

UNIVERSITY OF LA VERNE

MGMT 300: Principles of Management

ONLINE

CRN: 2161/2583

Note: Attendance Policy. In keeping with the "Class Attendance" policy contained in the University's catalog, students who do not log into the course and post by **Thursday, September 3rd**, will be administratively dropped from the Fall 2015 term

Term: Fall, 2015

Instructor: Janis Dietz, Ph.D. faculty.laverne.edu/jdietz/

Phone: Home: 909-981-4387¹. I am not at the University very often

Email: jdietz@laverne.edu

Class Dates: Monday, August 31st-Monday, November 9th (actually, Tuesday-Monday as explained below)

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. Though we deeply support our military members, deployment is one of the roadblocks that is hard to get around, especially with time limits on quizzes. If you know of a conflict, try to complete the discussion questions early or work ahead on your paper. I will work with you as best I can.

Personal comment: I take my evaluations very seriously because I want you to have a good experience. Though my evaluations are mostly good, there are comments that I am too "intense". Type A I admit to, so I hope you will advise me if my style is conflicting with your learning! I will share example with you of how my intensity has hurt me in my career, so I hope my examples will be helpful.

Course Description

¹ We have installed a call-blocking instrument on our phone, so press *82 if you currently do not show your number to callers.

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 considers 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 the 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 the sake of consistency, 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. You can always rely on the syllabus to plan ahead.

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.

- 1) Certo, S. C., & Certo, S. T. (2014). *Modern Management Concepts and Skills* (**14th Ed.**).9780133859812 New Jersey: Pearson Prentice Hall.
- 2) Carnegie, Dale. *How to Win Friends & Influence People*(1938,Simon&Shuster).There are many paperback and electronic editions available. I have added it because it is a continual best seller and I wish I had used what it teaches more in my own management career. Past students have loved the book and I am excited to see your reaction as well.
- 3)Recommended: The First Questions: Coaching Your Way to Leadership Success, Ron Hurst:
http://www.amazon.com/The-First-Questions-Coaching-Leadership-ebook/dp/B00L38GXPY/ref=dp_kinw_strp_exp_2_1 This is a book written by one of our adjunct professors who has a lot of management experience. It is only 100 pages and includes some very good tips.
- 4)Optional:MyManagement Lab.This is Pearson’s course support system that includes an etext and many study tools.I make it optional because any option that requires you to go off and onto Blackboard has the potential to confuse people. Until I have enough students tell me that MyManagement Lab is a great tool for them, I will continue to make it optional:

Get Started with a Pearson MyLab & Modified Mastering Product and Your Institution’s Blackboard Learning Management System

First, make sure you have these 2 things...

Email Address: You'll get some important emails from your instructor at this address.

Access code or credit card: The required access code comes either with your book or by itself at your bookstore. Alternatively, you can buy instant access with a credit card or PayPal account during registration.

Next, register!

1. Log in to your campus’s Blackboard Learn, Canvas, Desire2Learn, or Moodle **Learning Management System**. From here, look for a link to the **Pearson Tools** page in your course, and then click on the link to your **MyLab & Modified Mastering product** to begin the registration process.
2. Sign in with your Pearson account:
 - a. If this is the first time you have taken a Pearson MyLab & Mastering course linked to your learning management system, you will be prompted to login with your Pearson account. If you have a Pearson account, enter the username and password. If you don’t have a Pearson account, select the option to Create a new Pearson account. Once complete, move to step #3.
 - b. If you have previously taken a Pearson MyLab & Mastering course linked to your learning management system you will not be prompted to login and you will be asked to enter your access code (see step #3)
3. When prompted for access, click the **Access Code** button if you purchased a package with an

access code from the bookstore, OR purchase access now by clicking on the purchase options under the **Use a Credit Card or PayPal** section. You may also select Temporary Access without payment for 14 days.

4. You are now registered! Click on the "Go to your course" button to access your MyLab & Modified Mastering product.

Need help?

Read this helpful Knowledge Base Article about Learning Management Systems: http://247pearsoned.custhelp.com/app/answers/detail/a_id/11853
 Or visit our 24/7 Technical Support site at <http://247pearsoned.custhelp.com>

Course Requirements

1. Read all assigned materials for each class session.
2. Review the syllabus and course schedule for each week’s assignment(s). Try to look ahead so that you are not surprised.
3. Participate in discussions each week. Even if Monday is a holiday, it is not a holiday from this class.
4. Take assigned quizzes (in lieu of class discussions about the material).
5. Plan for travel so that you can accomplish the assignments.
6. Conduct a thorough analysis of a firm.

