

University of La Verne
College of Business and Public Management
MGMT 300 Principles of Management
CRN 3139/3140
Fall 2015
On-line Course

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I. TEXT

William, Chuck (2014). MGMT. Sixth Edition, Mason, OH: South-Western-Cengage. ISBN-13-978-1-285-06840-4 (an older edition is acceptable).

II. SOURCES OF OTHER READINGS (Journals and Periodicals)

Additional assigned readings/handouts from the instructor, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Advanced Management Journal, Business Horizons, Harvard Business Review, Journal of Applied Psychology, Sloan Management Review, Organizational Dynamics, Research in Organizational Behavior, Strategic Management Journal, The Wall Street Journal, Fortune, Business Week, Forbes, Inc., and Barron's.

A library/ProQuest search of periodicals containing articles relating to selected topics should be used to illustrate your understanding of each topic.

III. COURSE DESCRIPTION

This course examines basic concepts of management theories, functions and applications in an intercultural context. It includes historical perspective of 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 include discussion of current topics including learning organizations, transformational leadership, continuous quality improvement, and employee empowerment. 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...

IV. OBJECTIVES

The main objectives of this course are:

- A. To provide students with a solid understanding of the traditionally proven management concepts and learn how to apply it to solve management problems.
- B. To allow students to reflect on their own personal managerial abilities, recognize biases of their own thinking, and encourage them to become more inclusive, genuine, ethical, and action minded managers.

More specifically, student will be able to:

- Learn the important historical landmarks and people in management.
- Learn and understand the Classical, Behavioral, Management Science, the Contingency, and the System approach of management.
- Learn and understand the importance of corporate social responsibility and business ethics.
- Learn and understand the importance of diversity and its challenges to management.
- Learn about the effect of globalization on organization.
- Examine the principles of planning.
- Learn and evaluate decision making in organizations.
- Examine organizational strategic planning.
- Learn about plans and planning tools.
- Examine and evaluate the fundamentals of organizing.
- Learn and understand the concept of responsibility, authority, and delegation.
- Learn how to influence and communicate.
- Learn and examine the theories of and approaches to leadership.
- Examine the concept and theories of motivation.
- Understand the importance of creativity and innovation in today's organizations.
- Examine and understand the principles of control.

V. LEARNING METHODOLOGY

The learning methodology used in this course consists of reading the textbooks, lectures, and other assigned readings, online participation/case analysis, and group project and an online PowerPoint presentation.

A. Weekly Online Participation

It is critical to the success of this class that all students read the material for each week and that each individual participate on our Blackboard's Weekly Debate Forum. Students will be evaluated on both their postings' substance on their contribution to the learning of others.

B. Weekly Online Assignments for Concepts

To help you understand the subject, there will be weekly assignments and participation forum on Blackboard.

C. Group Project and Group Presentation

You will be working in a team of 5 or 6 students as management experts in specific areas of expertise, to an organization that you select. Your team will post on Blackboard and deliver a comprehensive online PowerPoint presentation (20 slides plus or minus) and a team report to demonstrate your expertise and understanding of the different areas of management/process (planning, organizing, leading, and controlling) as supported by our book chapters.

To do this project, please follow the following steps:

1. Select a company in the surrounding area as the focus for your project, and get to know individuals who have managerial responsibilities.
2. Provide an in-depth overview of the related topics from our required book and from outside sources (library database is a must use). For example: Planning and Decision Making; Organizational Strategy; Organizational Environments and Culture; Ethics and Social Responsibility; Innovation and Change; Management Human Resource Systems; Management Individuals and a Diverse Work Force; Motivation; Leadership; etc... Please do any combination your team members agreed upon. Choose any three (4) chapters (topics) from our course.
The goal is to develop your primary data research skills, develop a deeper understanding of the specific area you have chosen, and be able to communicate the importance of the management process for managers and leaders.
3. Don't be timid about asking. Companies are usually very receptive to students. Schedule a 20-30 minute interview with them. *Don't wait until the last minute for this* - interviews sometimes must be rearranged to accommodate travel schedules, emergencies and other priorities. Give yourself plenty of leeway!
4. Develop appropriate interview questions. The questions must be in written form and a copy of your questions will need to be attached to your paper as an appendix. You'll probably want to read up on your subject before you formulate the questions. Many of your questions should center on the practice of the organization regarding your chosen topics. You may also include some questions regarding the career path that the interviewed individuals have followed to get them to their current position and the duties that make up their day.
5. Conduct your interview, learn about the organization practices, and analyze your interview results. Do so by comparing the information you obtained to the information you have learned and the expectations you had going into the interview (and/or what you have learned on the topic).
6. Prepare a typed, double-spaced paper (*no less than sixteen (16) full 12 font pages and no more than twenty*) reporting your findings. Be sure to properly cite any articles you used in the preparation of your paper. Note that simply reporting the answers to the questions you asked is not sufficient. **Do not use a Q&A format for your paper!!!**
7. Add your team recommendations. Support your recommendation based on the theory learned in our text and other academic articles. Your team recommendations must demonstrate how the organization should successfully implement new tools, processes, policies, systems, etc. that will facilitate a high performance organization that optimizes the use of individual's talents in the company that you analyze.

