MGMT 405 – Introduction to Management and Organizational Behavior

Undergraduate Curriculum Committee Course Review

COURSE NUMBER AND TITLE: MGMT 405 – Introduction to Management and Organizational Behavior

COURSE DESCRIPTION

Per the online bulletin description, MGMT 405 (Introduction to Management and Organizational Behavior) is a three-unit class that entails the following: Management and organizational behavior within domestic and international organizations. Functions of planning, organizing, directing, and controlling; managerial process of decision-making and communication; individual motivation and group dynamics within the organizational setting.

COURSE CONTENT & OBJECTIVES

To provide the student with a practical analytical framework for their study of management and to present a systematic description of managerial concepts and practices relevant to all types of organizations. To understand characteristics of effective organizations and the challenges they will encounter during the 21st century. This includes understanding actions and factors related to effectively performing key managerial functions; becoming familiar with ethical theories and ethical dilemmas; understanding a variety of behavioral factors related to effective managerial, organizational, and employee performance; the ability to apply concepts related to managerial, organizational, and employee performance in a variety of settings and situations.

Main course topics and themes over a 15-week semester include:

1) Managers & Evolution of Management Thought/History
2) Managerial Decision-Making
3) Managing the External Environment
4) Managing in a Global Environment
5) Managing Organizational Culture
6) Managing Social Responsibility
7) Business Ethics
8) Ethical Workplace Issues
9) Innovation and Change Management
10) Strategic Management
11) Entrepreneurship
12) Designing Organizational Structure
13) Managing Human Resources
14) Understanding Unions
15) Teams & Groups
16) Management Communications
17) Understanding & Managing Individual Behavior
18) Training & Motivating Employees
19) Leadership

Textbooks Used:
Management, Richard Daft, Cengage Learning
Management, Robbins & Coulter, Pearson
Contemporary Management, Gareth Jones & Jennifer George, McGraw Hill

Management, Schermerhorn, John Wiley & Sons.
Introduction to Management & Organizational Behavior (edited) Kendall Hunt.

BSBA LEARNING GOALS

BSBA Learning Goals are located in Appendix B. As an introductory/survey course, MGMT 405 supports a number of basic competencies in management, critical thinking and the ability to analyze alternatives in a business context, knowledge of the importance of team skills, a general appreciation of diversity and basic concepts in business ethics. These learning goals related specifically to BSBA Learning Goals 1,3,4 & 5 respectively.

PREREQUISTES

Restricted to upper-division Business, Family and Consumer Sciences, Apparel Design and Merchandising, Design and Industry, Gerontology, Hospitality Tourism Management, and Recreation, Parks, and Tourism majors.

TEACHING METHODS AND DELIVERY

From Spring 2014 to Fall 2019, the course was taught primarily online every semester and summer, with one face-to-face "flipped" section offered every Fall. Teaching methods included lectures, online discussion boards requiring written submissions on focused course themes/topics, video cases, quizzes, and exams. The online section includes six discussion board forums that are integrated with key chapter topics, as well as an expanded section on ethics. In addition, each chapter is now linked to key glossary terms, power point presentations, and online flash cards.

GRADING, ENROLLMENTS & CONSISTENCY ACROSS INSTRUCTORS

Syllabi

Appendix C contains the representative syllabi for sections offered by the instructors who have taught the class since Fall 2014. This includes both the online and "flipped" face-to-face sections.

Course Enrollments

For the terms from Spring 2014 to Fall 2019, enrollment totaled 11,439 students (counting summer data). Average enrollments by semester were 919 in Fall, 873 in Spring, and 153 in Summer (See Appendix # for complete and data).

