Course Title: Managing People and Organizations in a Global Economy

Course Number: MBUS 301, Monday 14:00 – 16:40

Course Description: This course examines the nature of managerial work under a range of business models and under rapidly changing business conditions. Managerial functions and activities such as planning, organizing, leading and controlling are examined in depth and in the context of current organizational examples and scenarios. Students will look at the variety of pressures contemporary managers face; clients and competitors, leaders above and colleagues that report to you, organizational demands and personal goals. Students will also examine the ways in which managers attempt to balance all of the often conflicting demands.

Instructor: Vias C. Nicolaides, Ph.D.

Contact information:
- Class Location: TBA
- University office: G 669
- Contact: Please email at vnicolai@gmu.edu for questions or to set-up an appointment
- Course Website: courses.gmu.edu, then choose the course once you log in
Course Materials
The recommended text for the course are:

Course syllabus, readings and other class materials will be available through the class website. Go to http://courses.gmu.edu, input your Mason email ID and password in the login section to get access to the MBUS 301 blackboard.

Course and learning objectives
At the end of the course, students will be able to:

1. Understand the process of internationally managing people and 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. Describe the management functions of planning, organizing, leading and controlling and identify their contribution to management of organizations
4. Understand basic theories, concepts and research findings in the behavioral sciences.
5. Develop a perception of the organization as a total dynamic system that interacts with its environment.

Undergraduate program learning goals (those in bold will be addressed in this class):
1. Our students will be competent in their discipline.
2. Our students will be aware of the uses of technology in business.
3. Our students will be effective communicators.
4. Our students will have an interdisciplinary perspective.
5. Our students will be knowledgeable about global business and trade.
6. Our students will recognize the importance of ethical decisions.
7. Our students will be knowledgeable about the legal environment of business.
8. Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
9. Our students will understand the value of diversity and the importance of managing diversity in the context of business.
10. Our students will be critical thinkers.
Assessments & Grades

You can earn up to 639 points for this course. Your grade will be determined by the points that you earn. Due to COVID-19, and depending how long we will have a face-to-face Vs. Online format, some of the below assessments may change. Points may be earned as follows:

- Three Exams: 300 points (100 points each; out of four exams)
- Class Assignment: 275 points
- Class Presentation on a Management topic: 64 points

**TOTAL POINTS TO BE EARNED** 639 points

Your final grade for the course will depend on the total points you earn by the end of the term. Your total points (out of 900) will be converted to 1000 points and the below guidelines will be followed for assigning grades:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>970 and above</td>
<td>A+</td>
<td>4.0</td>
</tr>
<tr>
<td>940 – 969 points</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>900 – 939 points</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>870 – 899 points</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>840 – 869 points</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>800 – 839 points</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>770 – 799 points</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>730 – 769 points</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>700 – 729 points</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>600 – 699 points</td>
<td>D</td>
<td>1.0</td>
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<tr>
<td>Below 600 points</td>
<td>F</td>
<td>0.0</td>
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</table>
Examination
You will take a total of four exams, I will drop the lower grade and count your three highest scoring exams for the final grade. The exams will consist of multiple choice questions and/or essay questions. The exams will cover the textbook materials, reading materials, and all other course materials.

Consistent with University policy, only provable and documented absences due to personal illness or family emergencies constitute acceptable absences for missing exams. Preplanned weddings, vacations and deep-discount airfares are not acceptable excuses for missing exams or taking exams outside the university’s official final exam schedule. There are no make-up exams or adjustments to satisfy the convenience of the students enrolled in this class.

Class Assignments Written materials
All written assignments should be checked for grammar and spelling, typed and well presented. Work should have a title for the report, course name and number, and the student’s name. In the body of the paper, be concise to the point, use subheadings if necessary, use shorter paragraphs, and find ways to facilitate comprehension and reading. All written assignments must be submitted in electronic format (Microsoft word documents, NOT in PDF format). References are to be in APA format. The recommended font is Times Roman Size 12.

