

COLLEGE OF BUSINESS

ILLINOIS STATE UNIVERSITY

MGT 220: Business Organization and Management Fall 2026

COB Mission: Through our shared commitment to excellence in teaching, research, and service, we prepare students to be skilled and ethical business professionals who will make significant positive contributions to organizations, to communities, and to our larger society.

Vision: The first choice for business education in Illinois

Core Values:

- We value excellence in instruction and enhanced *student learning*. The College of Business supports the Illinois State University tradition of excellence in teaching. We attempt to provide a holistic approach to learning, relying on excellent classroom teaching but reaching beyond to provide mechanisms for students to engage faculty, industry and each other through experiential learning and individualized attention.
- We value a dedication to *knowledge creation*. Intellectual contributions and the intellectual discipline required of high-quality scholarship are directly related to excellence in the classroom and in our service activities. Most of the efforts of the faculty will fall in the area of discipline-based scholarship as currently defined, but we also value intellectual contributions in the areas of interdisciplinary research, learning and pedagogy, and contributions to practice.
- We value a commitment to *citizenship* in and service to our institution, state, and nation. Our commitment to a dynamic global business environment demands that we take an active role, both as individuals and as a college of business, in the institutional and public processes related to our disciplines.
- We value a culture of *shared governance*. We operate in an environment of shared governance and we commit ourselves to an active role in campus shared governance processes.
- We value *balanced excellence* in the classroom, in research and intellectual contributions, and in service to our institution, our disciplines, and to the local, state, national and international communities.
- We value *high ethical standards*, as embodied in our Standards of Professional Behavior and Ethical Conduct (<http://business.illinoisstate.edu/downloads/about/COB-ethics-projection.pdf>). As a community of scholars and business professionals, we strive to embody the characteristics of responsibility, honesty, trust, respect, and fairness in our professional and personal lives.

Academic Integrity

Students enrolled in College of Business classes are expected to maintain high standards of ethical conduct within the classroom and when completing assignments, projects, and/or exams. Plagiarism and other forms of academic dishonesty such as cheating will not be tolerated. Students are expected to provide appropriate citations for non-original writing even if the original work is paraphrased, no matter the type of assignment. Penalties for plagiarism and other forms of academic dishonesty may be severe. Consequences will be assigned on a case-by-case basis. All ball caps must be removed or flipped during exams and no restroom visits will be allowed.

COURSE DESCRIPTION:

Organization theories and the role of managers as leaders. Planning and control systems, decision-making, and human considerations.

COURSE COMPETENCIES: (Learning Objectives)

Upon successful completion of the course, students should be able to:

1. Identify key aspects of the structure and the processes of organizations.
2. Recognize and discuss managerial functions and roles in some depth, including planning, organizing, leading, and controlling functions.
3. Express some reasonable guidelines for managerial actions in a variety of situations, along with identifying key managerial skills.
4. Describe major activities of business organizations, including communication, quality assurance, change management, decision-making, and human resource management functions.
5. Demonstrate an understanding of the impact of current business issues, such as ethics, diversity, corporate culture, international management, and teamwork.
6. Discuss and evaluate current leadership and motivational concepts.

ASSURANCE OF LEARNING OUTCOMES:

Objective 5.8 The student will demonstrate foundational knowledge of business organizations and management (MGT 220):

5.8.1 Outcome 1: The student can identify factors in the external environment that may affect an organization's actions.

5.8.2 Outcome 2: The student can apply concepts or theories related to core managerial functions.

Professional Standards

Students are expected to be familiar with and abide by the "College of Business Standards of Professional Behavior and Ethical Conduct". Please note that only bottled water may be consumed in the classroom wing of the State Farm Hall of Business Building and that all cell phones and other electronic devices should be turned off and stored away during classes, unless permission is otherwise granted by the instructor. Please plan to arrive on time and stay for the entire class period unless the instructor is notified before class. Show respect to class guests and others at all times.

