

COLLEGE OF BUSINESS
ILLINOIS STATE UNIVERSITY

MGT 220: Business Organization and Management
Spring 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 01 – Mon 11:00 – 12:15 p.m. SFHB 366
	Sect 05 – Mon 12:35 – 1:50 p.m. SFHB 357
	Sect 07 – Mon 3:35 – 4:50 p.m. SFHB 357

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 9:30 a.m. – 10:30 a.m. T 10:00 a.m. – 12:00 p.m. and by appt. Zoom: by appt
Teaching Assistant (TA)	Hannah Rutherford
Contact/Office Hours	herethe@ilstu.edu ; T/W 9:30-10:30am (Atrium)

RESOURCES/MATERIALS

Textbook: (Required) Understanding Management, by Daft, 12th edition w/ Mindtap Access (Cengage),
ISBN: 978-0-357-71689-2

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.**

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 8 “lecture/discussion” as well as 6 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.

COURSE STRUCTURE: This course will be structured like that of a flipped classroom, but there will be more lecture/discussion than a typical flipped classroom environment. I will post “Lecture Videos” for every chapter except Ch. 11. The Group Project is focused on Leadership (Ch. 11), so I do not have a video that accompanies that material. The expectation is that you will watch each video (preferably before we cover content in class), engage in class discussion which will be approximately 30-45 minutes each week, and complete all assigned work for the material.

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. Students will be randomly assigned to different groups each week, so please pay attention to announcements on Canvas to understand who you will be working with for the week. Each activity will be worth 20 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 that we cover (15 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 10 points.

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 Wednesday with each quiz being worth 20 points.

QUIZZES: There will be content quizzes for 12 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 Wednesdays @ 8:00am and be due on Wednesdays @ 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.

EXAMS: There are two scheduled exams this semester – the Midterm Exam and the Final Exam. These exams can feature T/F, MC, Short Answer, and/or Essay questions. These exams will be completed in class during our scheduled exam times. We will complete the exams through Canvas, and students will be required to download and use LockDown Browser during the exams. Students will be required to download the LockDown Browser software prior to the Midterm Exam being given. If there are issues with LockDown Browser during either exam due to the student being unprepared, the student will not be able to makeup that lost time. Students will be allowed to use notes only on the exams. The Final Exam can be waived at the end of the semester if students meet the following stipulations:

- a. Miss no more than 1 class (unexcused)
- b. Maintain an 85% or higher average on Content and Ted Talk quizzes
- c. Achieve at least a 75% on the Midterm Exam **OR**
 - i. Maintain an “A” in the course **and** have 0 unexcused absences
- d. Complete all requirements of the Group Project

GROUP PROJECT: There will be one group project that students will be required to complete. This project will be focused on Unit 5 (Leadership) and requires students to present their findings to the class by giving ~ a 10-15 minute presentation towards the end of the semester. This is tough to do in large classes, but we will be working in groups of 6-8, and it will be imperative that you all work together on this. More information will be provided on Canvas. Students must attend all presentations and be attentive. If students are absent, on phones, laptops, etc., they will lose all points for this assignment. **Students must participate in both the research and presentation components to earn credit.**

I need to be clear here... I have **SEVERAL** expectations of the Group Project. I will assign a 0 to students that do not meet these expectations, and they will be ineligible to waive the Final Exam. Please be aware of the following expectations and make note of them:

1. No electronic devices will be out while other students are presenting. If you are on them, it is an automatic 0. It is one thing to ignore me when I am speaking, but you will not ignore your fellow classmates – I recommend you stow everything away **before** presentations begin.
2. Free riding is not acceptable. Pull your own weight! There is no individual opportunity on this assignment, so if you are removed from a group, you will receive a 0.
3. Be attentive when your fellow classmates are presenting.
4. Be at every presentation. Without a valid and excused absence, the student will receive a 0 on the assignment for being absent and will forfeit any opportunity to waive the Final Exam.

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 exam or quiz.

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.

HYBRID COURSE: Please be aware that this is a hybrid course. This means that we will meet in-person on **Mondays only** throughout the semester. Most of our class time will be reserved for activities and discussion. I will spend roughly 20-30 minutes discussing the material and the remainder of class time will be reserved for an activity that will often be completed in groups.