8. At the end of the paper, type the name of the persons you interviewed, their title, business address, and phone number. Be sure to send them a thank you note for their assistance.
9. After you have written your paper, prepare an online presentation (PowerPoint slides) about your topic, explaining the pertinent parts of your research. You should focus on trying to make the online presentation interesting and informative to the class. Remember, you will be the "expert" on this subject after you've finished researching the topic. All reports and online presentations are due at the start of week 8.

All members of the team need to have an active part in this team activity, report, and on-line presentation. Everyone on the team will receive the same grade for the presentation (unless a team member suggests to me that a peer evaluation is needed. Accordingly, I will do so and individual grades will be granted instead).

Any disputes within the team including a poor performance by any team member must be discussed with the instructor as soon as it arises. The instructor will arbitrate any dispute.

NOTE

This assignment must be treated as a primary research one. It should be in sufficient depth to exceed the extent to which the text covers the material. This is a research paper, not an opinion paper. Because this is a management class, you must address how the topic impacts managers. Papers should be a minimum of 16 full pages long, a maximum of 20, concisely written in a font this size (12), grammatically correct and spell checked. You should have an additional page for bibliography. Use no fewer than ten (10) outside resources, NOT including your text, which you may also cite. The Internet should NOT be your only resource. If you are unfamiliar with the APA guidelines on plagiarism, read them on the Internet or at the library, and be careful not to plagiarize.

A good starting point is to read the chapter first then, you will need to use the resources from the University of La Verne's Wilson library <http://library.laverne.edu/> to access the online library databases. A library/ProQuest or other library database search of periodicals containing articles relating to selected topics should be used to illustrate your understanding of each topic and show how they can effectively assist the achievement of corporate/organizational goals. Identification of operational impediments and behavioral constraints, and steps taken to resolve these issues will elevate the quality of the term paper. The team paper will be 34% of the final grade.

General Notes

Any disputes within the team including a poor performance by any team member must be discussed with the instructor as soon as it arises. The instructor will arbitrate any dispute.

VI. EXPECTATIONS OF STUDENTS

Students will be required to:

- Participate on weekly online sessions.
- Read all assigned material.

- Complete all assignments by the deadline stated.
- Participate in online discussions, offer observations from the readings or personal experiences, express different point of view with reading material or comments made in the class.
- Prepare other required assignment(s) by the deadline, following the approved University of La Verne academic research paper format, and with correct grammar and spelling.

VII. PERFORMANCE REQUIREMENTS AND WEIGHT AS PERCENT OF FINAL GRADE

A. Online Assignments	
Weekly (Blackboard) Assignment	33%
B. Online Participation	
Weekly Online (Blackboard) Participation	33%
C. Team Project “You are the Expert”	34%