COURSE INFORMATION

Course Number & Title	MGT 220 - Business Organization and Management
Prerequisites	None
Time and Location	Sect 03 –T/R 9:35 – 10:50 a.m. SFHB 139

INSTRUCTOR INFORMATION

Instructor	Cass Hermacinski, MBA, SHRM-CP
Phone/e-mail	Office 438-7467/ caherm2@ilstu.edu
Office Location	State Farm Hall of Business 121
Office Hours	M/W 9:30am – 10:30am T/R 11:00am – 12:00pm and by appt.
Teaching Assistant (TA); Location	Kristian Wiles; SFHB 121
Contact Info/Office Hours	kjwile2@ilstu.edu ; T/R 12:00pm – 1:00pm

RESOURCES/MATERIALS

Textbook: (Required) Understanding Management, by Daft, 12th edition w/ Mindtap Access (Cengage), ISBN: 978-0-357-71689-2
(Required) HBI Coursepack: <https://hbsp.harvard.edu/import/1415827>

GENERAL COURSE INFORMATION AND POLICIES

ACADEMIC DISHONESTY: Action will be taken against a student because of academic dishonesty. Plagiarism, cheating, and knowingly supplying false or misleading information will result in consequences that align with the severity of the infraction. Disciplinary action may include but is not limited to zero points for an assignment, failure of a course, and/or dismissal from Illinois State University. If such infractions are suspected, an investigation will be undertaken pursuant to Illinois State University's Academic Integrity Policy. Students are permitted to use AI to **assist** in completing assignments with proper attribution given in the assignment. The submission must be the original work of the student and can only have AI attribution for assistance in completion (e.g. grammar, formatting, etc.). If there is no proper attribution, the student will be charged with an academic dishonesty infraction. More information is available later in the syllabus regarding what is and is not acceptable use of AI.

ATTENDANCE POLICY: This is a hybrid course, so we are already meeting less than a “regular term” class. I will have discussions over course topics, and a quiz will be assigned at the end of the class period. As of right now, I am planning 10 “lecture/discussion” as well as 4 other “classroom” class periods. **The only absences that will be excused will be those sent as excused by the Dean of Students.**

CLASSROOM CONDUCT POLICY: Students are expected to behave professionally in the classroom, be respectful towards the instructor and fellow classmates, and ensure their behaviors do not disrupt or interfere with class activities. Disruptive behavior either in the classroom or online will not be tolerated. Disruptive behavior is any behavior that is seen as interfering with normal classroom functions. Instructors have the authority and professional obligation to maintain a positive and conducive learning environment for all students. To that end, the following expectations will be enforced:

- DO arrive to class on time and remain in class for the entire class period.
- DO turn off and put away all cell phones, smartphones, and other electronic devices during class periods unless the instructor has provided permission to use the devices.
- DO be attentive and involved throughout the entire class period. Naptime during class ended in kindergarten.
- DO keep your language professional and free of profanity.
- DO NOT carry-on distracting side conversations including speaking out of turn or monopolizing discussion.
- DO NOT be disrespectful in speech or actions to the instructor or fellow classmates.
- DO NOT show audible and visible signs of restlessness, boredom, disengagement, or hostility.

NETIQUETTE:

The expectations of students in this course when participating in the virtual classroom, attending virtual meetings with the professor, and/or participating on discussion boards (written or video).

- Keep in mind that you are taking a college class. Something that would be inappropriate in a traditional classroom is also inappropriate in an online classroom.
- Keep your video on and your audio on mute if you’re not talking.
- Raise the hand icon to speak or use the chat function to ask a question in the comments section and wait for the instructor to call on you.
- Dress appropriately. Don’t wear your pajamas or decide that a shirt or pants are optional pieces of clothing.
- Do not participate in class while lying in bed, walking around the room, or sharing your hygiene or eating habits with the class/instructor.

Students who exhibit behavior deemed to be disruptive may be dismissed from the class and will (1) be marked as absent, (2) lose points on assignments submitted that day, (3) be required to meet with the instructor and/or administration depending on the severity of the disruption and not allowed to return to class until resolved.

EXTRA CREDIT: No extra credit opportunities will be provided based on individual requests. This policy is in place to be fair to all students. Extra credit may, however, be offered to all students at times as the instructor sees fit.

LATE WORK: Students are expected to demonstrate professional level skills in all areas. For this class, there is zero tolerance for not turning in all assignments on time and for not being prepared for class. Even pre-approved excused absences must submit assignments on time via email or Canvas unless extenuating circumstances exist. The instructor will make the final determination regarding whether those circumstances are extenuating or not.

HARVARD BUSINESS IMPACT (HBI) INFORMATION: For this course, we will be utilizing case studies and simulations from Harvard Business Impact (HBI). The link to the coursepack is below, in the required materials section of the syllabus above, and on Canvas. This coursepack will cost ~ \$40.

Coursepack Link: <https://hbsp.harvard.edu/import/1415827>

IN-CLASS ACTIVITIES: To reinforce the content we are covering, we will be doing a variety of in-class activities throughout the semester. Many of these activities will be completed in groups. Each activity will be worth 10 points and cannot be made up if a student is absent.

