

Syllabus
BUS 315, Global Management and Organizational Behavior, Section 1
Spring 2021

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Please contact me anytime using this UH email address, and limit your use of my cell to emergencies only.

Class Meets: Tuesday 1/12/2021 through Tuesday 5/11/2021
Tuesday and Thursday from 9:00am to 10:15am on Zoom
CRN: 88180
Office Hours: Tuesday and Thursday after Class
Disability Access: Students with disabilities are encouraged to contact the KOKUA Program for information and services. Services are confidential and students are not charged for them. Contact KOKUA at 956-7511 (voice/text), kokua@hawaii.edu, or Student Services Center, Room 13.

TEXT: To purchase the course text: **Understanding Management**, by Richard L. Daft & Dorothy Marcic, 11th edition, please use this link and/or go to the Cengage.com site, where you will see an option of purchasing just the eBook or print rental:

<https://www.cengage.com/c/mindtap-for-understanding-management-11e-daft/9781337917681PF/>

The second tab from the left indicates the option for the author Daft, 11e, titled "Textbook/eBook."

You may also purchase the hardcopy textbook and/or eBook from the UH Bookstore.

COURSE OBJECTIVES:

Business 315 is a basic introduction to management, which will serve as a cornerstone of your career/professional development planning. Specifically, this course is designed to introduce the basic concepts of management including definitions, principles, major schools of thought,

management functions, and current management events and issues. The course objectives are designed to help students to:

- understand major theories and concepts in organizational behavior and how to apply them to the management of people and your career/professional development;
- develop interpersonal and managerial skills, teamwork and promote critical thinking and effective communication; and,
- gain an understanding of the development of organizations, the importance of multinational business, and the implications of international management as well as the relevance of a global society, cultural sensitivity and knowledge.

CLASS STRUCTURE:

- This class is a series of Zoom online lectures/discussions. You are expected to participate in these daily class discussions. You may signal to me that you have a comment or question at any time, either by turning on your microphone and speaking, or by sending a text chat to me and the class. I will record each day's class lecture/discussion, and these recordings, as well as supplemental notes that I've prepared, will be available to you on my Google Drive throughout the course's duration.
- A variety of instructional methods will be used, including lecture, group discussions, experiential exercises, and case discussions. Each student will be assigned to a group by the second day of class. As such, students will also be required to participate remotely online (i.e., not in person) with their assigned group in the preparation of both an Ethics Paper and Final Project PowerPoint, as well as in a live online group Ethics Debate and Final Project Presentation. You are expected to complete all readings prior to class to increase the quality of class discussions.

ATTENDANCE:

- Students are expected to attend every class. You are allowed to miss two classes without affecting your grade. **After two misses, 10 points will be mandatorily deducted from your final course grade. After five cumulative misses, another 10 points will be mandatorily deducted from your final course grade.** Absence due to sickness, accident, family issue, logistical impossibility, etc., will not be counted into these two exceptions. Students need to scan and submit either a doctor's note (when available) or send me a detailed personal UH email with an acceptable reason for the absence, in order to be excused.
- I will be closely tracking your attendance using Zoom's automated attendance report, and I will let you know via UH email asap after your second unexcused absence that you

should be alert to another unexcused third absence. The Zoom automated attendance report records the number of minutes (out of the 75 minutes of each recorded class lecture) that you are in attendance, and I will also monitor this number. Please let me know via email if you're expecting to be late to class, prior to the start of class.

PARTICIPATION AND PREPARATION:

- To encourage you to participate in class discussion, so that I can observe your level of participation, and because regular lectures include information beyond the scope of the textbook, you are required to "share video" for every lecture (with your microphone turned off) for the entire class. If you cannot abide with this requirement, please let me know your reason at your earliest convenience, and I will consider it.
- Participation in class discussions and group exercises is strongly encouraged; it will contribute to your experience in class and could bolster your final grade at my discretion.