The following class assignments will be completed:

Best Buy: 30 points
Rubio's Competitive Environment: 60 points
Planning at Zara: 25 points
Uber Case: 25 points
Airbus Case: 25 points
CA Wildfires: 20 points
Uber and Global Management: 25 points
Costco and Global Management: 20 points
Amazon and Motivation: 25 points
Walmart and Sick-Leave Pay: 20 points

Class Presentation of a Management Topic
Students will present to class a management topic of their choice. More details will be discussed in class and posted on Blackboard.
Participating in Class Discussions

I want to encourage the class to ask questions, share knowledge, and express their views and opinions on the class material. Discussion participation is a way students can demonstrate their participation in give-and-take discussion with your classmates and instructor. Through discussion, you can also share your reactions to the topics and readings. Your experience provides a valuable filter through which the information in the readings takes on a new life.

Given the nature of this course, your regular attendance is an important part of our learning experience. However, I realize that illness, emergencies, and job demands may require you to miss a class. Documentation of excused absence is required to make-up any missed work. You will be responsible for the work missed when you are absent from any class or part of the class. Learning can only happen when you are playing an active role. It is important to place more emphasis on developing your insights and skills, rather than transmitting information. Knowledge is more important than facts and definitions. It is a way of looking at the world, an ability to interpret and organize future information. An active learning approach will more likely result in long-term retention and better understanding because you make the content of what you are learning concrete and real in your mind.

Although an active role can look differently for various individuals, it is expected in this class that you will work to explore issues and ideas under the guidance of the professor and your peers. You can do this by reflecting on the content and activities of this course, asking questions, striving for answers, interpreting observations, and discussing issues with your peers. You are expected to mentally present and engaged in class. Bring an open mind, a positive attitude, and a supportive and inclusive mentality. In addition, you will need to study the assigned readings and materials before each recitation meeting.

Students are responsible for all materials, activities, and exams presented in class and recitations. If you miss a class it is strongly encouraged that you ask a classmate for his/her notes. Once you have reviewed the notes if you have targeted, specific questions your lab instructor will be glad to meet with you. Proof of excused absences is required.

Specific responsibilities

To meet the course objectives, you should adhere to the class requirements and use the textbook, suggested readings, online research and other materials to complete the assignments. Emphasis will be placed on learning and applying theories and techniques to a variety of situations. All assignment submissions, examinations, and course participation and interactions will be conducted and available on the Blackboard for your convenience. For emergencies and other inquiries, please contact me via email. Deadlines and important dates will be posted on Blackboard, you should also submit all your assignments to Blackboard. Late work will not be accepted unless specific, prior arrangements have been made with me. All work must be completed by the final examination.
Academic Resource Center:

The Academic Resource Center, GMUK is in the business of looking at your papers and problems to improve your academic achievement in the area of Writing, Mathematics, Accounting, Statistics, and Economics. You are invited to utilize the faculty and student tutor services at a variety of stages in your academic activities, checking to see that your project specifically meets the directions specified by your instructor. While tutors are helping you in your writing or projects, they do help you become conscious of particular error patterns that emerge in your work.

For more information, please contact Professor Eunmee Lee, director of the Academic Resource Center (eelee45@gmu.edu, office #638).

Students with Disabilities

If you are a student with a disability and need academic accommodations, please contact me via email in the first week of class and contact The Offices of Disability Services (ODS) at 993-2474. All academic accommodations must be arranged through the ODS prior to assignment due dates and exam dates. Please take care of this during the first week of the semester.

Community Standards of Behavior

The mission of the School of Business at GMU is to create and deliver high quality educational programs and research. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

These ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence.

The School of Business strives to be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.
George Mason University Honor Code
Students are reminded of their responsibilities under the George Mason University Honor Code. It is understood that the students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically—cheating and attempted cheating, plagiarism, lying and stealing.

Students are also evaluated individually. While individuals may wish to consult, analyze and discuss their work with others, the student is responsible for ensuring he or she complies with the Honor Code. The following paragraph is taken from http://academicintegrity.gmu.edu/honorcode

Students are expected to follow the honor code as presented in the University's publications. Infractions or appeals may be referred to the Honor Council for resolution. Students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically - Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

Cheating Policy: Any form of cheating on an activity, project, or exam will result in zero points earned. “Cheating” includes, but is not limited to, the following: looking at others’ exam papers, having ANY paper visible (including under your seat) when not allowed, having ANY electronic device visible (including electronic devices in or on your ear), talking with another student during an individual assignment. Further information on cheating is available in the Honor System and Code adopted by George Mason University. Again, you may find the honor code at http://oai.hwu.edu/the-mason-honor-code/.

