UNIVERSITY OF LA VERNE

MGMT 300: Principles of Management

ONLINE

CRN: 1619/2355

Term: Spring, 2014
Instructor: Janis Dietz, Ph.D.
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Email: jdietz@laverne.edu

Class Dates: Monday, March 24-Sunday, June 1

Important Notice: If you do not have good Internet Connections and 12 hours a week to spend on this class, drop it right now! An on ground class takes less time. I am seeing a good 20% of the class get themselves in trouble because they think they can do the work at their employer, only to find out firewalls prevent them from completing their assignments. There are assignments due the first week. Please call me if you are not sure because I do not want you to spend a lot of money if your circumstances put roadblocks in front of you.

Course Description

This course examines basic concepts of management theories, functions, and applications in an intercultural context. It includes historical perspectives of the classical school, behavior approach, management science approach, contingency approach, and system’s approach. It reviews primary management functions of planning, organizing, influencing, and controlling, and consider cultural variations in selection and implementation of approaches. Course content includes discussion of current topics including learning organizations, transformational leadership, continuous quality improvement, and employee empowerment. The importance of consideration of ethics, social responsibility, and impact of cultural diversity on management practices and globalization of business are discussed throughout the course. Effective decision-making processes, importance of interpersonal skills, and ability to operate successfully in groups are stressed.

Learning Objectives

At the end of the course, students should have gained basic knowledge of the following:
Important historical landmarks and people in management
Classical, behavior, scientific, system’s and contingency approaches
The role of business organizations in society
Managing the impact of environment on organization
Setting organizational objectives
Fundamentals of planning and planning tools
Decision making tools and processes
Role of organizational structure in the success of management
Organizational change and management of stress
Creating effective communication
Theories of leadership and their applications
Theories of motivation and their applications
How to organize, participate in, and lead groups
Controlling processes and using control tools effectively
Impact of cultural and sub-cultural diversity on management
Effect of globalization on organization* 

Along with learning about management, the instructor for this class is working towards increasing the following skills of the students:

- Interpersonal skills
- Written communication skills
- Information search skills
- Ability to work in a culturally diverse organizational setting

Changes

Please note that modifications to this syllabus may be made at any time at the professor’s discretion. I try very hard not to do this for consistency sake, but sometimes it is inevitable. If you need to be out of town during the class, make sure you have completed your assignments ahead of time.

Course Text and Materials—Required

This course requires a variety of reading and viewing materials. Required materials should not be limited to the course textbook. Throughout the course, additional readings, videos, etc., may be indicated by the instructor.


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

**Assessment Criteria** *(Assignment Descriptions Follow)*

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Forums</td>
<td>30%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Mid-term Examination</td>
<td>15%</td>
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<tr>
<td>Final Examination</td>
<td>15%</td>
</tr>
<tr>
<td>Final Project (Individual)</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94-100</td>
<td>Has unusually sharp insights into material; initiates thoughtful questions.</td>
</tr>
<tr>
<td>A-</td>
<td>90-93</td>
<td>Sees many sides of an issue. Articulates well; writes clearly and logically.</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>Grasps subject matter at a level considered &quot;good to very good.&quot;</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>Is an active listener and participant in class discussions. Speaks and writes well.</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
<td>Accomplishes more than the minimum requirements.</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>Demonstrates a satisfactory comprehension of the subject matter.</td>
</tr>
<tr>
<td>C</td>
<td>74-76</td>
<td>Accomplishes the minimum requirements. Communicates orally and in writing at an acceptable level for college.</td>
</tr>
<tr>
<td>C-</td>
<td>70-73</td>
<td>Accomplishes the bare minimum of requirements.</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
<td>Quality and quantity of work in and out of class are below average.</td>
</tr>
<tr>
<td>D</td>
<td>64-66</td>
<td>Quality and quantity of work is inadequate.</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 63</td>
<td>Quality and quantity of work is unacceptable.</td>
</tr>
</tbody>
</table>
Detailed Explanation of Assignments

Discussion Forum (DF)  200(8x25)

The intent of the Discussion Forum is for the students to engage in the readings with one another. Every week during the semester (except for exam weeks), you will be asked to enter the Discussion Board and participate in Discussion Forums with the rest of the class. Please note that this activity is interactive. Participation via postings needs to take place between Monday and Sunday of the respective weeks of the assigned discussion forums. The postings fall into 2 categories:

a. Your initial answer to the question. This must be posted by **Wednesday at 11:59 p.m.** You will earn no points for posts after Wednesday.

b. Replying to the posts of other. ½ the points are reserved for thoughtful responses to several other students (total: 5-6 a week). Here are the details:

