NOTE to prospective students: This syllabus is intended to provide students who are considering taking this course an idea of what they will be learning. A more detailed syllabus will be available on the course site for enrolled students and may be more current than this sample syllabus.

BA 351
Managing Organizations

COURSE CREDITS:
(4) This course combines approximately 120 hours of instruction, online activities, and assignments for 4 credits.

PREREQUISITES, CO-REQUISITES AND ENFORCED PREREQUISITES:
Junior standing; No credit for Business Administration Majors

COURSE DESCRIPTION FROM CATALOG

BA 351. MANAGING ORGANIZATIONS (4).
A systems perspective to understanding the management functions of planning, organizing, leading and controlling. Ethical and diversity issues are addressed as they are relevant in entrepreneurial and established ventures. PREREQS: Junior standing. No credit for business administration majors.

CONTACT INFORMATION:
INSTRUCTOR: Mike Cieri
Email: mike.cieri@bus.oregonstate.edu
Office: 481 Austin Hall
Office Hours: Monday – 4:00pm - 5:30pm
Wednesday - 12:00 – 1:30pm & by appointment

Sample syllabi may not have the most up-to-date information. For accuracy, please check the ECampus Schedule of Classes to see the most current instructor information. You can search for contact information by name from the OSU Home Page.
LEARNING RESOURCES:

TEXT

NOTE: For textbook accuracy, please always check the textbook list at the OSU Bookstore website. Sample syllabi may not have the most up-to-date information.

Students can also click the OSU Beaver Store link associated with the course information in the Ecampus schedule of classes for course textbook information and ordering.

COURSE SPECIFIC MEASURABLE STUDENT LEARNING OUTCOMES:

COURSE DESCRIPTION
A systems perspective to understanding the functions of planning, organizing, leading, and controlling. Ethical and diversity issues are addressed as they are relevant in entrepreneurial and established ventures.

LEARNING OUTCOMES
Students who successfully complete BA 351:

- Explain the dynamics of the economic, technological, social and ethical contexts of an organization as these affect organizations.
- Explain the impact of external factors such as the evolution of global markets, technological changes, and the requirements to be socially responsible, and factors within the organization including organizational culture and expectations on ethical conduct, on the management of organizations.
- Explain the requirements on managerial decision-making, of establishing goals and creating systematic plans and strategies for achieving those goals to establish a competitive advantage.
- Compare how alternative organizational arrangements, i.e. organizational structure, and policies and procedures for managing people, facilitate goal accomplishment.
- Identify how individual and group dynamics contribute to goal accomplishment.
- Explain the significance of organizational control processes to ensure goal accomplishment.

EVALUATION OF STUDENT PERFORMANCE:

In the OSU online catalog, refer to AR 18 and AR 19 regarding assignment of grades.

COURSE CONTENT AND POLICIES:

This course is offered through Oregon State University Extended Campus. For more information, contact:
Web: ecampus.oregonstate.edu    Email: ecampus@oregonstate.edu    Telephone: 800-667-1465
COURSE REQUIREMENTS
The course will be built around weekly modules. Each module will have required readings and discussion board threads. The weekly modules are described below and the required readings can be found in the Introduction to each of the Modules.

Weekly Modules
This course is built around weekly modules. The first module will include an introduction to the course and to the field of Management. In the first week, students will be given a chance to become familiar with the course requirements, read the Course Syllabus and Course Schedule, find the textbook, and become used to the delivery mechanism, Blackboard. Succeeding weekly modules will build on the topics in the first module and will have the following structure:

- **Introduction:** The introduction to the module will contain a short summary of the subject matter and where the instructor finds it necessary, further explanation or clarification of specific subjects.

- **Assigned Readings:** Each Module Introduction will refer to chapters from the Jones & George, et al text as assigned reading. These chapters will include supplementary materials in the form of Management in Action, Building Management Skills, Managing ethically, etc., which will be the basis for the Discussion Boards described below.

