

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR I

Course ID: 3331 (Fall Semester 2017)

Course code: MNG 305

Number of Credits: 3

Class Schedule: Monday (9.25 a.m. / 10.50 a.m.)

Class Venue: G33

Instructor: Motukeeva Aikerim, MA

Email: motukeeva_a@auca.kg

Overview

Course Description

To succeed in the future, managers must develop the resources and capabilities needed to gain and sustain advantage in competitive markets both traditional and emerging. The way in which organizations attempt to develop such competitive advantage constitutes the essence of their strategy. This course introduces the concept of strategic management through case analyses and considers the basic direction and goals of an organization, the environment (social, political, technological, economic, and global factors), industry and market structure, and organizational strengths and weaknesses. The emphasis is on the development and successful implementation of strategy in different types of firms across industries.

Note: This course puts a greater emphasis on the Management part, while leaving in-depth studying of the OB topics within the Management and Organizational Behavior II course (Spring semester).

Course Objectives

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

- Think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage.
- Understand why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.
- Assess business risk and make sound strategic decisions based on data collected and analyzed.

Suggested Pre-requisites

It is suggested that students have taken one of the following modules:

- Introduction to Finance
- Accounting I
- Introduction to Marketing

Students who have not taken such these modules may take this module. While it will be more challenging, the knowledge gained in this course will help them when taking the above modules.

Course Details

Reading Materials

Core Textbook

Thomp.: Thompson, Arthur A. (2015). *Crafting & Executing Strategy: The Quest for Competitive Advantage Concepts and Cases*. McGraw Hill, 20th Edition.

Supplementary Reference Books

Mullins: Mullins, Laurie J. (2010). *Management and Organizational Behavior*. Pearson, 9th edition.

Fred: Fred, David A., Forest, David R. *Strategic Management: Concepts and Cases*. Pearson, 15th edition.

Supplementary Readings

Additional readings, such as journal articles, extracts from magazines, and guidebooks will be assigned as needed. These readings will help to expand the students understanding of Management and Organizational Behavior beyond that of conventional textbooks. Students are to treat these additional readings as required readings.

Course-specific Policies

- Attendance is compulsory. Your grades and your friends' grades depend on it.
- All written assignments are to conform to the reference and citation practices of APA style format (APA style Format 6th Edition – Publication Manual of the American Psychological Association, copies are available at BF 76.7 P83 2010).
- Your own contribution to the classroom discussion based on your own knowledge and your experiences is a critical part of the success of the course for everyone. I expect relevant, informed, interesting, and insightful comments from individuals in the class. This includes during the full class discussion as well as during team breakout sessions. In all situations, be absolutely clear that quality of contribution rather than merely quantity of "talk time" is a key to your success. Be respectful of other students and be committed to contribute to an inclusive and respectful culture.

General Academic Policies

The course instructors reserve the right to modify the syllabus throughout the course. Any modifications will be communicated to students in advance via email or during classes.

Students are expected to show up for classes on time and submit homework assignments in a timely manner.

Zero Tolerance for Academic Dishonesty:

As defined, academic dishonesty is a "failure to maintain academic integrity" Failing to maintain academic integrity includes obtaining or giving help on an examination, doing work for another student, and plagiarism. Students are expected to maintain high ethical standards in all their courses. All cases of academic dishonesty will result in a failing grade and will be referred to the Chair, Business Administration department for administrative review.

Contacting your Instructors

Students may contact your instructors on campus during office hours or via email.

Course Assessment

Assessment Components

Attendance	5%
Class Participation:	10%
Group Presentation:	10%
Mid-Term Exam:	25%
Written Case Study (in groups)	25%
Final Exam:	25%

Scores to Grade Conversion

The grading scale, which is standard in the Business Administration department, is as follows:

A	100 – 93	C	76 - 73
A-	92 – 90	C-	72 - 70
B+	89 – 87	D+	69 - 67
B	86 – 83	D	66 - 63
B-	82 – 80	D-	62 – 60
C+	79 – 77	F	59 - 0

The grade of **A** represents "outstanding scholarship." This is reserved for those students that have shown distinction in their performance, advance the general understanding of the material, and apply both terminology and principles in completing course related assignments.

The grade of **B** represents "good scholarship." This identifies a student that has performed at a higher than satisfactory level, exhibits proficient use of course related terminology, and deals with challenging topics.

The grade of **C** implies a student's performance is "satisfactory." This represents a student that has understood the subject material, shows reasonable competence, and conforms to the minimum requirements.

The grade of **D** represents limited ability to analyze material presented in lectures and readings. While the student has attended class and was involved in discussions, performance has been below class average.

The grade **F** represents poor learning or lack of effort, the student has failed to demonstrate even a minimal capacity to analyze concepts and theories. Misses most classes and performed very poorly in, or even failed to participate in class discussions. The final paper, if submitted, has been of a poor standard or plagiarized.

In order to receive full credit, assigned work must be submitted before the scheduled submission deadline. Therefore, students keeping up with the course work and submitting assignments on time is essential. Late assignments will not be accepted for grading. If commitments make submitting assignments on schedule impossible, students must consult with the professor at least ten days in advance to make other arrangements.

Class Attendance (5%)

- Attendance is compulsory and will be marked at each class.
- In case of absence related to health condition, students are to present corresponding medical documents.
- Except for unusual and limited circumstances, absence from classes will be viewed as indicative of a lack of commitment to the purposes of the course and will be factored into the final grade as such.

