

Syllabus for
GMGT 561–Management in a Globalized Era
3 Credit hours
Fall 2010

I. COURSE DESCRIPTION

Challenges students to conceptualize the systemic nature of an organization and the strategic management thereof. Students are introduced to advanced readings in areas such as organizational diagnosis and change management, organizational effectiveness, organizational design, motivation, leadership, and the impact of global cultural factors.

Prerequisite: None

II. COURSE GOALS

The purpose of this course is to enable the student to do the following:

- A. Comprehend both macro and micro issues of management
- B. Study the use of a contingency approach to design fully integrated organizations that allow corporations to be profitable while making work productive and the worker achieving.
- C. Develop balance in issues related to various concerns including, but not limited to, long-term and short-term perspectives, management and labor views and cultural diversity.
- D. Learn to apply Biblical principles in management situations.

III. STUDENT LEARNING OUTCOMES FOR THIS COURSE

Terminal Objectives

As a result of successfully completing this course through lectures, class discussion, and case assignments, the student will be able to do the following:

- A. Explain how conditions existing at the time influenced the development of management thought at the beginning of the 20th century.
- B. Explain the five forces of firm's industry environment.
- C. Describe the critical forces in the domestic and global environment.
- D. Explain why a thorough understanding of culture is important for all managers.
- E. Describe the key strategies managers can use to create and change culture.
- F. Describe the rationale for why an understanding of basic approaches to ethical decision-making and corporate social responsibility is important.
- G. Explain the life cycles of new ventures, new industries, and the innovation process.
- H. Explain the concept of innovation adoption curve and its implication for choosing customers for new products, services, or firms.
- I. Define planning and explain its purpose.
- J. Explain budgeting as a planning tool.
- K. Explain the role of environmental analysis in strategy formulation.
- L. Utilize strategic planning tools, such as the product life cycle model, portfolio matrix, and SWOT analysis.
- M. Explain the traditional model of decision making.
- N. Describe the barriers to effective decision making and ways to overcome them.
- O. Describe the various structures for organizations and their strengths and weaknesses.
- P. Describe the similarities and differences between groups and teams.
- Q. Distinguish between the two major types of group conflict, and explain why one type can be relatively beneficial for groups.

- R. Explain why the effective management of human resources is a key to the career success or failure for all managers.
- S. Describe the basic activities of human resource management.
- T. Compare and contrast the various approaches to reinforcement and describe their relative advantages and disadvantages for use by managers.
- U. Describe how values and attitudes toward work can influence motivation.
- V. Describe the fundamental nature of leadership as part of the managerial role.
- W. Identify the basic components of the leadership process and state how they interact with each other.
- X. Describe the basic process of communication in a global environment.
- Y. Identify key barriers to effective communication.
- Z. Describe the four basic elements of the control process and the issues involved in each.
- AA. Differentiate between the different levels of control and compare their implications for managers.
- BB. Define operations management and explain its importance within service and manufacturing firms.
- CC. Define the concept and terms managers need for dealing effectively with information technology.
- DD. Describe the role that information system play in organizations and the importance of managing them responsibly.
- EE. Identify the internal and external forces for change in an organization.
- FF. Diagnose the causes of resistance to change and discuss possible approaches to dealing with such resistance.

IV. TEXTBOOKS

A. Required Textbooks

International Business: The Challenges of Globalization, Wild, Wild, Han (2009).
Fifth Edition. Prentice Hall, Upper Saddle River, NJ.
ISBN- 13: 978-0-13-715375-6

Nuts!: Southwest Airlines' Business and Personal Success, Freiberg, K. and Coffman, C. (1998). New York, NY: Broadway Books.
ISBN# 0-7679-0184-3

Boom! 7 Choices for Blowing the Doors Off Business-As-Usual, Freiberg, Kevin, & Freiberg, Jackie (2007). Nashville, TN: Thomas Nelson.
ISBN# 978-1-5955-5116-0

B. Other Resources

Films, videos, guest speakers, and other learning aids may be assigned by the instructor in order to broaden the student's exposure to important topics.

V. POLICIES AND PROCEDURES

A. University Policies and Procedures

1. Attendance at each class or laboratory is mandatory at Oral Roberts University. Excessive absences can reduce a student's grade or deny credit for the course.
2. Students taking a late exam because of an unauthorized absence are charged a late exam fee.
3. Students and faculty at Oral Roberts University must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print,

electronic, video, multimedia, or computer software. Plagiarism and other forms of cheating involve both lying and stealing and are violations of ORU's Honor Code: "I will not cheat or plagiarize; I will do my own academic work and will not inappropriately collaborate with other students on assignments." Plagiarism is usually defined as copying someone else's ideas, words, or sentence structure and submitting them as one's own. Other forms of academic dishonesty include (but are not limited to) the following:

- a. Submitting another's work as one's own or colluding with someone else and submitting that work as though it were his or hers;
- b. Failing to meet group assignment or project requirements while claiming to have done so;
- c. Failing to cite sources used in a paper;
- d. Creating results for experiments, observations, interviews, or projects that were not done;
- e. Receiving or giving unauthorized help on assignments.

By submitting an assignment in any form, the student gives permission for the assignment to be checked for plagiarism, either by submitting the work for electronic verification or by other means. Penalties for any of the above infractions may result in disciplinary action including failing the assignment or failing the course or expulsion from the University, as determined by department and University guidelines.