ACADEMIC DISHONESTY, as defined by the UH Student Conduct Code (www.hawaii.edu/student/conduct) may lead to redoing the assignment, receiving a failing or reduced grade for the course or being referred to the UH Dean of Students for University disciplinary action. More information on the issue provided in the back of the syllabus.

PROFESSIONAL STANDARDS: The University expects students to maintain standards of personal integrity that are in harmony with the educational goals of this institution; to respect the rights, privileges, and property of others; and to observe national, state, and local laws and University regulations.

COURSE REQUIREMENTS

Midterm and Final Exams:

Students will be responsible for all material assigned from the text, assigned articles and lectures. There will be two exams, a Midterm (based on material covered in the first half of the semester) and a Final (based on material covered in the second half of the semester).

I will distribute a Midterm Exam Study Guide sheet as well as a Final Exam Study Guide sheet to you several days before each exam, so you'll know which topics I consider most important for you to study in preparation.

The Midterm and Final Exams will be multiple choice, open book, open note and open Internet, and will be graded on a curve, if necessary. You may not contact or communicate with anyone during the exam in any manner, except of course you may contact me with questions via microphone or text chat.

I will distribute exams, as well as answer sheets to you via Laulima in the “Assignments” section, and you should email them back to me in a timely manner via Laulima. Exams may be graded on a curve, if needed.

- No make-up exams will be given, and an “Incomplete” grade is not available for this course.
- If you miss the scheduled Midterm Exam, you must notify me as soon as possible and provide a supporting document for your absence.
- If I agree that your reason is sufficient to warrant absence from the missed Midterm Exam, the 25% weight of the missed Midterm Exam will be added to the Final Exam (thus, your Final Exam score will count towards 50% of your total course grade).
- If you do not notify me or cannot provide an acceptable, documented reason for the missed Midterm Exam, you will be assigned a grade of 0%, which will account for 25% of your grade.
- There is no makeup Final Exam available. A missed Final Exam will be assigned a grade of 0%; we will discuss grade handling for a missed Final Exam on an individual basis.

Written Assignments:

1. Self-Reflection Paper: This paper will focus on what you have learned about yourself and the potential you have in your career field (please see attachment).
2. Ethics Debate Paper and Live Debate (please see attachment).
3. Group Case Study Project – PowerPoint Presentation: A research project in which your team will analyze a company or an organization (please see below).

Group Case Study PowerPoint & Presentation - (Teams: Airbnb, Apple, DoorDash, Google, Tesla, and Uber):

The Group Case Study PowerPoint and Presentation should be an approximately 10 to 12-page PowerPoint, based on your group’s company’s initial public offering prospectus, 10Q and 10K quarterly and annual reports to shareholders, the company’s website, and other googled topics, and your group should cite your references at the end. Be sure to include Introduction and Conclusion pages. Each group will be required to submit one PowerPoint.

Your group may divide up preparation responsibilities in any manner you like, and you should plan to organize at least two or three telephone conference calls (no meetings in person) among your group to divide up the responsibilities for preparation, as described in the six points below.

The group Case Study PowerPoint is due to me via email by 9am Tuesday, April 20th, and presentations will be made to the class for 15 minutes or so on either Tuesday, April 20th or Thursday, April 22nd (i.e., three groups per day). Each member of your group is expected to deliver part of the Presentation to the class, and each will receive the same grade.

- (1) In your opinion, what is the ONE most important, major challenge, problem, or decision facing the company? This challenge could be related to an environmental, global business, management, HR, marketing, or financial issue.
- (2) Do a brief SWOT analysis for this company.
- (3) Discuss which factors are important in understanding this decision situation?
- (4) Discuss at least two or three alternatives available to this company to solve this problem?
- (5) Which of these alternatives do you recommend and why?
- (6) What are some ways to implement your recommendations?

GRADING: Your grade will be based on your performance on the two exams, the individual Self Reflection Papers, the group Ethics Debate and Paper, the Group Case Study PowerPoint and Presentation, and your class attendance/participation.