- All postings must be made between Mondays to Sundays of the respective weeks.
- There must be a minimum of 5-6 postings for each student. One will be the response to the question raised in the Discussion Forum and, 2) comments/critique of your classmates’ responses. Because students are required to comment on their classmates’ responses, all initial responses to the question posed for the respective weeks must be submitted by Wednesday of each week. You have until Sunday to post your comments/critique.
- I will grade you on both participation and quality of your responses/comments/critique.
- One-liners will not be accepted, that is, it is not sufficient to write that you agree or disagree with someone’s argument, or like their comments. Provide a rationale for your arguments, be thoughtful when responding, integrate the readings for support and allow me to “hear” your respective voice.
- Based on the above criteria, you will receive a range of points for each discussion forum. The maximum points that you can receive for each week’s forum, regardless of the number of questions, is 25. Example:

<table>
<thead>
<tr>
<th>Question 1</th>
<th>Question 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Post(12.5)</td>
<td>B post (9)</td>
</tr>
<tr>
<td>5-6 good responses(12.5)</td>
<td>5-6 good responses 12.5)</td>
</tr>
<tr>
<td>Total points: 25</td>
<td>21</td>
</tr>
</tbody>
</table>

- When/where appropriate, I will comment on the responses or provide additional information. I read all comments, even if I don’t reply to them all. Don’t worry if I don’t reply to your comment. It does not mean I did not read and grade it.
Your critical opinion is very important, but please use common courtesy when critiquing or disagreeing with someone else’s post. I very rarely have to lower the heat on discussions, but it does happen. Analysis is great; name-calling is not.

Quizzes 120(8 x 15)

There will be quizzes related to the readings assigned for the respective sessions. They are located in the Weekly Folder. 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. Do not e-mail or fax me your answers. The quizzes are multiple choice and are timed at 10 minutes. You may only enter the quiz once.

Mid-term Examination 100

There will be a mid-term examination during Week 6. This is an essay examination that includes essay type responses to questions covering chapters of your text assigned from Week 1 to Week 5. Several of them may relate to your project, so be prepared for that.

Final Examination 100

There will be a final examination during Week 10. This is an essay examination that includes essay type responses to questions covering chapters of your text assigned from Week 7 to Week 9. It may also include questions related to your project.

Final Project (Individual Assignment) 120

Each student or small team will select a business organization and write a research/organizational analysis paper: 10-12 pages, double-spaced, size 12-point Times New Roman font, with 1" margins. If you go over 12 pages, that is fine. 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. Include a Reference page. The paper is due on Week 10 (Midnight Sunday, June 1st). Choosing an organization you don’t like might make this project more interesting, but it is not to be a “position” paper in terms of posting negative materials to bolster your opinion without references. You must advise me of the organization you or your group wants to do by Sunday, April 6th. Last year I had too many people wait until the last minute. Because the exam questions will also refer to the project, picking it sooner is better. There are samples of past papers in Information/Resources. (Suggestion: Select an organization that has a lot of information available and/or where you have access to the management personnel). It should not be an organization you have written

1 Subject to change based on the requirements of the course.
about before in this context. I must approve your choice. You are required to research the selected organization and address the following areas:

Content of the Project Paper

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
   - technological 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. Organizational Culture*
   “Personality” of each organization, which includes:
   - core values and beliefs
   - rules for behavior
   - language used
   - important rituals
   - important symbols and artifacts
   - relationship with employees
   - its appropriateness and relevance to organizational history and the culture

* This is the most 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.

7. **SWOT Analysis**

8. **Your Recommendations Based on the SWOT Analysis**

The project will be graded by the following criteria:

- 70% content of the paper including references
- 15% organization
- 15% language and grammar

There are two available times for you to submit a “draft” for my comments. They include Part 2 during Week 4 and Part 6 during Week 8. You may ask for guidance at any time. Just make sure you have thoroughly read the syllabus before you ask questions that may be covered.

**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

**Form and Mechanics:**

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

**Late Submissions**
N/A Accepting late work dilutes the standards of the class. If you know you will be out of town or Internet access, plan accordingly with regard to posting.

**Incompletes**

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:

- The extenuating circumstance(s) is/are in compliance with La Verne’s policies.
- At least 70 percent of course activities have been completed.
- No points will be given for missing participation in the Discussion Forums.

**Academic Honesty**

Your attention is called to the section of the University of La Verne Catalog entitled "Academic Honesty" (p. 51-52, 2013 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. The University uses SafeAssign software and your assignments will be submitted into Assignments that will use Safeassign before I grade them. Your registration in this course signals your agreement with our academic policies.

- 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 and page reference.

**Additional Information on the Course Requirements**

**Discussion Board**

Each week during the course, you will be required to click on the Weekly folder and enter a Discussion Forum. Familiarize yourself with this feature. Learn how to read a contribution from a classmate or me, and on how to add your own "thread."