4. Final exams cannot be given before their scheduled times. Students need to check the final exam schedule before planning return flights or other events at the end of the semester.
5. Students are to be in compliance with University, school, and departmental policies regarding the Whole Person Assessment requirements. Students should consult the Whole Person Assessment handbooks for requirements regarding general education and the students' majors.
 - a. The penalty for not submitting electronically or for incorrectly submitting an Whole Person Assessment artifact is a zero for that assignment.
 - b. By submitting an assignment, the student gives permission for the assignment to be assessed electronically.

B. Course Policies and Procedures

1. Evaluation Procedures

a. Grading Scale

A = 90% -100%

B = 80% - 89%

C = 70% - 79%

D = 60% -69%

F = Below 60%

b. Point Distribution:

Research Paper	125 points
Midterm Exam	100 points
Final Exam	100 points
Class Assignments	80 points
<u>Participation</u>	<u>50 points</u>
Total	455 points

c. Research Paper Point Detail:

Outline	15 points
First Draft	40 points
Final Paper	50 points
Power Points	25 points

2. Whole Person Assessment Requirements: None

3. Other Policies

- a. If for any reason, students are unable to take an exam at the regularly scheduled time, they must clear the absence in advance with the professor. Students who do not clear exam absences in advance of the absence are penalized the greater of either 10 points or 1 letter grade. It is the student's responsibility to schedule a make-up exam time with the professor. Tests that have not been made up by the day of the final exam automatically become a zero (0) grade.
- b. Assignments are due when scheduled. Assignments accepted late receive half credit – except for administrative or medical excuses (Late is defined as the end of the class period during which the assignment is scheduled due). Even if a student has been excused from class, student should make every effort to see that the assignment arrives when it is due.
- c. Students missing class due to a medical ailment need an appropriate medical excuse for the instructor. Students who are sick enough to miss class are sick enough to see a doctor. A medical or administrative excuse must be presented to the instructor before any missed work may be made up.
- d. Students are responsible for all information covered, presented, or assigned in class.
- e. Exams cover all material presented in class, outside readings, text assignments, films, guest speakers, and handouts.
- f. Students should utilize modern technology in the development of plans and reports. Professional quality reports and presentations are expected.
- g. The above are designed to train students to be high performers as well as highly responsible individuals.
- h. Professor's name: Dr. Walt MacMillan
Office: Graduate Center 3F15
Telephone: 495-6562
e-mail: wmacmillan@oru.edu

II. COURSE CALENDAR

Date	Chapter	Assignment
12 August	Introduction	Introduction to class and review of assignments
19	Ch 1: The Management of International Organizational Behavior	Read Chapters 1-4 Nuts!
26	Ch 2: Culture and Organizational Behavior Ch 3: Ethics and Social Responsibility	Nuts! Ch 5-8
2 September	Ch 4: Communication	Nuts! Ch 9-12

9	Ch 5: Negotiation and Conflict Resolution Ch 6: Groups and Teams	Nuts! Ch 13-16
16	Ch 7: Motivation	Nuts! Ch 17-23
23	Ch 8:	
30	Midterm Exam	Chapters 1-8
7 October	Ch 9: International Financial Markets	Boom! Ch 1
Fall Break 8-17		
21	Ch 10: International Monetary System Ch 11: International Strategy and Organization	Boom! Ch 2
28	Ch 12: Analyzing International Opportunities	Boom! Ch 3-4
4 November	Ch 13: Selecting and Managing Entry Modes Ch 14: Developing and Marketing Products	Boom! Ch 5
11	Ch 15: Managing International Operations Ch 16: Hiring and Managing Employees	Boom! Ch 6
18	Presentations	
Thanksgiving Break 23-28		
2 December	Presentations	
Final Exams December 3-10		

Assignments will be given in class

Course Inventory for ORU's Student Learning Outcomes

GMGT 561-Management/Organizational Theory Fall 2010

This course contributes to the ORU student learning outcomes as indicated below:

Significant Contribution – Addresses the outcome directly and includes targeted assessment.

Moderate Contribution – Addresses the outcome directly or indirectly and includes some assessment.

Minimal Contribution – Addresses the outcome indirectly and includes little or no assessment.

No Contribution – Does not address the outcome.

The Student Learning Glossary at <http://ir.oru.edu/doc/glossary.pdf> defines each outcome and each of the proficiencies/capacities.

OUTCOMES & Proficiencies/Capacities		Significant Contribution	Moderate Contribution	Minimal Contribution	No Contribution
1	Outcome #1 – Spiritually Alive Proficiencies/Capacities				
1A	Biblical knowledge			x	
1B	Sensitivity to the Holy Spirit		x		
1C	Evangelistic capability		x		
1D	Ethical behavior	x			
2	Outcome #2 – Intellectually Alert Proficiencies/Capacities				
2A	Critical thinking	x			
2B	Information literacy	x			
2C	Global & historical perspectives	x			
2D	Aesthetic appreciation			x	
2E	Intellectual creativity	x			
3	Outcome #3 – Physically Disciplined Proficiencies/Capacities				
3A	Healthy lifestyle		x		
3B	Physically disciplined lifestyle			x	
4	Outcome #4 – Socially Adept Proficiencies/Capacities				
4A	Communication skills	x			
4B	Interpersonal skills	x			
4C	Appreciation of cultural & linguistic differences		x		
4D	Responsible citizenship		x		
4E	Leadership capacity	x			

(Revised 2/18/10)