MINDTAP CHAPTER ASSIGNMENTS: Students will be assigned an “Apply It” and “Case Study” assignments for each chapter (excluding Ch. 1 & 7) that we cover (13 total of each). These assignments will be due on the Sunday evening of the week that we cover the respective chapter. Each of these assignments is worth 5 points. The two lowest scores in each assignment category will drop. If you forget to do an entire chapter of assignments, then those scores will drop.

TED TALK QUIZZES: I will show a series of TED Talks related to what we cover in class. Each quiz will be assigned and due on a Thursday with each quiz being worth 20 points.

QUIZZES: There will be content quizzes for 10 chapters in this course as well as a Cumulative AOL Quiz. Most of the material for these quizzes will come from what I discuss in lecture/discussion/videos. There may be some topics from the book, but I encourage you to participate in class for the best chance of doing well on these quizzes. Most of these quizzes will be released on Tuesdays @ 11:00am and be due on Sundays @ 11:59pm. Students will have 10 minutes to complete each quiz. These quizzes will not be difficult if you take notes on the lecture videos and during lecture/discussion on Mondays. The lowest score of the semester will drop. **The AOL Quiz is ineligible to be dropped.**

EXAMS: This course features a single, cumulative examination worth 20% of the overall grade. Designed to assess your understanding of the semester's material, the exam focuses on critical thinking and the practical application of course concepts. The exam format may include T/F, MC, matching, fill-in-the-blank, short answer, and/or essay questions. Please note that the instructor reserves the right to administer this exam in an oral format. Additionally, the entire class may earn the privilege of using notes during the exam; this is a collective incentive based on consistent and high-quality participation throughout the semester.

CASE STUDIES: For each assigned Harvard Business Impact (HBI) case study, students must complete the following:

- **Printed Annotations:** Hand-written notes in the margins that link specific case details to course concepts.
- **Discussion Questions:** Responses to approximately five questions provided for each case.
- **S.M.A.R.T. Recommendations:** The goal of analyzing a business case is to move from diagnosis to action. For the final portion of your assignment, you must act as a consultant and provide concrete, actionable recommendations for the organization's next steps. Your recommendations must be formatted as **S.M.A.R.T. Goals** and directly rooted in both the facts of the case and the management frameworks covered in class.

These requirements are designed to ensure active engagement and a practical understanding of the course content. To receive credit for these assignments, each requirement must be completed in succession. While four case studies will be assigned throughout the semester, only your **two assigned case study scores** will factor into your final grade. All case studies will be assigned as “Team Case Studies”. The instructor will randomly assign groups to the case studies to ensure fairness in assignment – this will be posted to Canvas.

SIMULATION: We will conduct one simulation this semester designed to assess your ability to apply course concepts in a dynamic environment. For the simulation, each student is required to maintain a comprehensive decision log documenting every strategic choice made throughout the exercise. Following the simulation, you will submit a formal reflection analyzing your key takeaways and the rationale behind your decisions. Please note that your performance metrics within the simulation will directly impact your final grade for the assignment. The *Coffee Shop* Simulation will be completed in groups. Additionally, students will be required to create a video presentation for the *Coffee Shop* Simulation that is 10-15 minutes in length. Students must participate in every aspect of the simulation to earn credit.

MAKE-UP POLICY: Make-up exams and quizzes are only allowed if the instructor is notified well in advance by the student that he/she/they are unable to attend the day of a quiz or exam, and the instructor excuses the absence. Failure to properly notify the instructor and have that absence approved by the instructor will result in a "0" for that assessment.

USE OF TECHNOLOGY IN CLASS: Students can use laptops in class to take notes, but are not permitted to email, check their social media, or snapchat! Lectures or classes may not be recorded, or photos taken of lecture materials used in class unless you have a letter of accommodation for a specific disability. Recording devices can make individuals feel less free to express themselves and can therefore constrain discussion. Additionally, it raises FERPA concerns and may violate copyright laws.

FINAL GRADES: I am not in the habit of curving or inflating grades at the end of the semester. Do not approach me at the end of the semester to “grade grab” the next highest grade. Doing so will almost certainly hurt your reputation with me. There are rare instances where I will round a grade, but that will be based on attendance/participation and overall effort in the course.

RESPECT: Students are expected to show respect to the instructor and to fellow classmates. Remember, we can learn a lot from the differing perspectives of those around us. As you share your thoughts and your work with each other, try to challenge yourself to think differently, and push yourself to understand other’s viewpoints. No headphones, please, during class time. Students who use the computer for non-class work will be asked to desist or leave the class.