Grading (GPAs)

The mean GPA for all sections was 2.79 with a .35 SD; weighted grade point average was 2.92 (See Appendix D). For the online section, a new grading system was initiated beginning in Summer 2018. Prior to this period, the "drop-the-lowest exam score" policy had been in effect. Removing this option brought down the GPA to under 2.8

The average DFW for all sections was 12%, below the 15% cutoff as set by Institutional Research. The DFW rate was consistently higher in the face-to-face section. The Fall 2019 section taught by instructor B was an outlier with a DFW rate of 30%. Now that the face-to-face section is no longer taught by instructor B (in which the DFW rate was above the SFSU mean for six semesters during the review period), we

anticipate a significant reduction in the DFW rate. One key factor contributing to the DFW rate is that late adds of CEL third strike students to the course. Often such students wait until the third week to petition for being added to the course, which then requires several signatures – delaying the time it takes to be enrolled into the course. This administrative delay puts these students at further risks, as they will have missed the first four weeks of readings and assignments. To correct this, Instructor A is now manually adding such students directly into iLearn so they can gain immediate access to course materials while awaiting for the Registrar to formally add them to the course. These correction actions will ensure a lower and more consistent DFW rate. (See Appendix D for graphs and complete data).

COURSE IMPROVEMENTS & UPGRADES

The online section of MGMT 405 has undergone a number of continuous and major pedagogical improvements:

Enhanced Focus on Ethics
The online section recently introduced additional chapters on Workplace Ethics and Unions/Labor. This enhancement is in alignment with the vision of the Lam Family College of Business aims to apply "…ethical perspectives to our understanding of business practice, global leadership, innovation, the economy and society."

Reducing Textbook Cost
First, the adoption of e-textbooks by several publishers reduced the cost of the required text from $180 to as low as $90.

Adaptive Learning Systems
For several years, the online section utilized innovative "adaptive learning systems" from such publishers as Cengage, McGraw Hill and Pearson. These systems enabled differentiated instructions at a personalized level of learning, utilizing both diagnostic and formative assessments which are designed to adjust to the level of type of course content based on an individual student's abilities or skills. While these systems proved beneficial to student learning, the user interface and navigation within iLearn was less than desirable and not ideal (see the user interface comparisons below).

Online Readiness Assessment Tools
A number of Online Student Readiness multi-media modules that have been professionally developed and successfully utilized by the California Community College system. This series of interactive multimedia tutorials address the real challenges experienced by online students, new and experienced, while pursuing success in online classes. These include such topics as: Introduction to Online Learning; Dispelling Common Myths of Online Courses; Online Study Skills and Managing Time; Online Reading Strategies. During the Course Orientation, students are encouraged to view these interactive videos.

Grade Integration with iLearn
One of the issues and challenges of an online mega-section with student enrollments ranging from 750-900 students per semester, is e-textbook/grade integration within iLearn. For several years, full integration was not available, which required a manual transfer/export of grades from the publishers' sites into iLearn's gradebook. This manual export of grades from exams/quizzes was tedious and time consuming. Starting in 2015, publishers such as McGraw Hill and Pearson began to offer full integration capabilities. However, the security requirements and other compliance issues with SFSU's Academic Technology proved

problematic, given that iLearn is an open source (Moodle) platform. In addition, the e-textbook in PDF format was not ideal across various devices (smart phones, tablets, iPads and other browsers).

<u>Assurance of Academic Integrity</u>
Numerous measures have been taken to enhance academic integrity and reduce the possibility of student cheating. First, a very large test-bank of questions has been created – with over 100 questions per chapter. This allows the learning management system to randomize the questions for each student taking an exam, so that each student has a unique question pool. Second, by switching to a customized, edited textbook – students can no longer find illegal test-banks online that are associated with particular publisher textbooks. In addition, students are not allowed to view their answers after taking the exam; this prevents copying answers. If they wish to do so, they must meet in person with the instructor to review answers during the instructor's office hours.

**<u>Enhancements to Course/User Interface</u>**
A decision was made to create an edited e-textbook in HTML format which provided ease of access and navigation across all devices, iOS and Android, various browsers and platforms. The steps for registering and purchasing the e-textbook was also simplified and streamlined. Course navigation is now much more intuitive and user-friendly. More importantly, the user interface is more appealing and engaging compared to the iLearn shell/template.