VIII. ACADEMIC HONESTY

- A. As specified in the University of La Verne CATALOG, “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:
- B. All tests, term papers, oral and written assignments, recitations, and all other academic efforts are to be the work of the student presenting the material.
- C. Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the source; use of the exact wording requires a “quotation” format.
- Deliberately supplying material to a student for purposes of plagiarism is also culpable...” When academic honesty is in question, the following may occur:
1. A faculty member who has clear evidence that academic honesty has been violated may take appropriate disciplinary action. Appropriate disciplinary action may include, but is not limited to, requiring the student to rewrite a paper or retake a test, giving the student an F on the assignment and/or in the course, and/or recommending expulsion. If the action includes giving a course grade of NCR or F and/or a recommendation for expulsion because of academic dishonesty, the faculty member must report the action to the Department Chair and/or Academic Dean (or to the Campus/Program Director for off-campus situations).
 2. If a faculty member has reason to suspect academic dishonesty (even after having seen requested additional or revised work when appropriate) and the student denies the allegation, the faculty member may refer the matter to the Provost (through the Campus/Program Director for off-campus situations). Following due process an Academic Judicial Board may be formed to investigate the matter and make a recommendation to the Provost about whether academic honesty has been violated. The Vice President will then take appropriate action which may include,

but is not limited to, academic probation, suspension, or expulsion. In this process students may be asked to produce earlier drafts of their work and/or original notes and resources, other samples of writing, or documents deemed appropriate or necessary by the Board.

3. Grades of F or NCR received in courses due to academic dishonesty will be filed with appropriate documentation for future reference in the office of the Provost by the Department Chair, Academic Dean, or Campus/Program Director. Students receiving an F or NCR as a result of academic dishonesty will be sent a letter from the Provost noting that a second offense will result in expulsion.
4. Expulsion for academic dishonesty will be noted on the student's transcript by the words "Expelled for Academic Dishonesty."

Please see the section titled RESPONSIBILITIES in the University's of La Verne 2015-2016 Catalogue.

IX. COURSE SCHEDULE:

<u>WEEK/DATE</u>	<u>DESCRIPTION</u>	<u>CHAPTER</u>
1. Week 1	Course Introduction: Management	Chapter 1
	The History of Management	Chapter 2
2. Week 2	Organizational Environments and Culture	Chapter 3
	Ethics and Social Responsibility	Chapter 4
3. Week 3	Planning and Decision Making	Chapter 5
4. Week 4	Organizational Strategy	Chapter 6
5. Week 5	Innovation and Change	Chapter 7
	Global Management	Chapter 8
6. Week 6	Designing Adaptive Organizations	Chapter 9
7. Week 7	Managing Teams	Chapter 10
	Management Human Resource Systems	Chapter 11
8. Week 8	Management Individuals and a Diverse Work Force	Chapter 12
	Motivation	Chapter 13
9. Week 9	Leadership	Chapter 14
	Managing Communication	Chapter 15
10. Week 10	Control	Chapter 16
	Managing Service and Manufacturing Operations	Chapter 18

X. RECOMMENDED WRITING STANDARDS:

The standards for in-class writing (quizzes, tests, in-class drafts) will cover the same essentials as the standards for out-of-class writing, but they will be evaluated more leniently, taking into account pressure of time. Please adhere to research writing standards (APA).

Content: 50%

Completed all parts of assignment

Developed thoughtfully with appropriate support for ideas

Synthesized/evaluated appropriate materials

Original/appropriate approach-clear thesis

Organization: 25%

Logical plan

Appropriate order of ideas

Appropriate beginning and conclusion

Appropriate cohesion/progression of ideas/transitions

Form/Mechanics/Surface: 25%

Correct language control

No grammatical or sentence errors

No spelling/punctuation/capitalization errors

Correct idiom/word usage

For Assistance, please read:

- Hacker, D. A Writer's Reference. Sixth Edition. (Boston, MA: Bedford/ St. Martin's Prentice Hall, 2006).

You will evaluate your company members in terms of participation and quality of contribution. Proper references are required in the paper. Wikipedia is not an acceptable reference. It should look like a cohesive document, not something that was pasted together from the work of several people. Assign one person to proofread and finalize the paper. Dispense with fancy graphics and concentrate on content.

XI. Recommended Readings

A. Reference Book

- Drucker, Peter F., Management, Tasks, responsibilities, Practices (New York: Harper & Row, Publishers, 1974).

B. Suggested Websites for Current issues in Management

- Accenture consulting company: <http://www.accenture.com>
- McKinsey Company: <http://www.mckinsey.com/>

While this syllabus shall serve as a guideline for this course, the instructor reserves the right to make any changes to its contents or its requirements as deemed necessary.

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