- **Power Point Lecture Slides:** Each module will also contain lecture slides from the on-campus version of this course. These slides provide an outline of the concepts covered in the module, based on the assigned readings, and will also include additional material that are added during the classroom lecture.

- **Discussion Boards (DBs):** One or two discussion threads will be assigned for each module. The objective of discussion boards is to allow students to go beyond merely reading and memorization, and to have a deeper understanding of the subject matter. Some modules will require that students participate in two threads; these will be indicated with an AND in the introduction to the module. Other modules will give students the option to choose one; these will be indicated with an OR in the introduction to the module.

- **Postings to Discussion Boards:** Discussion Boards for each Module will be visible during the dates indicated in the Class Schedule, **from 8am of the start date to 5pm of the end date.** Please refer to the Discussion Board Rubric under the "Start Here" tab for further details. Note that late discussion board entries WILL NOT be graded.

While it is important to read some of the supplementary materials (or view video) in order to fully participate in the discussion boards, the supplementary materials found within or at the end of the chapters provide useful information for students to consider. Students may want to read these to help them in the management aspects of their careers.
GRADE REQUIREMENTS
A student’s grade will be based on the following:

- Discussion Boards (DB): A student will earn points for postings on the discussion boards based on the Discussion Rubric. Postings after the Discussion Board for the Module ends, i.e. (Sundays at 5pm PST) WILL NOT be allowed and will not be considered for grading purposes. A student’s final grade for DB will be based on the computation below and the total possible DB points based on the description above.

- Quizzes. There will be five quizzes. These quizzes will be based on material in the chapters assigned for the modules covered after the previous quiz, including the chapters assigned for that week. These quizzes will contain 10 multiple choice questions per chapter covered, will be accessible through Blackboard, and will be timed. Each quiz will open on the Thursday at 8am of the week specified in the Course Schedule and will close promptly on Sunday at 5pm of the same week. THERE WILL BE NO MAKE UPS! So stay on top of the class schedule.

- Project. This project will require you to conduct research on a company that interests you and then applying some of the concepts learned. See schedule for due dates. Closing time is 5pm PST

Final grade determination.
A student’s final grade will be the sum of grades earned for each requirement below. The student's grade for each requirement, i.e. DBs and Quizzes, will be determined by the product of two numbers: the first will be determined by dividing the total points a student earns throughout the term for the particular requirement, by the total possible points that can be earned for that requirement; the resulting number will then be multiplied by the weight for requirement.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
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<tbody>
<tr>
<td>Quizzes</td>
<td>180</td>
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<tr>
<td>DBs</td>
<td>70</td>
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<tr>
<td>Project</td>
<td>100</td>
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<tr>
<td>Total</td>
<td>350</td>
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</table>

Final grade determination. Grading is not based on a curve, but on an absolute standard:

- A 93% - 100%
- A- 90% - 92%
- B+ 87% - 89%
- B 83% - 86%
- B- 80% - 82%
- C+ 77% - 79%
- C 73% - 76%
- C- 70% - 72%
- D+ 67% - 69%
- D 63% - 66%
- D- 60% - 62%
- F Lower than 60%

Note carefully.
1. Each student is responsible for knowing when quizzes are scheduled, and when quizzes and threads will be opened and when these will be closed.

2. Quizzes. Unless you have an acceptable reason and give advance notice, once a Quiz is closed, there will be no make-ups.
3. To reiterate, no postings for any Module's Discussion Board will be considered once the discussion board is closed. (Sundays at 5pm PST)

4. Incompletes
Incomplete (I) grades will be granted only in emergency cases (usually only for a death in the family, major illness or injury, or birth of your child), and if the student has turned in 80% of the points possible (in other words, usually everything but the final paper). If you are having any difficulty that might prevent you completing the coursework, please don’t wait until the end of the term; let me know right away.