PARTIALLY HYBRID COURSE: Please note that this is designated as a partially hybrid course. While we will meet in person for most of our scheduled Tuesdays and Thursdays throughout the semester, there are specific, designated days where we will not meet in class. This operational design ensures instructional alignment across both sections of MGT 220 that I am teaching this semester. To help you plan your week, our standard classroom structure will follow a consistent rhythm: most Tuesdays will be dedicated to interactive lectures and discussion, while most Thursdays will focus on experiential learning, including in-class activities, TED Talk analysis and quizzes, or dedicated project workdays. Please thoroughly review the Course Outline/Calendar at the end of this syllabus to track our daily agenda items and note the exact dates of our non-meeting hybrid days.

GENERATIVE AI USE IN THIS COURSE IS WELCOME WITH PROPER ATTRIBUTION.

In this course, students can use generative AI tools (such as ChatGPT or Adobe Firefly) to complete assigned work, so long as the use of generative AI tools is properly disclosed through in-text citations, quotations, and references. Please refer to the style manual that aligns with your discipline for specific guidelines for attribution. Note that any use of generative AI must be both responsible and ethical. This means that students using generative AI are required to comply with all privacy laws and research requirements to protect data and must have appropriate permissions to enter data into a generative AI tool. Students should clarify any questions on whether data or information may be entered into a generative AI tool with the instructor.

***Excused Student Absences Due to Communicable Disease, Bereavement or Military Service—These are the ONLY exceptions for attendance points or missing/late assignments and exams. Read the policies to make sure you understand your responsibility.

<https://policy.illinoisstate.edu/students/2-1-30.shtml> Communicable Disease

<https://policy.illinoisstate.edu/students/2-1-27.shtml> Bereavement

Limited Excused Absence for Military Service

In accordance with state laws and regulations (330 ILCS 60/5.2), a service member enrolled in an institution of higher learning who is unable, because of his or her military service, to attend classes on a particular day or days has the right to be excused and to reschedule a course examination administered on such day or days. The faculty and administrative officials shall make available to the service member an opportunity to make up any examination he or she has missed because of his or her military service.

GRADING POLICIES

A	90-100%
B	80-89.99%
C	70-79.99%
D	60-69.99%
F	Below 60%

Your grade will be based solely on the points you earn utilizing the distribution below:

% of Grade	Requirements	Points
6%	In-Class Activities (6 @ 10 points/each)	60
8%	TED Talk Quizzes (4 @ 20 points/each)	80
11%	Mindtap Assignments – “Apply It” & Case Study (excluding Ch. 1 & 7; drop two lowest scores of each category)	110
20%	Content Quizzes (11 @ 20 points/each; drop lowest score)	200
15%	<i>Coffee Shop</i> Simulation: • Decision Rationale for each Level & Year • Overall Results • Video Presentation	150 • 50 • 50 • 50
20%	HBI Case Studies (4 @ 100 points/each; complete two): • Handwritten Annotations (30 points/each) • Question Responses (20 points/each) • S.M.A.R.T. Recommendations (50 points/each)	200 • 60 • 40 • 100
20%	Comprehensive Final Exam	200
100%	Total Possible Points	1000

Assignments, calendar and requirements may be changed at the discretion of the instructor.

ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Any student in need of special accommodation should contact the staff in the Office of Disability Concerns at 438-5853 (voice) or 438-8620 (TDD).