Assessment Criteria* (Assignment Descriptions Follow)—subject to change.

Discussion Forums	27%	200
Chapter Assignments(individual)	9%	70
Quizzes	14%	105
Mid-term Examination	13%	100
Final Examination	13%	100
Final Project (Individual/Group)Includes 2 drafts	19%	140
Current event Discussion	4%	30
Total		745

*Approximate percentages

Grading Scale

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

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. This activity is interactive. Participation via postings needs to take place between Tuesday and Monday 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 **Thursday at 11:59 p.m.** You will earn only response points for posts after Thursday. This applies to each discussion question if there is more than one; I have extended the week so that it ends on Monday at 11:59 pm. This seems to work better for working people. It means the course ends 1 day later, but it will not affect the school schedule.
- b. Replying to the posts of others. 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 Tuesday and Monday of the respective weeks. For example, for Week 1, your initial posts are due by Thursday, September 3rd and final posts for that week by Monday, September 7th at 11:59 pm. This applies to all discussion questions. In light of the high percentage of posts that come in after 11 pm, with no opportunity for a response, there is a **2 pt penalty for posts that come in after 5 pm on Monday.**
- 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 the rest will be comments/critique of your classmates' responses. You have until Monday 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. Many students send a one or two line response and expect full credit.
- 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:

Question 1	Question 1
A Post(12.5)	B post (9)
5-6 good responses(12.5)	5-6 good responses 12.5)
Total points: 25	21

- 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.
- Yes, you must post and reply to all discussion questions if there are more than one. The "total" posts can be spread out over the questions such that, if there are two discussion questions, you could comment 3 times on one and 2 on another. Quality is more important than quantity.
- **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. However, I welcome disagreements with me as that adds lots of spice to the discussion board.**

Chapter Assignments

70(7 x 10)

These are individual assignments to be submitted in the Weekly Folder. The purpose is to expand the class discussion questions because they tend to be pretty narrow once a few have answered. Your own opinion is always welcome.

Quizzes

105(7 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. The good news is that the first one is “practice” and does not count. You may only enter the quiz once. I know you hate this, but we don’t seem to have a better method for getting students to read the chapters. Even so, the quizzes are poor substitutes and I apologize for that. In class quizzes like this have a time limit of 10 minutes, so that seems to work ok with online courses as well. After the week is over, you can click on your grade and see the answers. If I have made a mistake, I am happy to correct it. I have posted all questions at once so you don’t need to take time advancing to the next question.**

Current Event Discussion

30

Each class member is required to complete one (1) current event summary for discussion. I will assign the weeks. Please select your current issues from the Wall Street Journal, Business Week, Fortune, or similar business oriented publications. **The event must have happened within the last year and be relevant to the management material presented in the course.** You will be presenting the components listed below to the class and will be leading class discussion. Dates for your presentation will be posted on Blackboard. **Notice that your presentation is due at midnight of the day the week starts, not when it ends. This provides immediate access to your classmates.**

A. Discussion Board

Presentation of the article summary must be professional.

You must relate it to at least one management concept we have discussed. Attach your article summary or paste it to the Discussion. Classmates will respond.

Written Summary

The written summary **must have** the following information under each heading:

Your Name: Date:

Title and author of article (a web link is not a reference):

Name of Source(WSJ, Business Week,Journal of Management,etc.):

Date of Journal:

1. Statement of the main idea(s) of this article.
2. List three important facts that the author uses to support the main idea(s).
3. Identify holes in the main idea(s) and its supporting arguments.
4. What is a good counter-argument to the basis of this article?
5. What point could be added to its argument?
6. Discuss management theories that are applied in this article.
7. List any examples of bias or faulty reasoning that you found in this article.

The paper (2-3 pages) must be word-processed in 12-point, Times New Roman font, spell-checked, and grammar checked. Two (2) points will be deducted for each of these errors.

The presentation will carry a maximum of 30 points, graded according to the following:

10: Relevance and presentation of the article

10: Responses to classmates.

10: Relation to text concepts.