5. Disability Accommodation. Accommodations are collaborative efforts between students, faculty and Disability Access Services (DAS). Students with accommodations approved through DAS are responsible for contacting the faculty member in charge of the course prior to or during the first week of the term to discuss accommodations. Students who believe they are eligible for accommodations but who have not yet obtained approval through DAS should contact DAS immediately at 737-4098.

6. Academic Dishonesty: According to OSU student conduct regulations, academic dishonesty is defined as an intentional act of deception in which a student seeks to claim credit for the work or effort of another person or uses unauthorized materials or fabricated information in any academic work. All cases of suspected academic dishonesty will be handled in strict accordance with University and College Policies. Please refer to Office of Student Conduct website for more information http://studentlife.oregonstate.edu/studentconduct. Students are expected to follow University policies http://oregonstate.edu/leadership/policies/former-osu-oar-links/15-student-conduct-code and College policies.

6. Students are expected to respect the educational process when participating in discussion boards and in communicating with each other, the teaching assistant, and the instructor. Please refer to the University definition of disruptive behavior and consider this within the context of a virtual classroom.

7. Canvas
This course will be delivered via Canvas where you will interact with your classmates and with your instructor. Within the course Canvas site, you will access the learning materials, such as the syllabus, class discussions, assignments, projects, and quizzes. To preview how an online course works, visit the Ecampus Course Demo. For technical assistance, please visit Ecampus Technical Help.

Technical Assistance
If you experience computer difficulties, need help downloading a browser or plug-in, assistance logging into the course, or if you experience any errors or problems while in your...
online course, contact the OSU Help Desk for assistance. You can call (541) 737-3474, email osuhelpdesk@oregonstate.edu or visit the OSU Computer Helpdesk online.

**Schedule**

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic and Activities</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Course Introduction</td>
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<td>Ch 2: Evolution of Management Thought;</td>
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<td>Ch 3: The Manager as a Person:</td>
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<td>Discussion Board</td>
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<tr>
<td>Week 2</td>
<td>Ch 4: Ethics &amp; Social Responsibility;</td>
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<td>Ch 5: Managing Diverse Employees in a Multicultural Environment.</td>
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<td>Discussion Board and <strong>Quiz 1</strong></td>
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<td>Week 3</td>
<td>Ch 7: Decision Making, Learning, Creativity, &amp; Entrepreneurship;</td>
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<td>Ch 8: The Manager as a Planner &amp; Strategist</td>
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<td>Discussion Board</td>
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<td>Week 4</td>
<td>Ch 9: Value Chain Management;</td>
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<td>Ch 12: Human Resource Management</td>
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<td><strong>Submit project topic</strong></td>
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<td>Discussion Board and <strong>Quiz 2</strong></td>
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<td>Week 5</td>
<td>Ch 10: Managing Organizational Structure &amp; Culture;</td>
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<td>Ch 11: Organizational Control &amp; Change</td>
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<td>Discussion Board</td>
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<td>Week 6</td>
<td>Ch 13: Motivation &amp; Performance;</td>
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<td>Ch 14: Leadership</td>
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<td><strong>Submit paper for review via Discussion Board &amp; Comments</strong></td>
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<td><strong>Quiz 3</strong></td>
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<td>Week 7</td>
<td>Ch 15: Effective Groups &amp; Teams;</td>
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<td>Black Gold Case (A)</td>
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<td>Comment on paper submissions</td>
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<td>Week 8</td>
<td>Ch 16: Promoting Effective Communications</td>
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<td>Discussion Board and <strong>Quiz 4</strong></td>
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<td>Week 9</td>
<td>Ch 6: Managing in a Global Environment</td>
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<td>Ch 17: Managing Conflict, Politics, &amp; Negotiations;</td>
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<td><strong>Submit final paper and presentation</strong></td>
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<td>Week 10</td>
<td>Black Gold Case (B) &amp; Black Gold Case (C)</td>
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<td></td>
<td>Discussion Board and <strong>Quiz 5</strong></td>
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</tbody>
</table>

**Office Hours**
I live and work in Eugene and am a part-time faculty member, because of this my accessibility is somewhat limited. However, I plan to have office hours as stated above or by appointment. If you need to contact me outside of office hours, the best way is to use my email address mike.cieri@bus.oregonstate.edu. Your concerns are important to me, so don’t hesitate to contact me.

