MGMT 300
PRINCIPLES OF MANAGEMENT

4 Credit Hours
Course Dates: 3rd January to 13th March, 2011
Mode of Delivery: Online

INSTRUCTOR: Omid E. Furutan, Ph.D.
OFFICE: CBPM Building #129
OFFICE HOURS: BY APPOINTMENT
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REQUIRED TEXTS AND MATERIALS


Access to a personal computer is required. All written assignments must be word processed
MGMT 300
PRINCIPLES OF MANAGEMENT

This document provides an overview of the course foundation elements, assignments, schedules and activities. For information about general university policies, please see the University of La Verne catalog. If you have additional questions about the course, please contact me.

POLICY FOR SCHOLASTIC HONESTY

I expect each student to do his/her own work and have "zero tolerance" for cheating, plagiarism, unauthorized collaboration on assignments and papers, using "notes" during exams, submitting someone else's work as one's own, submitting work previously submitted for another course, or facilitating acts of academic dishonesty by others. An offense will result in a “0.0” grade for the course. Please consult with me if you are not sure if you might be violating the Scholastic Honesty Policy.

COURSE DESCRIPTION

Introduction to planning, organizing, coordinating, staffing, directing, budgeting, controlling, and evaluating functions of management; leadership roles and styles, and development of individual and group effectiveness; managing conflict and change; and the human aspects of management.

LEARNING OUTCOMES

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

1. Students will be able to understand the difference of close and open systems theories;
2. Students will demonstrate the ability to identify information necessary for effective planning;
3. Students will understand the impact of classical and contemporary organizational models in organizations;
4. Students will be able to demonstrate the use of type of controls to gather information in a timely manner for corrective action;
5. Students will understand the range of organizational structures and functions including the nature of managerial roles;
6. Students will understand the concept of organizational culture;
7. Students will be able to describe ethical, social responsibilities in creating sustainable organizations;
8. Students will be able to understand the theories of leadership and their application;
9. Students will be able to understand the dynamics of organizational change;
10. Students will develop a professional awareness of contemporary business affairs through newspapers, professional journals and the World Wide Web.
EXPECTATIONS

- Review the syllabus and course schedule for each week’s assignment(s).
- Read all assigned materials for each class session.

RECOMMENDED SUPPLEMENTARY RESOURCES

As a University of La Verne student, you have access to library resources. To access the resources necessary to complete your coursework and assignments, visit the Wilson Library website: http://www.ulv.edu/library/.

Search the online databases for journal, magazine, and newspaper articles. Articles that are not available in full text in the library's collection can be requested from other libraries and delivered to you electronically. For additional help, visit the Wilson Library and consult with one of the library faculty.

ELECTRONIC RESOURCES

Barron’s Online
http://www.barrons.com

BRINT- A Business Researcher’s Interests
http://www.brint.com

Business Process Reengineering Online Learning Center
http://www.prosci.com/index.htm

Business Week Online
http://www.businessweek.com

Edge Online The small business solution source, an entrepreneurial magazine
http://www.edgeonline.com

EI Net Galaxy: Business and Commerce (subject based list and a search tool)
http://www.einet.net/galaxy/Business-and-Commerce.html

Elements of Style (Principle requirements of plain English writing style)
http://www.cc.columbia.edu/acis/bartleby/strunk/

Harvard Business School Publishing (abstracts for HBR cases etc.)
http://www.hbsp.harvard.edu/

IAT Infobits (An electronic service of the institute for Academic Technology)
http://www.iat.unc.edu/infobits/infobits.html

International Association for Business and Society
http://cac.psu.edu/~plc/iabs.html

Management Archive (forum for management ideas and information)
http://ursus.jun.alaska.edu

SDWT Self Directed Work Team (Lots of good information on teams)
http://users.ids.net/~brim/sdwt.html
SHRM Online. The Society for Human Resource Management is the leading voice of human resource professionals. This site includes HR news online, HR bulletin boards, HR links, and HR Magazine. http://www.shrm.org

Workforce Online (Web site for business leaders in HR. Includes library of articles on HR topics) http://www.workforceonline.com

OVERVIEW OF COURSE ACTIVITIES AND GRADING

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Forums (9 @ 2% each)</td>
<td>18</td>
</tr>
<tr>
<td>Quizzes (9 @ 3% each)</td>
<td>27</td>
</tr>
<tr>
<td>Team Project</td>
<td>30</td>
</tr>
<tr>
<td>Team Analysis of Competencies</td>
<td>5</td>
</tr>
<tr>
<td>Midterm Examination</td>
<td>10</td>
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<tr>
<td>Final Examination</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
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</tbody>
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Please consult with me for guidance in determining your decimal grade.

