



**THE CITY COLLEGE OF NEW YORK
DEPARTMENT OF ECONOMICS**

**FIQWS 10023 (NP)
FRESHMAN INQUIRY WRITING SEMINAR:
THE MANAGER'S WORLD
Fall 2009**

Topic Seminar Section: Tuesdays and Thursdays, 2:00 – 3:15 PM, NAC 5/148
Composition Section: Tuesdays and Fridays, 12:30 – 1:45 PM, NAC 5/109

Professor Maria Binz-Scharf – Topic Instructor

Office: NAC 5/141A

Telephone: (212) 650-6211

Email: mbinzscharf@ccny.cuny.edu

Office Hours: Tuesdays and Thursdays, 11 AM – 12 PM, and by appointment

Professor Carolee Ramsay – Composition Instructor

Office: NAC 6/333C

Telephone: (212) 650-6328

Email: CGoodridge@gibbsnewyork.com; c_leegood@hotmail.com

Office Hours: Mondays 10:30 - 11:30 AM, Friday 5:30 – 6:30 PM

COURSE DESCRIPTION

What does a manager do? In this course, we will explore the manager's world by learning about how a modern corporation works, how it has developed throughout history, and how it fits into the bigger picture of today's society. Managers have to make difficult decisions every day, and many of these decisions have important ethical implications. By analyzing real-life case studies of current issues, you will learn about the complexities managers face and get a chance to put yourself in the position of a manager. We will also take a critical look at management through the eyes of Scott Adams, who is famous for his "Dilbert" cartoons and has spent 17 years working in an office cubicle.

Prerequisites: None

Last updated: 09/08/2009

LEARNING OBJECTIVES

Upon completion of this course, you should be able to:

1. Understand the management task within an organizational setting, including knowledge of the basic functions of management, the theories and principles of management, and contemporary issues in management.
2. Comprehend basic organizational theory.
3. Develop an appreciation for the complexities of modern organizational life and the role of the professional within an organization.
4. Improve your analytical, team, discussion, and writing skills.

READINGS

The following books are being used in this course. They are available for purchase at the university bookstore.

Required texts

- Richard Daft and Dorothy Marcic, *Understanding Management* (South-Western / Cengage Learning, 6th ed., 2009). ISBN: 032456838X
- Scott Adams, *The Dilbert Principle: A Cubicle's-Eye View of Bosses, Meetings, Management Fads & Other Workplace Afflictions* (Harper, 1997). ISBN: 0887308589

COURSE REQUIREMENTS

Your grade in this course is determined equally by the work you do in the topic section and in the composition section. The final grade will be based on the following requirements:

Requirement	Weight
1. Research paper	30%
2. Short papers	15%
3. Case responses	15%
4. Journals and in-class essays	10%
5. Participation	30%

1. Research paper

You will compose an 8-10 page term research paper on a topic of your choosing related to management. Each student will develop his/her paper topic early in the semester in consultation with Prof. Binz-Scharf and Prof. Ramsay. Over the course of the semester, you will complete a series of preliminary assignments – a thesis statement, a preliminary bibliography, a paper outline, an introductory paragraph, and a first draft – to build toward completion of the final paper.

Grading:

- Preliminary Assignments:
Consists of: thesis statement, bibliography, outline, introductory paragraph
Content grade from Prof. Binz-Scharf: 5%
Composition grade from Prof. Ramsay: 5%
- Final Version (Content grade from Prof. Binz-Scharf): 10%
- Final Version (Composition grade from Prof. Ramsay): 10%

2. Short papers

Over the course of the semester, you will write three short (4-5 page) papers – a personal essay assigned early in the course, an argumentative essay assigned near the middle of the course, and a compare-and-contrast essay assigned near the end of the course.

Grading:

- Content grade from Prof. Binz-Scharf: 5%
- Composition grade from Prof. Ramsay: 10%

3. Case responses

You will compose five brief (1-2 page) case responses in preparation for in-class case discussions. These assignments should encourage you to prepare your cases critically and analytically, as well as give you practice at organizing and summarizing information.

Grading:

- Content grade from Prof. Binz-Scharf: 10%
- Composition grade from Prof. Ramsay: 5%

4. Journals and in-class essays

In the composition section, you will keep a journal recording your reflections and progress on the readings. You will also compose several in-class essays, as well as critique each other's work. For details on these assignments, please refer to Prof. Ramsay's syllabus.

Grading:

- Composition grade from Prof. Ramsay: 10%

5. Participation

This is a discussion-based class, so attendance and participation are of crucial importance. It is expected that you will come to class prepared for active participation. A quality learning experience in this course rests heavily upon interaction and exchange of ideas.

Active participation means that you will:

- Master the assigned materials
- Be alert and engaged
- Offer thoughtful contributions to class discussions
- Listen to, respond to, and build on comments by your classmates.

Whereas attendance is required, please note that *just being present in class does not count*. Any form of non-engaged behavior is unacceptable in this class. If the behavior is repeated, you will be asked to leave the class.

Grading:

- Topic section (grade from Prof. Binz-Scharf): 20%
- Composition section (grade from Prof. Ramsay): 10%

SOME GROUND RULES**1. Class Attendance**

Class attendance is **MANDATORY**. If a family emergency or personal illness precludes you from attending class, you need to notify me via telephone or email as soon as you know that you must miss the class. Please note that every unexcused absence will lower your grade for this course.

