

MANAGERIAL ISSUES
MANA 7392
Summer 2015

INSTRUCTOR: Marina Sebastijanovic

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OFFICE HOURS: By appointment

REQUIRED TEXT:

There is no textbook for this course. All required readings are posted on Blackboard under Course Content within each one of the three *module* folders.

COURSE OBJECTIVE:

This course will focus on management issues relevant to professionals at different stages of their careers. The expected outcomes will be self-awareness, knowledge, and skills to enhance the success of students in their professional positions. More specifically, this includes:

1. Understanding the importance and impact of organizational culture.
2. Understanding the importance of mentoring and learn how to develop mentor/protégé relationships.
3. Understanding the skills necessary to be successful when working globally.

CLASS FORMAT:

Our course is divided into three self-paced modules. These modules can be completed at any time during the semester, but each module does have a due date, after which papers will not be accepted. **It is critical that students understand that the final due date for each module must be honored; no papers will be accepted after the posted due dates.**

STUDENT EVALUATION:

Module 1: Organizational culture

Readings:

Schein, Edgar. What you need to know about organizational culture. *Training and Development Journal*, 40(1): 30-33, 1986.

Cable, Daniel M., et.al. The sources and accuracy of job applicants' beliefs about organizational culture. *Academy of Management Journal*, 43(6): 1076-1085, 2000.

Muratbekova-Touron, Maral. Permanence and change: case study of changes in organizational culture at a multinational company. *Journal of Change Management* 5,2: 207-219, 2005.

Your assignment: bibliographic essay

Having read the three articles listed above, find three more research articles about aspects of organizational culture that you find useful and interesting. These must be substantive articles and should have a research focus. Use the library databases to find appropriate articles. Articles should be no more than ten years old. Do not use websites. Write a short paper (4 to 5 pages single spaced – at least 2000 words) explaining the usefulness of the articles and how you can use the information you learned from them to help you be more successful in your career. No more than one-third of your narrative should be a summary of the articles. Your primary emphasis should be interpreting the usefulness of the articles as you embark on your career. Required readings must be included in a meaningful way.

Your bibliography essay would look something like this:

- a. Descriptive title (aspect of culture you read about)
- b. A *short* paragraph explaining the focus and intent for your bibliographic essay (for instance, perhaps you focused on how organizations change their cultures...you would discuss this aspect of culture in this paragraph).
- c. The *complete* citations of the articles you read.
- d. A very short summary of your first article, and a more thorough discussion of its usefulness to you.
- e. A very short summary of your second article, and a more thorough discussion of its usefulness to you.
- f. A very short summary of your third article, and a more thorough discussion of its usefulness to you.
- g. A concluding paragraph that relates the articles as a body of informative work and ties your discussion to the required readings.

Grading: This assignment is one third of your grade for this course.

Due date (assignment will not be accepted after this date but you may submit this assignment at any time prior to this date): **Sunday, June 14, 11:59 p.m.**

Module 2: Mentoring relationships

Readings:

Baugh, S. Gayle and Sullivan, Sherry E. Mentoring and career development. *Emerald* 10(6-7): 425 - 428, 2005.

Van Emmerik, Hetty van. For better and for worse: adverse working conditions and the beneficial effects of mentoring. *Emerald* 9(4): 358 - 373, 2004.

Your assignment: bibliographic essay and personal agenda

Having read the articles listed above, find two more research based articles about mentoring that you find useful and interesting. These must be substantive articles and should have a research focus. Use the library databases to find appropriate articles. Articles should be no more than ten years old. Do not use websites. Write a short paper (4 to 5 pages single spaced – at least 2000 words) explaining the usefulness of the articles. No more than one-third of your narrative should be a summary of the articles. Your primary emphasis should be interpreting the usefulness of the articles as you embark on your career. Required readings must be included in a meaningful way.

This essay must focus on traditional (informal) mentoring relationships (NOT formal mentoring programs or “reverse mentoring”)

Your bibliography essay would look something like this:

- a. Descriptive title (aspect of mentoring you read about)
- b. A *short* paragraph explaining the focus and intent for your bibliographic essay (for instance, perhaps you focused on how to establish a mentoring relationship...you would discuss this aspect of working globally in this paragraph).
- c. The *complete* citations of the articles you read.
- d. A very short summary of your first article, and a more thorough discussion of its usefulness to you.
- e. A very short summary of your second article, and a more thorough discussion of its usefulness to you.
- f. Write a third major section describing how you will seek a mentor in your next job. What steps will you take, how will you approach a potential mentor, what do you offer a mentor in the relationship?
- g. A concluding paragraph that relates the articles as a body of informative work and ties your discussion to the required readings.

Grading: This assignment is one third of your grade for this course.

Due date (assignment will not be accepted after this date but you may submit this assignment at any time prior to this date): **Thursday, June 25, 11:59 p.m.**

Module 3: Working globally

Readings:

Dickmann, Michael and Harris, Hilary. Developing career capital for global careers: the role of international assignments. *Journal of World Business*, 40: 399-408, 2005.

Mayerhofer, Helene, et.al. Career management issues for flexpatriate international staff. *Thunderbird International Business Review*, 46(6): 647-666, 2004.

Suutari, Vesa and Brewster, Chris. Making their own way: international experience through self initiated foreign assignments. *Journal of World Business*. 35(4): 417-436, 2000.