Example: Weber, Lauren(2015) “Abercrombie Agrees to End On-Call Scheduling” (WSJ, 7 August,p.B1) It appears that retail workers at Abercrombie have long had to put up with having to be “on-call” and, at the last minute, not asked to work, which causes costs in unused childcare that has been arranged for and time planning. This article relates to the classical approach discussed in Appendix 1 and also to planning and human resource issues. The author uses the many employee complaints to support why the New York Attorney told the chain they might be violating state law. A counter-argument could be that the efficiency of running a retail store requires that employees are flexible, as sort of a “requirement” to work in that industry. The author uses facts about employee complaints, employment law and competitors that no longer use this practice to add to the considerations. This policy would be in line with the need to “continually strive to increase operational efficiency to increase production”(Certo&Certo,p.446).

My suggestion would be employee/employer discussions and agreements on what works best for everyone. Some people have no problem with this level of uncertainty, but employers need to understand that family situations, especially in the 24/7 retail world, are not “black&white”.

Mid-term Examination

100

There will be a mid-term examination during Week 5. This is an essay examination that includes essay type responses to questions covering chapters of your text assigned from Week 1 to Week 4. Several of them may relate to your project, so be prepared for that. There is a multiple choice option available, which I do not recommend because grades are about 25% lower. Brief study tips are listed on Blackboard.

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 6 to Week 9. It may also include questions related to your project. There is also a multiple choice option for those who prefer that option, though you have less time.

How to Prepare for exams—suggestions from past students: 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. Please do not “quote the text” because that defeats the purpose of a closed book final exam and will result in a grade deduction.

Caveat about Blackboard Exams: exams are timed. Even though it says you can save and come back, the clock keeps running. When students take a break, something invariably goes wrong. Blackboard suggests you use a land-based computer and not a mobile device. I have had students fall victim to something on Monday night, too late to do anything about it. Forewarned is forearmed!

**Final Project (Individual/Group Assignment)
2 drafts) Please do not submit this in PDF**

140*(Includes

760²

Each student or small team will select a **business organization** and write a research/organizational analysis paper: 12-15+ pages, double-spaced, size 12-point Times New Roman font, with 1" margins. If you go over 15 pages, that is fine. You must reference all your research in the text and cite the text where appropriate. 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 Monday, November 9th). 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. **However, I did have a student do a very credible job on Sears Holdings last term without posting unsubstantiated person criticism. You must advise me of the organization you or your group wants to do by Monday, September 7th** to avoid a grade penalty. 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, especially financial, and/or where you have access to the management personnel. It should not be an organization you have written about before in this context. Be careful about picking a small organization or a public utility because of limited available information. I must approve your choice. You are required to research the selected organization and address the following areas:**

The following organizations are off limits for this assignment:

Apple
Amazon
Disney
Google
Microsoft
Nike
Starbucks
Target
Walmart
Whole Foods

The reason for this is that students get lost with these companies, especially Disney, and there are just too many papers written about them.

Content of the Project Paper

- **Organizational Context**

² Subject to change based on the requirements of the course.

- include the history, organizational image, size, locations of operation, type of products, and/or services offered, brief discussion of financial well being.
- **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
- **Organization's Mission/Vision and Goals**
 - mission
 - its appropriateness and relevance to organizational history and environment. Goals should be specific.
- **Organization's Strategy**
 - its relationship with organizational goals and mission/vision
 - its relationship with the environment in which organization exists
- **Organizational Structure**
 - Appropriateness of structure to the environment, objectives, and strategy, including effectiveness of form, whether mechanistic or organic.(part of assessment.
 - Use of controls and feedback
 - Financial management—choose companies where this is readily available.
- **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
 - Relevance to Hofstede’s theories.

*** 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.

- **SWOT Analysis (Chapter 9)-part assessment. This should be in chart format:**

Strengths 1.Financial strength? 2.Brand position? 3.	Opportunities 1.Market expansion 2.New businesses 3.
Weaknesses 1.Financial weakness? 2.Skill level of employees? 3.	Threats 1.Competition 2.Government regulation 3.

Strengths and Weaknesses are internal to the organization-things the organization can control,such as pay, benefits, culture, innovation.

Opportunities and Threats are external, such as the opportunity to export to Japan or the threat of government oversight. You should defend your entries.