Below is a screen shot comparison showing the improvements in the user interfaces:

SPRING 2020 HTML Student-User Interface

MENU

INTRODUCTION TO
MANAGEMENT
– and –
ORGANIZATIONAL BEHAVIOR
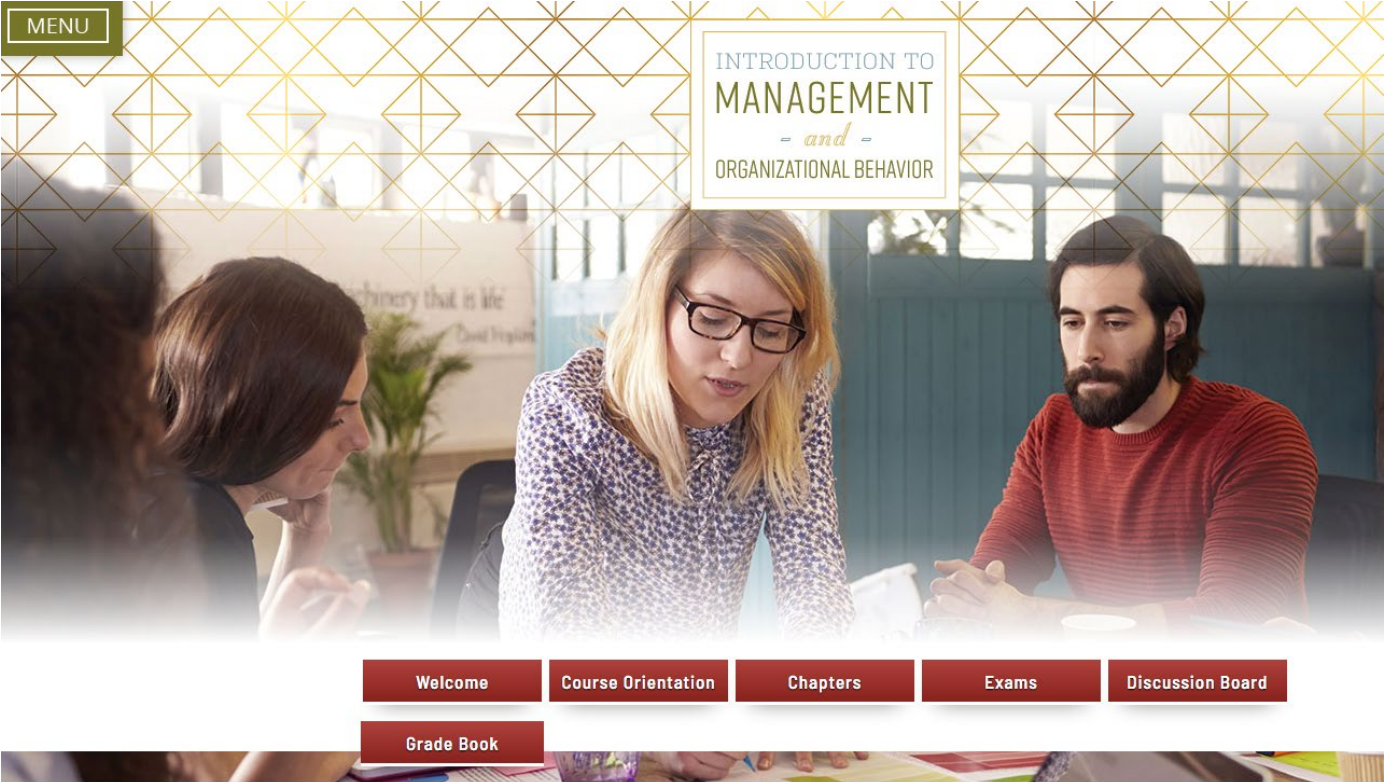
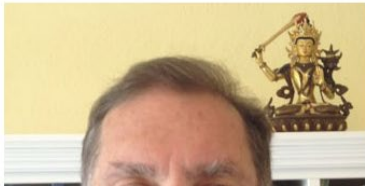| Welcome | Course Orientation | Chapters | Exams | Discussion Board |

| Grade Book |

» Welcome

AUTHOR BIO

RESOURCES

Syllabus
Weekly Schedule

SYLLABUS SIGN–

FALL 2016 McGraw Hill – iLearn Interface

Full screen | **Turn editing on**

Latest news   ▣

Add a new topic...

