, 2% of your grade is based on a more general sense of engagement including:

- Preparation – reviewing readings and materials before class **(smart book and quizzes)**
- Focus – avoiding distractions during in-person and online classes **(coming to the class on time, not texting or browsing the web during class time).**
- Presence – being engaged and responsive during discussions/presentations on Thursdays.
- Asking questions – in class, online and offline
- Listening – hearing what others say, and also what they are not saying.
- Specificity – referring to specific ideas from readings and discussions/presentations.
- Synthesizing – making connections between readings and discussions/presentations.

The remaining 5% of your grade is based on a very active engagement with your class teams. I will create 10 teams in class on 9/5. Each 4-person team will be responsible for choosing an existing company and analyzing it throughout the semester. I have provided some organizations that you might find interesting below, or you may choose another one, subject to my approval. Teams are not permitted to duplicate companies – so pick your companies as early as possible.

Company List:

| | | | |
|---|---|---|---|
| Amazon | P&G | Walmart | Coca Cola |
| Best Buy | Facebook | Target | Apple |
| Delta Airlines | GE | Costco | Google |
| Southwest Airlines | 3M | Disney | Netflix |
| Jet Blue Airways | Whole Foods | Sony | Tesla Motors |
| Samsung | Pepsi | Honda | BMW |

Each Thursday **(9/12, 9/19, 9/26, 10/10, 10/17, 10/31, 11/7, 11/14,11/21,12/5)** you will be working in your group in class to apply the course ideas in an analysis of your chosen company.

Groups will share their analyses in a written form each week. In addition, each week I will choose 2-3 teams randomly to share their findings with the class in an informal presentation. Your grade for this activity is based on the written analyses and each student's effective engagement with the team. In total, you will be able to receive 50 points (5%) for this class engagement activity: 20 points are based on the comprehensiveness of the weekly analyses and 30 points are based on consistent weekly individual contributions and engagement with your team (This will be assessed by weekly team reports submitted). **You can find the team reports template under course documents on Brightspace!**

### Research Participation / SONA: 3%

All MGT 3120 students are required to earn 2 credits in the Research Participation Program. You can elect to fulfill this requirement either by volunteering for research studies using the SONA platform, or by reading and summarizing articles from the research literature. **You can find more details about this requirement in the Appendix at the end of this syllabus.**

## Final Grades

Your final grade will be determined according to the Baruch College Letter Grades and Grade Point Equivalents Policy as follows:

| Grade | Grade Point Equivalent | Percentage Equivalent |
|---|---|---|
| **A** | 4.0 | 93.0 – 100.0 |
| **A-** | 3.7 | 90.0 – 92.9 |
| **B+** | 3.3 | 87.1 – 89.9 |
| **B** | 3.0 | 83.0 – 87.0 |
| **B-** | 2.7 | 80.0 – 82.9 |
| **C+** | 2.3 | 771 – 79.9 |
| **C** | 2.0 | 73.0 – 77.0 |
| **C-** | 1.7 | 70.0 – 72.9 |
| **D+** | 1.3 | 67.1 – 69.9 |
| **D** | 1.0 | 60.0 – 67.0 |
| **F** | 0.0 | below 60.0 |

## Program Learning Goals

Here is a summary of how course activities and learning goals fit into the overall program learning goals for your degree:

| Activities | Course Learning Goal(s) | BBA Learning Goal(s) |
|---|---|---|
| Course exams | Explain the role of managers.<br>Describe the skills needed to be a successful manager.<br>Recognize the importance and impact of ethical and unethical behavior in organizations.<br>Describe the benefits and challenges of a diverse global workforce. | Analytical Skills<br>Civic Awareness and Ethical Decision-Making<br>Global Awareness<br>Written Communication Skills |

| Activities | Course Learning Goal(s) | BBA Learning Goal(s) |
|---|---|---|
| | Explain the advantages, disadvantages, and best practices of utilizing teams within organizations.<br>Analyze implications of management trends and popular management programs in a global work environment. | |
| Connect Assignments | Describe the skills needed to be a successful manager.<br>Recognize the importance and impact of ethical and unethical behavior in organizations.<br>Explain the advantages, disadvantages, and best practices of utilizing teams within organizations.<br>Analyze implications of management trends and popular management programs in a global work environment. | Analytical Skills<br>Technology and Data Literacy<br>Ethical Decision-Making and Civic Awareness<br>Global Awareness |
| Research Requirement | Recognize the importance and impact of ethical and unethical behavior in organizations.<br>Develop self-awareness and problem-solving skills through the analysis of organizational issues and challenges facing managers. | Analytical Skills<br>Civic Awareness and Ethical Decision-Making<br>Global Awareness |

And here is a summary of the degree to which each BBA learning goal is reflected in this course:

- Analytical skills: *Significant* part of course
- Technology and Data Literacy: *Moderate* part of course
- Communication Skills – Oral: *Moderate* part of course
- Communication Skills – Written: *Minimal* part of course
- Ethical Decision-Making and Civic Awareness: *Significant* part of course
- Global Awareness: Moderate part of course

## Appendix: Research Requirement / SONA

You need to earn 2 credits from out of class research-based assignments. The purpose of these assignments is to provide you with experience with the methodology of management research. There are two options for completing these assignments and you may complete the required credits through a combination of the options.

You will receive detailed instructions, including your SONA login information, about 2 week after the first class sessions. This email will come from managementresearch@baruch.cuny.edu. If you haven't received this email within 2 weeks of the first-class session, you must contact the program administrator at this email, to make sure you are added to the SONA roster.

1) You may volunteer to participate in management studies (1 hour of participation = 1 credit). You can sign up for studies which range from 30 minutes to 2 hours on the SONA website (http://baruch.sona-systems.com/). **Your password for the system will be e-mailed to your Baruch account within 2 weeks of the start of class.** Please note that this password

will change each semester. You must be at least 18 years of age to participate in a study. When signing up for studies, please remember:

a. to print the page with the name/date/place/time of the study and the experimenter's name (keep this information until the end of the semester);
b. to cancel though the website before the scheduled time to cancel if you cannot make the study**.**

If you forget your password, go to http://baruch.sona-systems.com/ and use the password recovery link. If you have any disputes about your participation in a study, you should contact the experimenter directly. According to the ethical guidelines, participation is voluntary, and individuals may withdraw from a study, at any time, without penalty to that individual.

2) As another option, you may review a research article. Each article you review is worth 1 credit and should be e-mailed as a Word document to managementresearch@baruch.cuny.edu by the last class meeting (not including the final exam period). You can choose among the following journals (all of which are available through the library's webpage): *Organizational Behavior and Human Decision Processes, Journal of Applied Psychology, Academy of Management Journal, Administrative Science Quarterly, Journal of International Business Studies,* and *Strategic Management Journal* and write a review of an article published in that journal. You can choose among all of these journals for as long as they have existed and pick the articles that interest you. Your review must answer the following six questions:

a. What was the major purpose or problem described in the article?
b. What were the hypotheses and research questions?
c. What type of sample was used in the study/studies reported in this article? (for example, who were the participants; where did the data come from)
d. What types of methods were used in the study/studies reported in this article? (for example, questionnaires, observations, interviews, experimental manipulations, etc.)
e. What were the results of the study/studies reported in this article? What were the conclusions of the authors?
f. What is your opinion or reaction to this article and the research reported in it? Why?

If you have any questions, please feel free to e-mail the Research Requirement Director at managementresearch@baruch.cuny.edu. However, please email only after the first two weeks of the semester have passed, as most questions are addressed in the registration email you will receive from them.