Task	% of grade
Midterm Exam	25%
Final Exam	25%
Self-Reflection Paper	15%
Ethics Debate and Paper	15%
Group Case Study	<u>20%</u>
Total:	<u>100%</u>

Note: *Modifications may be made in the schedule and/or assignments.*

Grades	Percentage
A or A+	95-100
A-	90-94
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D	60-69
F	59/below

COURSE SCHEDULE AND READING ASSIGNMENTS

(Subject to change)

#	DAY	DATE	CHAPTER / LECTURE TOPIC	ASSIGNMENT
1	Tues	Jan 12	<ul style="list-style-type: none"> Syllabus review and discussion of Paper and Projects Introductions Team assignments 	
2	Thurs	Jan 14	<ul style="list-style-type: none"> Chapter 1 – Innovative Management; Overview 	
3	Tues	Jan 19	<ul style="list-style-type: none"> Chapter 1 – Innovative Management; History of Management Thought Discuss requirements for Self-Reflection Paper (attached) 	<ul style="list-style-type: none"> Read: “A Brief History of Management’s Roots” (will be distributed)
4	Thurs	Jan 21	<ul style="list-style-type: none"> Discuss Career Article <i>Myers- Briggs Discussion (Page 381-382 in textbook)</i> Chapter 10 – Understanding Individual Behavior 	<ul style="list-style-type: none"> Read Article: “Manage Your Own Career” https://www.stlouisfed.org/open-vault/2018/november/manage-your-own-career Take Personality Assessment – Jung’s Typology on Page 395, or Alternatively take it Online http://www.humanmetrics.com/cgi-win/JTypes1.htm ** Bring score to class**
5	Tues	Jan 26	<ul style="list-style-type: none"> Chapter 2 – Corporate Culture Review: Personal Branding Workbook Continue Self-Reflection Paper Discussion 	<ul style="list-style-type: none"> Personal Branding Workbook (will be distributed) Read Article: “Building Your Career” (will be distributed)
6	Thurs	Jan 28	<ul style="list-style-type: none"> Chapter 3 – Globalization and Managerial Issues 	

7	Tues	Feb 2	<ul style="list-style-type: none"> Chapter 5 – Planning and Goal Setting 	<ul style="list-style-type: none"> Individual Self-Reflection Papers due at 9am (be sure to attach your completed Personal Branding Workbook)
8	Thurs	Feb 4	<ul style="list-style-type: none"> Chapter 5 – Planning and Goal Setting Making Effective Presentations Review “Presenting with Impact” 	
9	Tues	Feb 9	<ul style="list-style-type: none"> Chapter 6 – Managerial Decision-Making 	
10	Thurs	Feb 11	<ul style="list-style-type: none"> Management and Entrepreneurship Business Plan Discussion 	<ul style="list-style-type: none"> Visit the website: http://www.1871.com/ and read about entrepreneurship at Chicago’s digital community
11	Tues	Feb 16	<ul style="list-style-type: none"> Management and Entrepreneurship Discuss requirements for Ethics Debate (attached) 	<ul style="list-style-type: none"> Read: “Managing Entrepreneurial Ventures” (will be distributed)
12	Thurs	Feb 18	<ul style="list-style-type: none"> Chapter 4 – Ethics and Social Responsibility Ethics Debate Prep 	
13	Tues	Feb 23	<ul style="list-style-type: none"> Chapter 4 – Ethics and Social Responsibility 	
14	Thurs	Feb 25	<ul style="list-style-type: none"> Business Ethics Debate 	<ul style="list-style-type: none"> Business Ethics Project Paper is due at 9am, one Paper per Group
15	Tues	Mar 2	<ul style="list-style-type: none"> Business Ethics Debate 	
16	Thurs	Mar 4	<ul style="list-style-type: none"> Review Midterm Exam Study Guide 	<ul style="list-style-type: none"> Study Chapters 1 thru 6; 10 and Entrepreneurship
17	Tues	Mar 9	<ul style="list-style-type: none"> Midterm Exam 	<ul style="list-style-type: none"> Chapters 1 thru 6; 10 and Entrepreneurship