8. Your Recommendations Based on the SWOT Analysis. Try to make your recommendations specific. If you recommend that the company embark on a training program to upgrade skills, how will they do that, what are the time related details and who will be responsible? For instance, your project is on Tauk Travel Services and you recommend that they come out with a program targeted at middle to lower income customers. How will you go about framing the target, the product, the promotion, price and details of the product such as location, price, features. When will you launch this product and who will be responsible for developing it and bringing it to market? This part is left off of many papers and is very costly. An Action Plan that is SMART—specific,measurable,achievable,realistic and with a time limit is the best way to thing about it.

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.

Another important thing is to not make personal comments. This is an analysis, not an opinion piece. You should, however, cite the text where it is relevant.

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
Appropriate references; also cite the text wherever appropriate—students seem to have a hard time with APA references, though there are plenty of resources available in our library. A web site is not a reference. If you cite the electronic version of, say, The Wall Street Journal, you should cite the newspaper first (Smith, A (2015) “title of article” Wall Street Journal, date, Retrieved electronically on ____).

Organization:

Logical plan
Appropriate order of ideas
Appropriate beginning and conclusion
Appropriate cohesion and progression of ideas and transitions

Form and Mechanics:

Please double space for ease of reading
Correct language control
No grammatical or sentence errors (a lot of students lose points here)
No spelling, punctuation, or capitalization errors
Correct idiom and word usage

Late Submissions

Not accepted. Accepting late work dilutes the standards of the class. If you know you will be out of town or away from 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. 57-58, 2014-15 Catalog). This syllabus serves as your contract with the university.

Any student found to be violating this section of the catalog will be given a grade of **ZERO** for the assignment in question and may earn an F in the course, at my discretion. 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 the weekly folder 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. This is an area many students overlook.

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
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
8. Credibility: How Leaders Gain and Lose It, Why People Demand It, by B. Z. Posner
9. McDonald's: Behind the Arches, by J. F. Love
10. The Perfect Business Plan Made Simple, by William Lasher

FEEDBACK

I will offer you feedback on your assignments, and at any other time, when 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. Responding to what the syllabus requires is important and you can usually find answers to your questions there.

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 Tuesday at 12 am and ends on Monday at 11:59 pm.

Office Hours: During the first week, we will establish office hours using Skype, WebEx or Blackboard. These will be times I am available for synchronous discussions. Saturday or Sunday usually work well, but I will try to make it work for you. If we use WebEx, we can record the sessions.

WEEKLY SCHEDULE¹

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

<u>Week</u>	<u>Date</u>	<u>Text</u>	<u>Quiz</u>	<u>Test</u>	<u>Paper/ Draft</u>	<u>Current event</u>	<u>Discussion Questions/ Other</u>
1	8/31-9/7	1, Appendix 1	1 practice				Forum 1 Assign 1
2	9/8-9/14	2,3,4, Appendix 2 Dale Carnegie Part I	3,4		Subject Due 9/13 to avoid penalty	1. Aletha Allarey 2. Gina Arellano 3. Carlos Arguello 4. Cladys Cruz 5. Juanita Fletes	Forum 2 A and B Assign 2
3	9/15-9/21	5,6,7 DC Part II	6,7			1. Nicholas Alvarez 2. Nivea Hernandez 3. Hugo Mendoza 5. Ebony Swancy	Forum 3 Assign 3
4	9/22-9/28	8,9,10	9,10		Part 2	1. Robert Fredrickson 2. John Guthrie	Forum 4 No Assign

						3.Kevin Hall 4.Kellyn Hernandez	
5	9/29-10/5			Midterm: 1-10, Appendix 1 and 2 + Dale Carnegie			
6	10/6-10/12	11,12 DC Part III	11,12			1.Robert Hollandsworth 2.Kristen Knight 3.Chelsea Miller 4.Noccole Ochoa	Forum 6 Assign 6
7	10/13-10/19	13,14,15 DC Part IV	15			1)Sasha Pashaktan 2)Mitzi Sedillo 3)Ramy Seran 4)D'Arcy Sloane 5)Thomas Weaver	Forum 7 Assign 7
8	10/20-10/26	16, Appendix 3	16		Part 6	1)Christoph er Willis 2)Ilse Woods	Forum 8 No assign.
9	10/27-11/2	17,18	17,18				Forum 9 Assign 9
10	11/3-11/9			Final Chapters 11,12,13.1 4,15,16,17, 18,Appendix 3	Paper due 11/9		

WEEK 1: 8/31/2015

- 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
Due: Assignment 1

WEEK 2: 9/8/2015

- Chapter 2 – Managers, Society, and Sustainability
- Chapter 3 – Management and Diversity
- Chapter 4 – Managing in the Global Arena