EXPLANATION OF ASSIGNMENTS AND GRADING

BLACKBOARD DISCUSSION FORUMS

Participation is an essential aspect of business today. Highly interactive on-line discussions provide students with the following:

1. more personal, in depth understanding of the concepts,
2. experience applying concepts to real world problems;
3. a more pleasant course experience for both students and instructor.

To participate, you must contribute to the on-line discussion forums by reading the material before participating. Each student will post one initial comment on each of the nine discussion questions by maximum Thursday of that week. The definition of participation for this part is: thoughtful answers, responses, or comments of at least 300 words for each of the discussion questions or statements.

In addition, each student must also post four more responses to the comments of other students (this implies one response each for four different students) on each of the nine discussion questions. The definition of participation for your responses to other students’ posts is: asking intelligent questions, answering questions of other participants, and/or leading discussions about current events and issues you may have read about or experienced related to the subject at hand. One sentence comments of agreements or disagreements will not count.
Each discussion forum is open for only one week and all postings must be made between Mondays to Sundays. Because students are required to comment on their classmates’ responses, all initial posts to the question posed for the respective week must be submitted by Thursday of that week.

**Quizzes**

There will be 9 quizzes related to the readings assigned for the respective weeks. Students will have access to the quizzes on a weekly basis, and they are to be completed on a timely basis as you complete your readings for the week. The quizzes must be completed within the due dates and in Blackboard only. Once you launch the quiz it must be completed within that attempt. Do not e-mail or fax me your answers. The quizzes are multiple and true/false choices.

It is important that you complete the quizzes, save them, and print them for future study. I will randomly select from these multiple and true/false choices for inclusion in your mid-term and final exams. There are, therefore, no surprises!

**Team Project**

Teams consisting of 4 students will be formed at the beginning of the term. You will self register for the teams on Blackboard and this must be done during the first week of class. Please check the “Group” section of Blackboard to self register. You may use the tools available in Blackboard to facilitate and communicate with your team members. Each team will select a business organization and write a research paper: 10-12 pages, double-spaced, size 12-point Times New Roman font, with 1" margins. You must reference all your research in the text. Please proof read your paper before submitting it. The paper must be free of spelling and grammar mistakes. It must be a logically written, coherent paper. It should include at least 10 references. The paper is due on Week 9 (Midnight Sunday, 6th of March). It must be submitted through SafeAssign section of Blackboard.

(Suggestion: Select an organization that has a lot of information available and/or where you have access to the management personnel). You are required to research the selected organization and address the following areas:

Content of the Project Paper: Make sure that your paper has a bolded header for each of the areas and sub-areas below.

1. **Organizational Context**
   - include the history, organizational image, size, locations of operation, type of products, and/or services offered

2. **Environment in which the Organization Operates**
   **Task Environment**
   - customers
   - suppliers
   - competitors
   - regulatory group

   **General Environment**
   - economic environment
   - social/cultural environment
   - political environment
   - legal environment
3. **Organization's Mission/Vision and Goals**
   - mission
   - its appropriateness and relevance to organizational history and environment

4. **Organization's Strategy**
   - its relationship with organizational goals and mission/vision
   - its relationship with the environment in which organization exists

5. **Organizational Structure**
   - appropriateness of structure to the environment, objectives, and strategy

6. **Control Features used by the Organization**

7. **Organizational Culture***
   “Personality” of each organization, which includes:
   - important rituals
   - important symbols and artifacts
   - relationship with employees
   - its appropriateness and relevance to organizational history and the culture

* This is one of the more difficult analysis of your project. You will rarely find an article describing the culture of an organization. You will need to read and analyze many articles about the organization, analyze their messages to their various constituencies (e.g., customers, stockholders, etc.), and identify and interpret the symbols that are important to them. This will help you identify their espoused values and basic assumptions of operation.

8. **Leadership**

9. **SWOT Analysis**

10. **Your Recommendations**

The project will be graded by the following criteria:

- 80% content of the paper including references
- 10% organization
- 10% language and grammar

**TEAM ANALYSIS OF COMPETENCIES**

The Team Project requires the members of each team to identify the competencies used to facilitate the process towards completion of the Business Organization analysis. Each team is to use the competencies identified below to guide their analysis. Each team will turn in only one team analysis. **Please include the team analysis as the last page of your team project paper.**

For each of the following team competency listed below, please provide an example of how the competency was applied. The examples should be clear and provide concise description of how it reflects the competency.
- Communicating effectively in teams
  Example:

- Resolving team conflicts
  Example:

- Making meetings work
  Example:

- Utilizing team members’ abilities
  Example:

- Creating a shared team purpose
  Example:

- Evaluating team performance
  Example:

- Making team decisions by consensus
  Example:

**Writing Standards**

All writing assignments in this course must be word-processed and checked for spelling and grammar. The following are to be taken into consideration by the student when writing the papers in this course:

**Content:**

- Completed all parts of assignment
- Developed thoughtfully with appropriate support for ideas
- Synthesized and evaluated appropriate materials
- Original and appropriate approach – clear thesis

**Organization:**

- Logical plan
- Appropriate order of ideas
- Appropriate beginning and conclusion
- Appropriate cohesion and progression of ideas and transitions
- Proper headers and sub-headers

**Form and Mechanics:**

- Correct language control
- No grammatical or sentence errors
- No spelling, punctuation, and capitalization errors
- Correct idiom and word usage
Late Submissions

Only in the most extreme emergencies will students be allowed to miss an examination or delay the submission of an assignment. Where possible, the instructor should be informed beforehand. For all other cases, the student will receive a one-letter downgrade for the assignment. **After a week, no grade will be given.**

Incomplete

An Incomplete is not given automatically or lightly. Anyone requesting an incomplete will have to do so in writing and will be considered only if:

- At least 50 percent of course activity have been completed;
- The student is at least pulling a minimum B grade;
- No points will be given for missing participation in the Discussion Forums and quizzes.

Academic Honesty

Your attention is called to the section of the University of La Verne Catalog entitled "Academic Honesty" (2008-2009 Catalog).

Any student found to be violating this section of the catalog will be given a grade of **ZERO** for the assignment in question. Repeat offenders (including other courses) will get an "F" for this course. There is a "no tolerance" standard in this course for academic dishonesty.

Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor, students are expected to maintain the following standards of integrity:

- All examinations, term papers, oral and written assignments, and recitations are to be the work of the student presenting the material.
- Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the course; use of the exact wording requires a "quotation" format. (University of La Verne Catalog, 2008-09)

EXAMINATIONS

The exams must be completed in the time period specified. The multiple-choice, true/false, and essay questions must be completed **in Blackboard only**.

**How to Prepare:** Read each chapter carefully, learning the terms, concepts and theories. **All multiple-choice and true/false questions will be selected from your weekly quizzes plus some essay questions.** Please remember that essay-type questions require more than textbook responses. This is your opportunity to use your critical and analytical skills and I must be able to “hear” your “voice” in your responses.
# Course Schedule

The following schedule of activities has been provided as a general guide to the course. I may elect to adjust the outline to meet the unique needs of the class.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC AND ASSIGNMENT</th>
<th>READINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>January 3 - 9</td>
<td>Introduction to Management History of Management Quiz 1</td>
<td>Chapter 1</td>
</tr>
<tr>
<td></td>
<td>January 10 - 16</td>
<td>Organizational Environment and Cultures Ethics and Social Responsibility Quiz 2</td>
<td>Chapter 3 Chapter 4</td>
</tr>
<tr>
<td>3</td>
<td>January 17 - 23</td>
<td>Planning and Decision Making Organizational Strategy Quiz 3</td>
<td>Chapter 5 Chapter 6</td>
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<tr>
<td>4</td>
<td>January 24 - 30</td>
<td>Innovation and Change Global Management Quiz 4</td>
<td>Chapter 7 Chapter 8</td>
</tr>
<tr>
<td>5</td>
<td>January 31 - February 6</td>
<td>Designing Adaptive Organizations Managing Teams Quiz 5 Midterm Examination (Chapters 1-8)</td>
<td>Chapter 9 Chapter 10</td>
</tr>
<tr>
<td>6</td>
<td>February 7 - 13</td>
<td>Managing Human Resource Systems Managing Individuals and a Diverse Work Force Quiz 6</td>
<td>Chapter 11 Chapter 12</td>
</tr>
<tr>
<td>7</td>
<td>February 14 - 20</td>
<td>Motivation Leadership Quiz 7</td>
<td>Chapter 13 Chapter 14</td>
</tr>
<tr>
<td>8</td>
<td>February 21 - 27</td>
<td>Managing Communication Control Quiz 8</td>
<td>Chapter 15 Chapter 16</td>
</tr>
<tr>
<td>9</td>
<td>February 28 - March 6</td>
<td>Managing Information Managing Service and Manufacturing Operations Quiz 9 Team Project Due</td>
<td>Chapter 17 Chapter 18</td>
</tr>
<tr>
<td>10</td>
<td>March 7 - 13</td>
<td>Final Examination (Chapters 9-18)</td>
<td></td>
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</tbody>
</table>