18	Thurs	Mar 11	<ul style="list-style-type: none"> Chapter 7 – Organizational Structure 	
	Tues	Mar 16	<ul style="list-style-type: none"> <i>Spring Recess</i> 	
	Thurs	Mar 18	<ul style="list-style-type: none"> <i>Spring Recess</i> 	
19	Tues	Mar 23	<ul style="list-style-type: none"> Chapter 8 – Managing Change 	<ul style="list-style-type: none"> Read Article, “Look East for Management Innovation” https://www.forbes.com/sites/ceibs/2014/07/02/look-east-for-management-innovation/#181811ac4f58
20	Thurs	Mar 25	<ul style="list-style-type: none"> Chapter 9 – HR and Diversity; Managing People 	
21	Tues	Mar 30	<ul style="list-style-type: none"> Chapter 9 – HR and Diversity; Workplace Diversity Group Project Review 	
22	Thurs	Apr 1	<ul style="list-style-type: none"> Chapter 11 – Leadership 	
23	Tues	Apr 6	<ul style="list-style-type: none"> Chapter 11 – Leadership; Power and Influence 	
24	Thurs	Apr 8	<ul style="list-style-type: none"> Chapter 12 – Motivating Employees 	
25	Tues	Apr 13	<ul style="list-style-type: none"> Chapter 13 – Communication and Information 	<ul style="list-style-type: none"> Read Article: Management Communication https://www.managementstudyguide.com/managerial-communication.htm

26	Thurs	Apr 15	<ul style="list-style-type: none"> Chapter 13 – Communication and Information 	
27	Tues	Apr 20	<ul style="list-style-type: none"> Group Case Study Presentations to Class 	<ul style="list-style-type: none"> Group Case Study PowerPoints are due at 9am, one per group
28	Thurs	Apr 22	<ul style="list-style-type: none"> Group Case Study Presentations to Class 	
29	Tues	Apr 27	<ul style="list-style-type: none"> Chapter 14 – Leading Teams 	
30	Thurs	Apr 29	<ul style="list-style-type: none"> Chapter 14 – Leading Teams Review Final Exam Study Guide 	
31	Tues	May 4	<ul style="list-style-type: none"> Finish Lectures; Review Final Exam Study Guide 	<ul style="list-style-type: none"> Study Chapters 7 thru 9; and 11 thru 14
32	Tues	May 11	<ul style="list-style-type: none"> Final Exam 	<ul style="list-style-type: none"> Chapters 7 thru 9; and 11 thru 14

Schedule based on UH Manoa Spring 2021 Semester Academic Calendar

ACADEMIC DISHONESTY

The University of Hawaii defines academic dishonesty as follows:

Because UHM is an academic community with high professional standards, its teaching, research, and service purposes are seriously disrupted and subverted by academic dishonesty. Such dishonesty includes cheating and plagiarism as defined below. Ignorance of these definitions will not provide an excuse for acts of academic dishonesty.

Cheating includes but is not limited to giving or receiving unauthorized assistance during an examination; obtaining unauthorized information about an examination before it is given; submitting another's work as one's own; using prohibited sources of information during an examination; fabricating or falsifying data in experiments and other research; altering the record of any grade; altering answers after an examination has been submitted; falsifying any official University record; or misrepresenting of facts in order to obtain exemptions from course requirements.

Plagiarism includes but is not limited to submitting, in fulfillment of an academic requirement, any work that has been copied in whole or in part from another individual's work without attributing that borrowed portion to the individual; neglecting to identify as a quotation another's idea and particular phrasing that was not assimilated into the student's language and style or paraphrasing a passage so that the reader is misled as to the source; submitting the same written or oral or artistic material in more than one course without obtaining authorization from the instructors involved; or "drylabbing," which includes obtaining and using experimental data and laboratory write-ups from other sections of a course or from previous terms.

If students have any doubts as to what constitutes plagiarism I suggest studying websites on this subject. Some good ones can be found at: <http://cibs.tamu.edu/eden/plagiarism.html>.