When you are asked to respond to a question and a person's ideas, please do so in a constructive and substantive way. Please apply the theories, concepts and terms of the course so far to your critique of the ideas presented. Just agreeing or disagreeing is not enough, nor is telling your own story of an experience that relates to the topic. Please note that a critique and/or analysis should address both strengths and weaknesses. **Suggestion:** You might want to read the
comment(s) first, then, review your material and click back into the Forum to make clear, instructive and constructive responses.

Mid-term & Final Examination

The exams must be completed in the time period specified. These are essay questions, many taken from the text and some relating to your final paper. They are located in the Weekly folder in Blackboard.

How to Prepare: Read each chapter carefully, learning the terms, concepts and theories. Many questions will be selected from the chapter review questions. Please prepare the essay type responses in advance for yourself. 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. Using your project usually enhances the exam experience. To avoid the computer going down in the middle of an answer, I recommend writing your responses in word and then pasting them into the Blackboard Test area.

SUGGESTED PERIODICAL READINGS:

Wall Street Journal www.wsj.com/student (special rates)
Academy of Management Journal
Administrative Science Quarterly
Academy of Management Review
Advance Management Journal
Business History Review
Business Horizon
California Management Review
Harvard Business Review
Journal of Business
Organization Dynamics

SUGGESTED READING LIST TO SUPPLEMENT TEXT:

1. Organization Theory: From Chester Bernard to the Present, by O. E. Williamson
2. Organizational Change and Redesign, by G. P. Huber
3. Gender and Diversity in the Workplace, by Gary Powell
4. Workplace by Design, by Franklin Becker
5. Designing Cross-Functional Business Processes, by Johann Bernard
6. Management and Gender: Issues and Attitudes, by M. F. Karsten
7. Managing Organizational Change, by P. E. Conner
9. McDonald’s: Behind the Arches, by J. F. Love

FEEDBACK
I will offer you feedback on your assignments, and at any other time, when this is requested. The feedback consists of advice on preparing for the exams or folder assignments and how to "better" prepare and/or respond to what is required.

From experience, students usually lose points due to brevity. They answer the question, but not as completely as they could have because the responses are too short.

For the purposes of this course, each week begins on Monday at 12 am and ends on Sunday at 11:59 pm.

WEEKLY SCHEDULE

Note: These are fairly short chapters as compared to other textbooks, so don’t let the multiple chapter weeks scare you.

WEEK 1: 3/24/2014

- Introduction
- Review syllabus for an overview of the course (content, expectations, etc.)
- Chapter 1 – Introducing Modern Management: Concepts and Skills

Due: Discussion Forum 1
Due: Quiz: Chapter 1

WEEK 2: 3/31/2014

- Chapter 2 – Managing: History and Current Thinking

Due: Discussion Forum 2
Due: Quiz: Chapter 2

WEEK 3: 4/7/2014

- Chapter 3 – Corporate Social Responsibility, Ethics and Sustainability
- Chapter 4 – Management and Diversity

Due: Discussion Forum 3
Due: Quizzes: Chapters 3 and 4

WEEK 4: 4/14/2013

- Chapter 5 – Managing in the Global Arena
- Chapter 6 – Management and Entrepreneurship
- Chapter 7 – Principles of Planning

Due: Discussion Forum 4
Due: Quizzes: Chapters 5, 6 and 7
Optional: Draft of Project, Part 2

WEEK 5: 4/21/2014

- Chapter 8 – Making Decisions
- Chapter 9 – Strategic Planning: Strategies, Tactics, and Competitive Dynamics
- Chapter 10 – Plans and Planning Tools

Due: Discussion Forum 5
Due: Quizzes: Chapters 8, 9 and 10

WEEK 6: 4/28/2014

- MID-TERM EXAM
  No Discussion Forum

WEEK 7: 5/5/2014

- Chapter 11 – Fundamentals of Organizing
- Chapter 12 – Responsibility, Authority, and Delegation

Due: Discussion Forum 7
Due: Quizzes: Chapters 11 and 12

WEEK 8: 5/12/2014

- Chapter 14 – Organizational Change: Stress, Conflict and Virtuality
- Chapter 15 – Influencing and Communication
- Chapter 16 – Leadership

Due: Discussion Forum 8
Due: Quizzes: Chapters 14, 15 and 16
Optional: Draft of Part 6

WEEK 9: 5/19/2014

- Chapter 17 – Motivation
- Chapter 21 – Controlling, Information, and Technology

Due: Discussion Forum 9
Due: Quizzes: Chapters 17 and 21

WEEK 10: 5/26/2014
• FINAL EXAM
  No Discussion Forum

NOTE: The Final Examination is due by **Midnight, June 1st, 2014**

The Final Project is due by **Midnight, June 1st in the Weekly Folder.**

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