***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:

Percentage of Grade	Requirements	Points
30% / 25%	Mindtap Assignments – “Apply It” & Case Study	300
16% / 13.3%	In-Class Activities (8 @ 20 points/each)	160
8% / 6.6%	Ted Talk Quizzes (4 @ 20 points/each)	80
26% / 21.7%	Content Quizzes (13 @ 20 points/each)	260
11% / 9.2%	Group Project	110
20% / 16.6%	Midterm Exam (Ch. 1-9)	200
0% / 16.6%	Cumulative Final Exam (can be waived)	200
100%	Total Possible Points	1000/1200

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. 1, 5, & 7) Mon 11:00-12:15, 12:35-1:50, & 3:35-4:50 Spring 2026

Week	Class Agenda	Assignments/Due Dates
1: 01/12 – 01/18	Chris Ohlsson (Cengage) Work on Unit 1 Assignments Watch the following lecture video: <i>Leading Edge Management</i> (Ch. 1)	<ul style="list-style-type: none"> • Extra Credit Syllabus Quiz due Sunday, January 18th • Ch. 1 Assignments due Sunday, January 18th
2: 01/19 – 01/25	No Monday Class – MLK, Jr. Day Watch the following lecture videos: <i>The Environment and Corporate Culture</i> (Ch. 2) <i>Managing a Global Environment</i> (Ch. 3) Watch Ted Talk #1	<ul style="list-style-type: none"> • Ch. 2 & 3 Quiz due Wednesday, January 21st • Ted Talk #1 Quiz due Wednesday, January 21st • Ch. 2 & 3 Assignments due Sunday, January 25th
3: 01/26 – 02/01	<i>Managing Ethics and Social Responsibility</i> – Lecture/Discussion	<ul style="list-style-type: none"> • Ch. 4 Quiz due Wednesday, January 28th • Ch. 4 Assignments due Sunday, February 1st
4: 02/02 – 02/08	<i>Managing and Goal Setting</i> – Lecture/Discussion Watch the following lecture video: <i>Managerial Decision Making</i> (Ch. 6) Watch Ted Talk #2	<ul style="list-style-type: none"> • Ch. 5 Quiz due Wednesday, February 4th • Ch. 6 Quiz due Wednesday, February 4th • Ted Talk Quiz #2 due Wednesday, February 4th • Ch. 5 & 6 Assignments due Sunday, February 8th
5: 02/09 – 02/15	<i>Managing Innovation and Change</i> - Lecture/Discussion Watch the following lecture video: <i>Designing Organizational Structure</i> (Ch. 7)	<ul style="list-style-type: none"> • Ch. 8 Quiz due Wednesday, February 11th • Ch. 7 Quiz due Wednesday, February 11th • Ch. 7 & 8 Assignments due Sunday, February 15th
6: 02/16 – 02/22	<i>The Strategic Role of HRM</i> – Lecture/Discussion Watch Ted Talk #3	<ul style="list-style-type: none"> • Ch. 9 Quiz due Wednesday, February 18th • Ted Talk Quiz #3 due Wednesday, February 18th • Ch. 9 Assignments due Sunday, February 22nd
7: 02/23 – 03/01	Midterm Exam (Ch. 1-9)	
8: 03/02 – 03/08	<i>Understanding Individual Behavior</i> – Lecture/Discussion	<ul style="list-style-type: none"> • Ch. 10 Quiz due Wednesday, March 4th • In-Class Activity #5 due Sunday, March 8th • Ch. 10 Assignments due Sunday, March 8th

03/09 – 03/15	Spring Break – No Classes!	Rest, Relax, Rejuvenate!
9: 03/16 – 03/22	<i>Leadership/Leading Teams</i> – Hannah will lead our discussion/activities Introduce Group Project Watch Ted Talk #4	<ul style="list-style-type: none"> Ch. 14 Quiz due Wednesday, March 18th Ted Talk Quiz #4 due Wednesday, March 18th Ch. 11 & 14 Assignments due Sunday, March 22nd
10: 03/23 – 03/29	<i>Motivating Employees</i> – Lecture/Discussion	<ul style="list-style-type: none"> Ch. 12 Quiz due Wednesday, March 25th Ch. 12 Assignments due Sunday, March 29th
11: 03/30 – 04/05	<i>Managing Communication</i> – Lecture/Discussion	<ul style="list-style-type: none"> Ch. 13 Quiz due Wednesday, April 1st Ch. 13 Assignments due Sunday, April 5th
12: 04/06 – 04/12	Complete AOL Quiz in class Work on Group Project	<ul style="list-style-type: none"> Leadership Project files due Friday, April 10th Ch. 15 Assignments due Sunday, April 12th
13: 04/13 – 04/19	Group Presentations Day 1	
14: 04/20 – 04/26	Group Presentations Day 2	
15: 04/27 – 05/03	Group Presentations Day 3 Complete Course Evaluations	
Finals Week: May 4-8	Final Exam (Date & Time TBD)	Total Class Points: 1,000/1,200

***The instructor reserves the right to change this course outline at any time.

***Chapter assignments are those that need to be completed on Mindtap.