Your assignment: bibliographic essay

Having read the articles listed above, find three more articles about aspects of working internationally that you find useful and interesting. These must be substantive articles and should have a research focus. Use the library databases to find appropriate articles. Articles should be no more than ten years old. Do not use websites. Write a short paper (3 to 5 pages single spaced, minimum 2000 words) explaining the usefulness of the articles. No more than one-third of your narrative should be a summary of the articles. Your primary emphasis should be interpreting the usefulness of the articles as you embark on your career. Required readings must be included in a meaningful way.

Your bibliography essay would look something like this:

- a. Descriptive title (aspect of working globally you read about)
- b. A *short* paragraph explaining the focus and intent for your bibliographic essay (for instance, perhaps you focused on how expatriates are managed...you would discuss this aspect of working globally in this paragraph).
- c. The *complete* citations of the articles you read.
- d. A very short summary of your first article, and a more thorough discussion of its usefulness to you.
- e. A very short summary of your second article, and a more thorough discussion of its usefulness to you.
- f. A very short summary of your third article, and a more thorough discussion of its usefulness to you.
- g. A concluding paragraph that relates the articles as a body of informative work and ties your discussion to the required readings.

Grading: This assignment is one third of your grade for this course.

Due date (assignment will not be accepted after this date but you may submit this assignment at any time prior to this date): **Sunday, July 5, 11:59 p.m.**

Format for assignments.

- All assignments must be submitted in MS Word format, using .doc or .docx extensions. Do NOT submit PDFs, RTFs, or any other format.
- The following *must* be on each document:
 - your name (visible in a header or footer) - do *not* use a cover page
 - course (MANA 7392)
 - module number
 - page numbers
- Scan for viruses before submitting (a virus infected file will be deleted and the assignment will be counted as late)
- File name **MUST** have your last name included

Submitting assignments.

All assignments must be submitted to the online Assignment Drop Box on Blackboard. No assignments will be accepted by email.

If you wait until the last minute to submit your assignment, you could be bumped out of Blackboard/Vista in the middle of submitting your assignment. I will NOT accept emailed assignments, if that occurs. Plan ahead; don't try to submit your paper at the last minute.

Use the “attachments” button to upload your MS Word document. All assignments must be submitted as MS Word documents. Do NOT cut and paste your paper into the text box in the Assignment Drop Box. I will not accept assignments submitted in this manner.

A practice assignment has been set up in the Assignment Drop Box. If you have not used this Blackboard tool before, please practice before you submit your first assignment. Practice attaching a file and uploading it so you understand how it works. This will keep you from having unpleasant surprises when you are facing a deadline for an assignment.

The written product must be the student's original work, with appropriate references for all sources. Papers used for other courses, whether in previous semesters or in the current semester, are not eligible to meet the requirements for this course. It is the student's responsibility to adhere to this policy, and any violations will be addressed through the university academic honesty policy.

Organizing and writing your papers

- organization is important; liberal use of subheadings is required
- papers must be professional in presentation; use your spell checker, **make certain there are page numbers**
- write in a professional tone; do not use a conversational tone
- use liberal subheadings throughout your papers
- first person may be used in these papers, but a professional tone is still required
- a link to the University of Houston Library online resources is provided on Blackboard to help you find articles appropriate for these assignments (look under “Helpful resources” folder)
- a writing style guide is posted on Blackboard to assist you with this task

LATE PAPERS

No late papers will be accepted with one exception (see section below – “get out of jail free”). Papers are due by 23:59:59 on the due date. All assignments must be completed for this course or a grade of F will be earned for the course.

“Get out of jail free” card

Each of you will have one opportunity to miss a deadline without penalty. The concept of “get out of jail free” is borrowed from the board game, *Monopoly*. You must request the use of this waiver **in writing**. It will only be good once, so use it wisely. What does this mean? You can miss a deadline without penalty – ONCE, if you request, in writing (email is fine, as long as you sign your email with your name) that the waiver be applied. So, you can have a bad day, let your schedule get the best of you, use poor planning or poor judgment in writing your paper and miss the deadline, or “just forget” once without penalty. Virtually no other waivers will be granted, except for cases.

This policy gives you SEVEN DAYS after the due date to submit your paper.

“Free card” due dates:

Module 1 – Sunday, June 21, 11:59 p.m.

Module 2 - Thursday, July 2, 11:59p.m.

You cannot use your “free card” for the final module. It will not be accepted late.

You will be able to submit the first two modules during the grace period for the “free card” on Blackboard.

GRADE DISTRIBUTION:

A	70-75
A-	67-69
B+	65-66
B	62-64
B-	60-61
C+	58-59
C	55-57
C-	52-54

GENERAL POLICIES:

- Plagiarism will not be tolerated. If you plagiarize, you will receive an F for that paper. There will be no option to resubmit that paper.
- Students must be aware that computer downtime will occur on a scheduled basis (these times can be found on the Blackboard home page) as well as the possibility of unscheduled downtime. Flexibility is important; plan ahead – don’t wait until the last minute to try to access course resources on Blackboard.

ACADEMIC HONESTY:

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Undergraduate Student Catalogue, <http://www.uh.edu/academics/catalog/policies/academic-reg/academic-honesty/index.php>. Students are expected to be familiar with this policy.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES:

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the American with Disabilities Act of 1990, pertaining to the provision of reasonable academic accommodation for students identified as disabled under the law. In accordance with 504/ADA guidelines, UH strives to provide reasonable academic accommodation to students who request and require them. If you believe you have a disability requiring an accommodation, please contact the Center for Students with DisABILITIES at 713-743-5400 or <http://www.uh.edu/csd/>.

COURSE EVALUATIONS:

The CBA has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to instructors and the CBA through the evaluation process.