Last Day to Add Classes: August 30, 2021
Final Drop Deadline: September 13, 2021

COVID 19 Considerations: In the interest of everyone’s safety, students and faculty must follow these guidelines during the Fall 2021 semester if and when classes take place at the MK building.

1. Use the basement entrance to enter and exit Mason’s building. Your temperature will be screened each time you enter the building. Allow additional time before class to complete the entrance screening procedure. Carry your student ID card with you at all times and be ready to show it when you enter and exit the building. Do not prop doors or let others enter the building through doors on the ground floor.
2. Wear a face mask at all times. Remain 6 feet apart from others. Clean your seat and desk space with disinfectant wipes before you begin class. Use hand sanitizer regularly, and avoid shaking hands or other forms of physical contact. Do not
share pens, pencils or other personal items. Limit your use of the elevators, and use stairs to travel between floors of the building. Students are expected to purchase their own masks for personal use. Disinfectant wipes and hand sanitizer will be available in each classroom.

3. Classrooms are marked to indicate appropriate seating to allow for social distancing. Only sit in allowable seats, and maintain current set-up of classroom furniture. If you are asked to re-arrange classroom furniture by your professor for in-class exercises, return furniture to its original position when you are finished.

4. Observe these rules at all times during the class period and while in Mason’s building or other public areas of the campus. This includes during class breaks, in small group work (in or out of class), meetings with your professors during office hours, tutoring sessions at the Academic Resource Center, socializing in common areas, or any other activities on campus.

5. Make sure windows and doors remain open during the class period to promote circulation of outside air. Classrooms without windows have mechanical systems that vent air, but doors should be kept open at all times.

6. The safest option for studying is to study alone in your dorm room or at home. If you must study in the building, alone or in groups, observe these rules at all times.

7. All faculty and students must abide by these rules in the classroom. If you see others who are not observing the rules outside the classroom, you may report this to your instructor, student affairs or academic affairs.

8. Do not enter the Mason building or come to class if you have symptoms such as fever, chills, sore throat, persistent cough, shortness of breath or other respiratory difficulties. If you must miss class for this reason, send an email immediately to the professor prior to the beginning of class. You will not be penalized for missing class for this reason, but you may be asked to provide documentation that you sought medical diagnosis or treatment. You are responsible for making up any missed assignments or tests as a result of your absence.

9. Students who come to class with visible signs of illness will be asked to leave the classroom immediately and seek assistance from the IGC Health Clinic. Faculty will report your name and symptoms to the Office of Student Affairs (mksa@gmu.edu) to confirm that you have sought medical assistance.

10. Failure to comply with any of these guidelines may result in disciplinary action through the Student Code of Conduct.
## Tentative Schedule & Topics

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>23/8</td>
<td>Syllabus overview; Intro to Management</td>
</tr>
<tr>
<td>30/8</td>
<td>The Evolution of Management</td>
</tr>
<tr>
<td>6/9</td>
<td>The Organization’s Environment</td>
</tr>
<tr>
<td>13/9</td>
<td>Exam 1</td>
</tr>
<tr>
<td>20/9</td>
<td>No Class – Harvest Moon Festival</td>
</tr>
<tr>
<td>27/9</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>4/10</td>
<td>No Class – National Foundation Day – Alternative Holiday</td>
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<tr>
<td>11/10</td>
<td>Culture &amp; Global Management</td>
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<tr>
<td>18/10</td>
<td>Leadership</td>
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<tr>
<td>25/10</td>
<td>Exam 2</td>
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<tr>
<td>1/11</td>
<td>Planning &amp; Decision Making</td>
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<tr>
<td>8/11</td>
<td>Ethics and Corporate Social Responsibility</td>
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<tr>
<td>15/11</td>
<td>Managing Groups &amp; Teams</td>
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<tr>
<td>22/11</td>
<td>Exam 3</td>
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<tr>
<td>29/11</td>
<td>Employee Motivation and Decision Making</td>
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<tr>
<td>6/12</td>
<td>Being an Influential and Persuasive Leader</td>
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<tr>
<td>TBA</td>
<td>Final Exam – Cumulative (TBA)</td>
</tr>
</tbody>
</table>

## Presentations