Class Participation (10%)

- During lesson students will be asked questions and made to present any assigned work. Frequency and quality of participation in class contributes towards an overall grade.
- Attendance, punctuality, and class conduct count towards the overall evaluation of Class Participation. By not turning up on time, or behaving inappropriately in class may affect your group's score.

Group Class Presentation (10%)

- Students are to form a group of 4-5 people within which they are to present a specific topic related to a particular area of Management and Organizational Behavior.
- The criteria for evaluation will include both the contents (analysis, structure) and the form of the presentation (visual effects, interaction with the audience, etc.).

Mid-Term Exam (25%)

- This will be a closed book exam.
- The exam will be 75 minutes in duration.

Written Case Study (25%)

- At the end of the course students will be distributed a case study on which they will have to submit written analysis according to the concepts and tools learnt throughout the course.
- The Case Study analysis has to be submitted in groups.
- Everyone in a group will receive the same grade.

Final Exam (25%)

- This will be a closed book exam.
- The exam will be 75 minutes in duration.

Lesson and Topic Schedule

#	Date	Topic
<i>Basic Concepts of Management</i>		
1	4.09.2017	Module Briefing & Overview of the Course <ul style="list-style-type: none"> - Expectations and logistics of the module - What is management and its relationship to organizational behavior <i>Readings:</i> <i>Thompson, Chapter 1</i> <i>Laurie, Chapter 11</i>
2	11.09.2017	Charting a Company's Direction: Its Vision, Mission, Objectives, Strategy <ul style="list-style-type: none"> - Setting objectives - Crafting a strategy - Case study <i>Readings:</i> <i>Thompson, Chapter 2</i> <i>Forest Reinhardt; Ramon Casadesus-Masanell; Hyun Jin Kim. Patagonia Case Study.</i> <i>Harvard Business School Strategy Unit #711-020</i>

Evaluating a Company

3	18.09.2017	<p>Evaluating a Company's External Environment</p> <ul style="list-style-type: none"> - Porter's five forces - Industry's driving forces - Key success factors - Case study <p><i>Readings:</i> Thompson, Chapter 3 Airborne Express (2007). Harvard Business Review Yoffie D. (2009). Cola Wars Continue: Coke and Pepsi in 2006. Harvard Business Review</p>
4	25.09.2017	<p>Evaluating a Company's Resources, Capabilities and Competitiveness</p> <ul style="list-style-type: none"> - SWOT Analysis - Value Chain - Competitive Advantage - Organization's Strategy and Structure - Case study <p><i>Readings:</i> Thompson, Chapter 4 Mullins, Chapter 15 Piskorski M. (2007). Proctor & Gamble: Organization 2005. Harvard Business Review Volvo: Finding the True Value in Electric Bus Market (2016). WDI Publishing</p>

Competitive Strategies

5	02.10.2017	<p>Five Generic Competitive Strategies</p> <ul style="list-style-type: none"> - Overall low cost - Broad differentiation - Focused low cost - Focused differentiation - Case study <p><i>Readings:</i> Thompson, Chapter 5</p>
6	09.10.2017	<p>Strengthening Competitive Position</p> <ul style="list-style-type: none"> - Strategic moves - Timing - Scope of operations - Case study <p><i>Readings:</i> Thompson, Chapter 6 W. Chan Kim; Renee Mauborgne; Michael Olenick - The Marvel Way: Restoring a Blue Ocean Case Study (2016). Harvard Business Review.</p>
7	16.10.2017	<p>Midterm Exam</p>
8	23.10.2017	<p>Students' Presentations</p>

<i>International Markets</i>		
9	30.10.2017	<p>Strategies for Competing in International Markets</p> <ul style="list-style-type: none"> - Export, licensing, franchising, subsidiaries, alliances, venture strategies - Multidomestic, global, transnational strategies - Case study <p><i>Readings:</i> Thompson, Chapter 7 Won-Yong Oh; Duane Myer. <i>Netflix: International Expansion Case Study (2016)</i>. <i>Harvard Business Review</i>.</p>
<i>Corporate Strategy</i>		
10	13.11.2017	<p>Corporate Strategy</p> <ul style="list-style-type: none"> - Acquisition, JV - Diversification paths - Renewal - Case study <p><i>Readings:</i> Thompson, Chapter 8 Rukstad M. (2009). <i>Walt Disney Company: The Entertainment King</i>. <i>Harvard Business Review</i> Farhoomand A. (2006). <i>Microsoft Diversification Strategy</i>. <i>Hong Kong University</i>.</p>
11	20.11.2017	<p>Ethics, CSR</p> <ul style="list-style-type: none"> - Ethical issues - Corporate social responsibility - Case study <p><i>Thompson, Chapter 9</i> <i>Maryne Drouet; Luciano Barin-Cruz. Corporate Citizenship in Mining Projects: The Case of the Ambatovy Project in Madagascar (2016)</i>. <i>Harvard Business Review</i>.</p>
12	27.11.2017	<p>Strategy Execution</p> <ul style="list-style-type: none"> - Key actions and processes - Case study <p><i>Readings:</i> Thompson, Chapter 10</p>
13	04.12.2017	Guest Lecture
14	11.12.2017	Wrap Up Session

17 – 24 December **End-Term Exam**

Important Notes:

Course Schedule may change across the semester. Should there be any change, students will be informed at least one lesson in advance.