Course Outline MGT 220 (Sect. 7) T/R 9:35-10:50 Fall 2026

Date	Modality	Class Agenda	Assignments/Due Dates/Points
Tues, Aug 18	Classroom	Course Orientation <i>The Environment & Corporate Culture</i>	Extra Credit Syllabus Quiz due Sun, Aug 23 ***Ensure access to all course materials: Cengage/Mindtap & HBI***
Thurs, Aug 20	Classroom	Finish anything left over from Tuesday Groups assigned & formed	Ch. 2 Quiz due Sun, Aug 23 Ch. 2 Mindtap Assignments due Sun, Aug 23
Tues, Aug 25	Classroom	<i>Managing Teams</i>	Ch. 14 Quiz due Sun, Aug 30 Ch. 14 Mindtap Assignments due Sun, Aug 30 Assign HBI Case Study " <i>The Team That Wasn't</i> "
Thurs, Aug 27	Classroom	In-Class Activity #1 (Teams) Watch TED Talk #1	TED Talk #1 Quiz due
Tues, Sept 1	Classroom	<i>Motivating Employees</i>	Ch. 12 Quiz due Sun, Sept 6 Ch. 12 Mindtap Assignments due Sun, Sept 6 Assign HBI Case Study " <i>Can Retailers Win Back Shoppers Who Browse then Buy Online?</i> "
Thurs, Sept 3	Classroom	In-Class Activity #2 (Motivation)	
Tues, Sept 8	Online	Watch the following lecture video: <i>Leadership</i>	Ch. 11 Mindtap Assignments due Sun, Sept 13
Thurs, Sept 10	Classroom	Watch TED Talk #2	TED Talk #2 Quiz due
Tues, Sept 15	Classroom	<i>Managing Ethics & Social Responsibility</i>	Ch. 4 Quiz due Sun, Sept 20 Ch. 4 Mindtap Assignments due Sun, Sept 20
Thurs, Sept 17	Classroom	In-Class Activity #3 (Ethics)	HBI Case Study " <i>The Team That Wasn't</i> " due Sun, Sept 20 Assign HBI Case Study " <i>Is It Ever Ok to Break a Promise?</i> "
Tues, Sept 22	Classroom	<i>Planning & Goal Setting</i>	Ch. 5 Quiz due Sun, Sept 27 Ch. 5 Mindtap Assignments due Sun, Sept 27
Thurs, Sept 24	Classroom	In-Class Activity #4 (SWOT) Watch TED Talk #3	TED Talk #3 Quiz due HBI Case Study " <i>Can Retailers Win Back Shoppers Who Browse then Buy Online?</i> " due Sun, Sept 27
Tues, Sept 29	Classroom	<i>Individual Behavior</i>	Ch. 10 Quiz due Sun, Oct 4 Ch. 10 Mindtap Assignments due Sun, Oct 4
Thurs, Oct 1	Online	No Class	Assign HBI Case Study " <i>We Googled You</i> "
Tues, Oct 6	Classroom	<i>Human Resource Management</i>	Ch. 9 Quiz due Sun, Oct 11 Ch. 9 Mindtap Assignments due Sun, Oct 11
Thurs, Oct 8	Online	Watch TED Talk #4	TED Talk #4 Quiz due
Tues, Oct 13	Classroom	<i>Managerial Decision-Making</i>	Ch. 6 Quiz due Sun, Oct 18 Ch. 6 Mindtap Assignments due Sun, Oct 18

Thurs, Oct 15	Online	No Class	HBI Case Study “ <i>Is It Ever Ok to Break a Promise?</i> ” due Sunday, Oct 18
Tues, Oct 20	Classroom	Watch Lecture Video(s): <i>International Management</i> Introduce & work on Coffee Shop Simulation (HBI) - Level 1	Ch. 3 Mindtap Assignments due Sun, Oct 25
Thurs, Oct 22	Online	No Class	
Tues, Oct 27	Classroom	Finish Coffee Shop Simulation (HBI) - Level 2	
Thurs, Oct 29	Online	No Class	Decision Logs due Fri, Oct 30
Tues, Nov 3	Classroom	<i>Managing Innovation & Change</i>	Ch. 8 Quiz due Sun, Nov 8 Ch. 8 Mindtap Assignments due Sun, Nov 8
Thurs, Nov 5	Classroom	In-Class Activity #6 (Innovation)	HBI Case Study “ <i>We Googled You</i> ” due Sunday, Nov 8
Tues, Nov 10	Classroom	<i>Managerial Communication</i>	Ch. 13 Quiz due Sun, Nov 15 Ch. 13 Mindtap Assignments due Sun, Nov 15
Thurs, Nov 12	Classroom	In-Class Activity #7 (Communication)	
Tues, Nov 17	Classroom	Complete AOL Quiz in class Work on Coffee Shop Simulation Video Presentation (if needed)	
Thurs, Nov 19	Online	<i>Managing Quality & Performance</i>	Coffee Shop Simulation Video Presentation due Friday, Nov 20 Ch. 15 Mindtap Assignments due Sun, Nov 22
Tues, Nov 24		Fall/Thanksgiving Break	Rest, Relax, and Rejuvenate
Thurs, Nov 26		No Classes All Week	Rest, Relax, and Rejuvenate
Tues, Dec 1	TBD	Open	
Thurs, Dec 3	TBD	Open	
Dec 7-11		Comprehensive Final Exam (Date & Time TBD)	Total Class Points: 1,000

The instructor reserves the right to change this course outline and/or syllabus at any time

***Anything in light blue in the agenda column is the student’s responsibility outside of class – the assignments associated with those agenda items are also in light blue.