Out of consideration for your fellow classmates and the instructors, it is imperative that you be **ON TIME** for class. For the same reason, please **switch off or mute** all devices emitting any kind of sound. Lateness and noises are highly disruptive! I reserve the right to deny access to the class to students who are late.

2. Academic Integrity

The CUNY Policy on plagiarism says the following about plagiarism (the CUNY Policy can be found in Appendix B.3 of the CCNY Undergraduate Bulletin 2008 -2010):

“Plagiarism is the act of presenting another person’s ideas, research or writings as your own. The following are some examples of plagiarism, but by no means is it an exhaustive list:

- 1. Copying another person’s actual words without the use of quotation marks and footnotes attributing the words to their source.*
- 2. Presenting another person’s ideas or theories in your own words without acknowledging the source.*
- 3. Using information that is not common knowledge without acknowledging the source.*
- 4. Failing to acknowledge collaborators on homework and laboratory assignments.*
- 5. Internet plagiarism includes submitting downloaded term papers or parts of term papers, paraphrasing or copying information from the internet without citing the source, and “cutting and pasting” from various sources without proper attribution.”*

Be aware that if I suspect plagiarism **I will follow this procedure, no exceptions made;** i.e. I will report you to the Academic Integrity Official. Disciplinary sanctions range from failing the class to expulsion from the college.

3. Changes to the syllabus

Finally, I reserve the right to amend all policies stated above. Please make sure to provide me with an email address you check regularly, so you can receive announcements about changes to the syllabus and other class-related matters.

CLASS SCHEDULE

Note that the listed date is the date we will be discussing the readings. Hence, you must do them (and prepare related assignments) *in advance* of that date. The readings consist of the following elements:

- **Daft**– refers to your textbook (Understanding Management, 6th ed.)
- **Adams** – refers to “The Dilbert Principle” by Scott Adams
- **Cases** – are in your textbook (page number in brackets)
- **All other readings** – will be distributed in class or placed on online reserve

Date of class	Topics	Assignments
INTRODUCTION		
Tue, Sept. 1	Introduction to the course	
Thu, Sept. 3	Innovation for turbulent times	Readings: Daft, Chapter 1; Adams, Chapter 1
THE ENVIRONMENT		
Tue, Sept. 8	The environment and corporate culture	Readings: Daft, Chapter 2; Adams, Chapter 2
Thu, Sept. 10	Case: Rio Grande Supply Co.	Case response #1 due (p.77) (topic section)
Tue, Sept. 15	The global environment	Reading: Daft, Chapter 3
Thu, Sept. 17	Group Exercise: Global Economy Scavenger Hunt	Research paper title and thesis statement due (topic section)
Tue, Sept. 22	Ethics and social responsibility	Reading: Daft, Chapter 4; Adams, Chapter 6
PLANNING		
Thu, Sept. 24	Planning and goal setting	Reading: Daft, Chapter 5; Adams, Chapter 13 Short paper #1 due on Fri, Sept. 25 (composition section)
Tue, Sept. 29	NO CLASS (Monday schedule)	
Thu, Oct. 1	Library instruction session #1 Meet in NAC 1/340 (inside library)	
Tue, Oct. 6	Decision making	Reading: Daft, Chapter 6; Adams, Chapter 14 Research paper draft bibliography due (topic section)
Thu, Oct. 8	Case: Pinnacle Machine Tool Co.	Case response #2 due (p.241) (topic section)

Date of class	Topics	Assignments
ORGANIZING		
Tue, Oct. 13	Designing adaptive organizations	Reading: Daft, Chapter 7; Adams, Chapter 14 Short paper #2 due (composition section)
Thu, Oct. 15	Library instruction session #2 Meet in NAC 1/340 (inside library)	
Tue, Oct. 20	Change and innovation	Research paper draft outline due (topic section) Reading: Daft, Chapter 8; Adams, Chapter 15
Thu, Oct. 22	Case: Southern discomfort	Case response #3 due (p.315) (topic section)
Tue, Oct. 27	Human resources	Reading: Daft, Chapter 9 (pp.318-345); Adams, Chapters 7 & 21
Thu, Oct. 29	Diversity	Reading: Daft, Chapter 9 (pp.345-end of chapter) Research paper introductory paragraph due (topic section)
LEADING		
Tue, Nov. 3	Dynamics of behavior in organizations	Reading: Daft, Chapter 10; Adams, Chapters 8 & 9
Thu, Nov. 5	Group exercise	Short paper #3 due on Fri, Nov. 6 (composition section)
Tue, Nov. 10	Leadership	Reading: Daft, Chapter 11; Adams, Chapter 25
Thu, Nov. 12	Case: Mountain West Health Plans Inc.	Case response #4 due (p.439) (topic section)
Tue, Nov. 17	Motivation	Reading: Daft, Chapter 12; Adams, Chapter 5
Thu, Nov. 19	Communication	Reading: Daft, Chapter 13; Adams, Chapter 3 Draft research paper due (both sections)
Tue, Nov. 24	Case: Hunter-Worth	Case response #5 due (p.515) (topic section)
Thu, Nov. 26	NO CLASS (Thanksgiving)	
Tue, Dec. 1	Teamwork	Reading: Daft, Chapter 14; Adams, Chapter 24

Date of class	Topics	Assignments
Thu, Dec. 3	Group exercise	
CONTROLLING		
Tue, Dec. 8	Productivity through Quality Control Systems	Reading: Daft, Chapter 15; Adams, Chapter 20
Thu, Dec. 10	Final class: Reflections	Final research paper due (both sections)