Due: Discussion Forum 2 + Current events
Due: Quiz: Chapters 3 & 4
Dale Carnegie, Part I
 Due: Assignment 2a
 Assignment 2b

WEEK 3: 9/15/2015

- Chapter 5 – Plans and Planning Tools
- Chapter 6 – Making Decisions
- Chapter 7 – Strategic Planning: Strategies, Tactics, and Competitive Dynamics

Due: Discussion Forum 3 + Current events
Due: Quizzes: Chapters 6 & 7
Dale Carnegie, Part II
 Assignment 3

WEEK 4: 9/22/2015

- Chapter 8 – Fundamentals of Organizing
- Chapter 9 – Responsibility, Authority, and Delegation
- Chapter 10 – Human Resource Management

Due: Discussion Forum 4 + Current events
Due: Quizzes: Chapters 9, 10
 Draft of Project, Part 2 (10 pts)
 No Assignment

WEEK 5: 9/29/2015

- MID-TERM EXAM Chapters 1-10-choice of multiple choice or essay.

No Discussion Forum or assignment

WEEK 6: 10/6/2015

- Chapter 11 – Stress, Conflict, and Virtuality
- Chapter 12 – Influencing and Communication

Due: Discussion Forum 6 + Current Events
Due: Quiz: Chapters 11,12
Dale Carnegie, Part III
Assignment 6

WEEK 7: 10/13/2015

Due: Discussion Forum 7+ Current Events

- Chapter 13-Leadership
- Chapter 14 -Motivation
- Chapter 15 – Groups and Teams

Due: Quiz: Chapter 15
Dale Carnegie, Part IV
Assignment 7

WEEK 8: 10/20/2015

- Chapter 16 – Managing Organization Culture
- Appendix 3—Encouraging Creativity and Innovation

Due: Discussion Forum 8 + Current events
Due: Quiz: Chapter 16 and Appendix 3
Draft of Part 6(10 pts)

No Assignment

WEEK 9: 10/27/2015

- Chapter 17—Controlling, Information, and Technology
- Chapter 18—Production and Control

Due: Discussion Forum 9
Due: Quizzes: Chapters 17 and 18
Assignment 9

WEEK 10: 11/3/2015

- **FINAL EXAM-choice of essay or m/c**
No Discussion Forum

NOTE: The Final Examination is due by Midnight, November 9th

The Final Project is due by Midnight, November 9th in the Weekly Folder.

Appendix 1: Working with a problematic team member.

If your group encounters problems with any of its members (such as not showing up for meetings, not completing his/her part of assignments, etc.), your team will need to work with the problem member. The following guidelines (adopted from “Managing Teams,” by Lawrence Holpp) will help you alleviate some issues.

1. State the problem in specific, behavioral terms.

- Identify the problem using examples.
- Describe the consequences of the problem.
- Avoid generalities like “always” or “never.”
- Deal with facts, not opinions.
- Avoid personal attacks.
- Use “We” rather than “You” when describing the problem.

2. Explain the impact of the problem.

- Show how the problem affects the team’s operation.
- Describe costs, delays, and quality problems.
- Identify both human and productivity impacts.
- Review the history of the problem and how it arose.
- Describe efforts taken to deal with the problem.

3. Listen to the other person’s point of view.

- Ask for the other person’s ideas and feelings before expressing your own.
- Determine whether the other person perceives the problem as you do.
- Probe for additional concerns by asking, “What else can you tell us?”
- Seek out resistance to change and identify the source.
- Restate concerns and express your willingness to establish common ground.

4. Establish common ground.

- Test for common ground by proposing an initial solution.
- Show flexibility in planning for change.

5. Express an interest in the other’s ideas, even if they don’t eliminate the problem.

- Identify mutual benefits for any idea.
- Brainstorm alternative actions.
- Establish a follow-up plan.

APPENDIX 2

Peer Evaluation Form

This form is to be completed by each group member in confidence. The instructor should also maintain confidentiality.

Group Member and score: _____

4 = Excellent work, Above and beyond required task and participation

3 = Good Work; Completed all required task and had an equal share of participation

2 = Fair work; Completed all required task, but put in the minimal amount of effort required

1 = Poor work; Completed some task and only participated sometimes

0 = No work; did not work on any task nor they participate as required.

ⁱ Check Blackboard for changes, though I try not to do that.