**Commitment**

This course is offered through Oregon State University Extended Campus. For more information, contact:
Web: ecampus.oregonstate.edu    Email: ecampus@oregonstate.edu    Telephone: 800-667-1465
My personal commitment to you is that I will work hard to enhance your learning in this class. At the same time, I cannot make you learn! The quality of your education is ultimately your choice. The classes are interactive, so your preparation and participation are critical.

COURSE SITE LOGIN INFORMATION
Information on how to login to your course site can be found HERE.

STATEMENT REGARDING STUDENTS WITH DISABILITIES
Oregon State University is committed to student success; however, we do not require students to use accommodations nor will we provide them unless they are requested by the student. The student, as a legal adult, is responsible to request appropriate accommodations. The student must take the lead in applying to Disability Access Services (DAS) and submit requests for accommodations each term through DAS Online. OSU students apply to DAS and request accommodations at our Getting Started with DAS page.

Students with accommodations approved through DAS are responsible for contacting the faculty member in charge of the course prior to or during the first week of the term to discuss accommodations. Students who believe they are eligible for accommodations but who have not yet obtained approval through DAS should contact DAS immediately at 541-737-4098.

ACADEMIC INTEGRITY AND STUDENT CONDUCT (OSU POLICY)
Students are expected to be honest and ethical in their academic work. Intentional acts of academic dishonesty such as cheating or plagiarism may be penalized by imposing an “F” grade in the course.

Student conduct is governed by the universities policies, as explained in the Office of the Dean of Student Life: Student Conduct and Community Standards. In an academic community, students and faculty, and staff each have responsibility for maintaining an appropriate learning environment, whether online or in the classroom. Students, faculty, and staff have the responsibility to treat each other with understanding, dignity, and respect.

Students are expected to conduct themselves in the course (e.g. on discussion boards, email postings, etc.) in compliance with the university's regulations regarding civility. Students will be expected to treat all others with the same respect as they would want afforded to themselves. Disrespectful behavior (such as harassing behavior, personal insults, inappropriate language) or disruptive behaviors are unacceptable and can result in sanctions as defined by Student Conduct and Community Standards.
For more info on these topics please see:

- Statement of Expectations for Student Conduct
- Student Conduct and Community Standards - Offenses
- Policy On Disruptive Behavior

PLAGIARISM

You are expected to submit your own work in all your assignments, postings to the discussion board, and other communications, and to clearly give credit to the work of others when you use it. Academic dishonesty will result in a grade of “F.”

- Statement of Expectations for Student Conduct
- Avoiding Academic Dishonesty

TECHNICAL ASSISTANCE

If you experience computer difficulties, need help downloading a browser or plug-in, assistance logging into the course, or if you experience any errors or problems while in your online course, contact the OSU Help Desk for assistance. You can call (541) 737-3474, email osuhelpdesk@oregonstate.edu or visit the OSU Computer Helpdesk online.

TUTORING

For information about possible tutoring for this course, please visit our Ecampus NetTutor page. Other resources include:

- Writing Center
- Online Writing Lab

STUDENT EVALUATION OF TEACHING

We encourage you to engage in the course evaluation process each term – online, of course. The evaluation form will be available toward the end of each term, and you will be sent instructions through ONID. You will login to “Online Services/MyOSU” to respond to the online questionnaire. The results on the form are anonymous and are not tabulated until after grades are posted. Course evaluation results are very important and are used to help improve courses and the learning experience of future students. Results from questions are tabulated anonymously and go directly to instructors and unit heads/supervisors. Unless a comment is “signed,” which will associate a name with a comment, student comments on the open-ended questions are anonymous and forwarded to each instructor. “Signed” comments are forwarded to the unit head/supervisor.