Personal Self-Reflection and Branding Plan Paper

Due on Tuesday, February 2, 2021 at 9am

Write an individual 4- or 5-page, double spaced, 12-font paper that does the following:

1. Summarize your background and lifetime experiences: hometown, academics, extra-curricular activities (sports, clubs, instruments, hobbies), awards/achievements, part-time or full-time employment, etc.
2. Include a detailed personal SWOT analysis
3. Identify career fields which you feel hold the most potential for you
4. Describe how accurate and indicative the Myers Briggs test is to you about your true character, and talk about what you have learned about yourself in the Myers Briggs test
5. Include a 1-paragraph “elevator pitch” (What makes you unique?)
6. List 3 companies/organizations you want to work for, and an explanation as to why. Identify the best methods for contacting those companies and engaging those who might influence the hiring decision
7. Attach your Personal Branding Workbook as an appendix to this 4- or 5-page paper

ETHICS PAPER AND LIVE DEBATE: due Thursday, February 25, 2021 at 9am

One of the ethical issues below will be assigned to your group for the debate. Your group may divide up preparation responsibilities in any manner you like, and you should plan to organize at least two or three telephone conference calls (no meetings in person) among your group to divide up the responsibilities for preparation.

Your project consists of two parts:

Part 1: Debate Paper (50%): Each group will prepare one debate paper (3 or 4 pages, double spaced, 12-font) describing your position on the issue, and recommending how to manage the ethical issue. Please cite your sources at the end of the written group paper in an Appendix.

1. Your paper should:
 - a. Introduction: state your position/argument
 - b. Explain what are you going to prove in the debate
 - c. State the counter-arguments
 - d. Present reasons why (present facts, figures and examples and supporting evidence)
 - e. Conclusion (Summarize and restate up to three key points)
 - f. Appendix (Cite your sources)
2. The paper needs to be submitted by 9am on the day of the first debate

Part 2: Live Debate (50%): (about 15 minutes) Prepare and run the debate. Recommended debate structure:

With your team, create the group debate platform, which may be organized as follows:

1. A team spokesperson should state your position/argument, and explain what are you going to prove in the debate
2. Present reasons why you take a certain position (present facts, figures and examples and supporting evidence); all team members must participate in presenting supporting evidence
3. The Professor and your classmates will try to make counter-arguments, offer opposing positions, and we will ask you questions; you will immediately dispute or discuss them
4. Conclude your presentation by summarizing and restating up to three key supportive points; prove your position. A debate should reach an end when both sides reach a

conclusion, or present their key opinions and facts. A solution might not be found, but a compromise or general understanding should mark the end of a debate.

Ethical Debate Issues:

1. **“Clean Air & Water”** – Should companies be taxed on their carbon emissions, plastic bags and restaurant discards (like utensils and plates), and other negative environmental impacts, or is it more important to offer alternatives to companies for allowing their continued current pollution levels in order for America to prosper economically?
2. **“Free College Tuition”** – Should all American college education be tuition-free, or should only public colleges be tuition-free, or does the current public/private university system tuition payment structure ensure the highest quality teachers and education?
3. **“Immigration”** – Is allowing illegal immigrants to legally enter the U.S. necessary for continued high economic growth in America, or should immigration be stopped or limited because it is unfair for immigrants to take jobs and tax monies away from American citizens?
4. **“Free Healthcare”** – Should there be universally free healthcare for all Americans, or should we simply extend Medicare/Medicaid to all ages, or are the tax consequences of offering universal healthcare to all Americans insurmountable?
5. **“Vaccines”** – It is preferable, or even possible, for government or for employers to enforce mandatory covid (or any) vaccine for all Americans, or is this activity an invasion of our constitutional right of freedom and independence?
6. **“Universal Minimum Income”** – Is it preferable, or even possible given the huge tax implications, for America to consider some minimum level of income for all citizens, or does this erode our capitalistic economic principles and move us toward too high a degree of socialism?