Week 16 Update
2:53 PM, Dec 12 Ronald
Purser

Week 15 Update
8:50 AM, Dec 6 Ronald Purser

Week 14 update
10:06 AM, Nov 28 Ronald
Purser

Week 13 Update
8:19 AM, Nov 16 Ronald
Purser

WEEK 12 UPDATE
7:21 AM, Nov 7 Ronald Purser

Older topics ...

Administration   ▣

▾ Course administration
  ✎ Turn editing on
  ⚙ Edit settings
  ▸ Users
  ▼ Filters
  ▸ Reports
  ▦ Grades
  ⚙ Gradebook setup
  ⤒ Backup
  ⤓ Restore
  ⤓ Import
  ◉ Publish
  ↺ Reset
  ▸ Question bank
  📔 My Bookshelf
  ⓘ CourseStream
  ⏱ Video Dashboard
▸ Switch role to...
▸ Site administration

Search in settings [   ] Go

My Courses   ▣

You are not currently enrolled
in any courses in the Summer
2018 category

Show all my courses

Show all courses

MGMT 0405-02 Introduction to Management and Organizational Behavior Fall 2016

Expand all / Collapse all

🖼 News & Announcements

General

Ronald Purser is Professor of Management in the College of Business and the Educational Doctorate in Leadership program in the College of Education at San Francisco State University. Prior to this, he was a tenured professor and Graduate Program Director at the Center for Organization Development at Loyola University of Chicago. Dr. Purser earned his Ph.D. in Organizational Behavior from the Weatherhead School of Management at Case Western Reserve University and his B.A. in Psychology from Sonoma State University. He is past Division Chair of the Organization Development and Change division of the Academy of Management.

His writings now focus on how Buddhist practices can transform organizations and society, and serve as a countercultural force to Western consumer capitalism.

Office Hours:

Thursday in person: BUS 349 3:00 pm - 5:00 pm

Thursday online: via Skype (Skype id: rpurser1) 11:00 am - 1:00pm

Teaching Assistant: Michael Gotham, gothamsfsu@gmail.com

Teaching Assistant: Jacky Cheng,

jrcheng405@gmail.com

Please watch the video below for learning how to register and purchase the required e-textbook CONTEMPORARY MANAGEMENT 9th edition, Jones from McGraw Hill. This is the only way you will be able to register and purchase the required e-book for McGraw Hill CONNECT which provides access to the weekly LearnSmart Assignments.

📄 MGMT 405 Fall 2016 Course Syllabus

📑 Student Registration Instructions (slides)

📄 Student Registration Instructions (document)

📄 Video Instructions for Purchasing Connect

📑 McGraw Hill Student Registration Video

Click on the green puzzle icon below to purchase and access the textbook from McGraw Hill. The textbook costs $99.00.

🧩 Connect

🖼 Ask the Instructor/TAs Forum

WEEK ONE: AUGUST 24 (WED) = AUGUST 28 (SUNDAY)

STUDENT INTRODUCTIONS: (Post your digital photo on iLearn; participate in the Student Introductions forum. Introduce yourself.) Due 09/11/2016 @ 11:30PM

Read & Study Chapter 1 "Managers and Managing"

Complete LearnSmart Assignment - How to Navigate SmartBook - Due 09/11/2016 THIS ASSIGNMENT IS NOT GRADED

Complete LearnSmart Assignment #1 - Jones & George CH. 01: Managers and Managing - Due 09/11/2016 @ 11:30PM

🖼 Student Introductions Forum

Introduce yourself to the class. You have probably done this in a face-to-face class before, so it is the same. Please include a picture of yourself.This is the first forum for Student Introductions

iLearn Help   ▣

📧 Email iLearn Support
💬 Chat
📙 Contact Information
ⓘ Help Documents

Course navigation   ▣

MGMT040502-F16R
▸ Participants
▸ Reports
▸ Section 0
▸ General
▸ WEEK ONE: AUGUST 24 (WED) = AUGUST 28 (SUNDAY)
▸ WEEK TWO: AUGUST 29 - SEPTEMBER 4
▸ WEEK THREE: SEPTEMBER 5 - SEPTEMBER 11
▸ WEEK FOUR: SEPTEMBER 12 - SEPTEMBER 18
▸ WEEK FIVE: SEPTEMBER 19 - SEPTEMBER 25
▸ WEEK SIX: SEPTEMBER 26 - OCTOBER 2
▸ WEEK 7: OCTOBER 3 - OCTOBER 9
▸ WEEK EIGHT: OCTOBER 10 - OCTOBER 16
▸ WEEK NINE: OCTOBER 17 - OCTOBER 23
▸ WEEK TEN: OCTOBER 24 - OCTOBER 30
▸ WEEK ELEVEN: OCTOBER 31 - NOVEMBER 6
▸ WEEK TWELVE: NOVEMBER 7 - NOVEMBER 13
▸ WEEK THIRTEEN: NOVEMBER 14th - NOVEMBER 20th
▸ THANKSGIVING WEEK RECESS
▸ WEEK FOURTEEN: NOVEMBER 28 - DECEMBER 4
▸ WEEK FIFTEEN: DECEMBER 5 - DECEMBER 11
▸ ...EMBER 12 - DECEMBER 14th (Last Day of Instruction)
▸ LAST EXAM 6: FINALS WEEK DECEMBER 15 - DECEMBER 17
▸ Section 20
▸ Section 21
▸ Section 22

Quickmail   ▣

✉ Compose New Email
✎ Signatures
⚙ View Drafts
⚙ View History
✎ Alternate Emails
⚙ Configuration

- News Forum
- Welcome to MGMT 405 Video
- MGMT 405 - Spring 2014 - Syllabus
- MGMT 405 - Student Handbook - Spring 2014
- FREQUENTLY ASKED QUESTIONS VIDEOS
- MGMT 405 ONLINE ORIENTATION VIDEOS
- APLIA ORIENTATION VIDEOS
- MGMT 405 FAQs Pt 1
- How to Register for Aplia Video
- First Day for Aplia powerpoint
- Aplia Website
- TIPS FOR SUCCESS
- "Ask The Instructor" Forum
  43 unread posts
- Introducing our Teaching Assistants

Course Orientation Videos

To prepare students for success in the online section, several course orientation videos were incorporated. Some students in the College may have never taken an online course, so welcoming and situating them in the context of an online learning environment is part of the course orientation. Beginning in Fall 2020, students will be required to view several webinars that provide a thorough course walk-through for navigating the course, tips for taking exams and submitting to discussion boards, along with an assessment of student readiness for online learning, strategies for study skills and time management, and Frequently Asked Questions regarding the course.

Course Improvements in Process

There are a number of course improvements that are currently in process and will be implemented in Summer/Fall 2020:

- **Course Navigation Walk-Throughs and Interactive FAQs:** This semester multi-media modules using SnagIt software will provide a higher quality course orientation experience for students using walk-throughs for registering/purchasing the e-book, taking exams, and posting in discussion board forums. SnagIt walk-through videos will be available by Fall 2020.

- **High Definition Video Chapter Lectures:** Using a high definition video camera with Camtasia Studio software, video chapter lectures will replace older videos shot on a desktop webcam. Camtasia Studio will allow integration of instructor lectures with chapter powerpoint slides.

- **Zoom Webinars:** Later this semester (and during the summer session), on-demand Zoom Webinars (not the same as Zoom meetings) will be piloted as an experiment to convene once a week chapter question and answer sessions. Zoom webinars will be archived for asynchronous viewing.

STAFFING

During the review period, MGMT 405 was taught by two instructors. One instructor was teaching it on FERP in a face-to-face format once every Fall semester; the instructor fully retired at the end of the Fall 2019 semester. For the next five years, there are no foreseeable staffing issues as the mega-online section that is currently offered will accommodate student demand. However, it is recommended that by Fall 2024 a staffing transition be implemented by training an instructor to begin teaching a small online section of MGMT 405 with a gradual increase in student enrollments as that instructor gains confidence and skill to teach the online mega-section.