SYLLABUS
MGMT 312: Principles of Management
Fall 2011: August 29th to December 10th 2011
Mondays: 4:30 PM to 7:10 PM
Class Location: University Hall 1203

Instructor: Uzma S. Burki
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Office hours: Wednesdays by appointment
Phone: 703-993-4164
Office: 206 Enterprise Hall

Course Description:
This course builds on the fundamental theories and concepts learned in MGMT 301 by examining the nature of managerial work under a range of business models and under realistic, rapidly changing business conditions. Managerial functions and activities such as planning, organizing, controlling, and leading are examined in depth and in the context of current organizational examples and case studies.

In MGMT 301 you viewed organizational behavior as a member of that organization, in MGMT 312 you will assume the role of a manager in that organization and examine the organization from that view. You will look at the variety of pressures contemporary managers face; clients and competitors, leaders above and colleagues that report to you, organizational demands and personal goals. And you will examine the ways in which managers attempt to balance all of the often conflicting demands.

Learning Objectives:
1. To introduce students to the process of managing organizations and to the kinds of problems and issues contemporary managers face; to acquaint students with the principles, practices, and models used by contemporary management to deal with these issues and problems contemporary managers face; to acquaint students with the principles, practices, and models used by contemporary management to deal with these issues and problems.
2. To review, in particular, the management functions of planning, organizing, directing, leading, and controlling and to identify their contribution to management of organizations.
3. To understand basic theories, concepts, and research findings in the behavioral sciences.
4. To perceive the organization as a total dynamic system that interacts with its environment.
5. To compare theoretical approaches of management discussed in class with how management is actually performed by managers in actual organizations.
The course will focus on active learning and will mix a discussion and application approach with a lecture-based approach. Research strongly suggests that active learning in conjunction with traditional lecture-based teaching methods is effective for student learning and skill-building.

Successful active learning requires a major investment from both of us. You will need to study the assigned readings before each class meeting, do a fair amount of thinking, and be prepared to contribute to the class discussion.

**Approach to Learning:** This course combines lecture, case analyses, experiential exercises, class discussion, and group and individual assignments to foster learning. The course is intended to be both rigorous and engaging. We will together learn a great deal about a fascinating and important dimension of management and have fun doing it.

**Student Responsibilities:** This course relies heavily on participative and experiential learning combined with theory and conceptual inputs. The requirements therefore reflect some of the demands of the process of the course. Students will be expected to respect the following policies:

1. Attend all sessions of the course in their entirety unless you face a personal emergency. Personal emergency consist of personal illness, sickness of a close family member to whom one is responsible, death in the family, or their equivalent. Students who experience personal emergencies that require them to miss class sessions are expected to contact the instructor in advance.

2. Come to the class on time. If you are not on time, you will be excused the first time but the second time around you will not get credit for attendance.

3. Prepare required reading and other assignments when due. A grading penalty of 10% per day will be applied to late submissions.

4. Participation in group/class and blackboard based activities. Participation is expected and is an essential part of this class.

5. Plagiarism, cheating, lying or any other form of academic dishonesty will be referred to the Honor Code Committee of GMU. When an infraction has occurred, the Honor Code Committee typically defers to the instructor regarding sanctions or punishment. In most circumstances, the instructor for this course will recommend a combination of failure for the course and documentation on the students' transcript. (See Honor Code section below)

6. No tape recording of lectures/class is allowed unless there are extraordinary circumstances and the instructor gives permission.

7. Cell phones, pagers, and other electronic devices will remain off during all class sessions.

8. No use of laptops in the class unless required because of a disability accommodation.

9. All assignments are due on the date and time identified on the BB.
Standards of Behaviour:
The mission of the School of Management at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the SOM community. In doing so, they agree to abide by the following standards of behavior:

1. Respect for the rights, differences, and dignity of others
2. Honesty and integrity in dealing with all members of the community
3. Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. SOM can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

Text and Required Materials
There is no required textbook for this course.

1. Harvard Business School Publishing: There will be articles for some of the weekly readings which you will have to buy through HBS’s course pack link http://cb.hbsp.harvard.edu/cb/access/10278742


Course Website: Blackboard will be used.

EVALUATION
Mid-Term Exam: 30%
Final Exam: 30%
Blackboard Assignments: 20%
Class Participation + Attendance: 10%
Quizzes: 10%

Participation: Your participation will compose 10% of your grade, and will be based on class attendance, active participation in classroom discussions/activities.

Quiz: At the start of the class a short quiz will be given. There will be 5 short surprise quizzes given during the semester which will comprise 10% of your grade.

Blackboard Case Study Assignments: Because classroom logistics make it difficult for small group discussions of material in the text or assigned by the instructor, we will use the Blackboard discussion area for case study analysis which will be submitted by the students. Students will be assigned to small groups and assigned questions. Questions will be posted in the Blackboard Discussion area and students will respond to questions there. This will comprise 20% of the grade.
**Mid-Term Exam:** The mid-term exam will compose 30% of your grade. This will be a short answer exam. Students will demonstrate not only their comprehension of material, but their ability to apply it to analyze, synthesize, and evaluate organizational data.

**Final Exam:** The final exam will either be a short answer exam or a case study analysis and will compose 30% of your grade. It will cover material from the entire course. If it is the latter then you will be asked to analyze and respond to the questions associated with the case. This is an individual work product and classmate collaboration is not allowed on this exam.

**Grading Criteria:** To get an A in this course is not easy. You must demonstrate through your contributions to the blackboard assignments/mid-term/final exam/class participation by adhering to the following criteria:

1. **Analysis:** Your answers to the questions should not be a regurgitation of the material learnt from the readings or class lectures but be well analyzed and offer sound, comprehensive syntheses of the situation being analyzed. You must support every point with at least one example from your primary sources. You should successfully integrate quoted material into your sentences well. Your analysis should be fresh and exciting, posing new ways to think of the material.

2. **Style:** Your sentence structure, grammar, spelling, and citations should be excellent. You have NO run-on sentences or comma splices. Your writing style must be lively, active, and interesting. You use active verbs, and do not use the passive voice. You are not wordy or redundant.

3. **Originality:** Your arguments must show a great deal of independent insight and originality.

4. **Participation:** You should engage others in your group online discussions by offering rebuttals to their posts which are well thought through and helps to enrich the online or in class discussion. If you are contributing to the online discussion or class participation post for the sake of providing a rebuttal without any thoughtful analysis, your contribution will not earn any credit.

**Grades in Percents:**

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A+</td>
<td>97 to 100</td>
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<tr>
<td>A</td>
<td>94 to 96</td>
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<tr>
<td>A-</td>
<td>90 to 93</td>
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<tr>
<td>B+</td>
<td>87 to 89</td>
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<tr>
<td>B</td>
<td>84 to 86</td>
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<tr>
<td>B-</td>
<td>80 to 83</td>
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<tr>
<td>C+</td>
<td>77 to 79</td>
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<tr>
<td>C</td>
<td>70 to 76</td>
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<tr>
<td>D</td>
<td>60 to 69</td>
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<tr>
<td>F</td>
<td>Below 60</td>
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**Honor Code**

You probably are already familiar with this, but I expect you to know and follow the GMU honor code. ([http://www.gmu.edu/facstaff/handbook/aD.html](http://www.gmu.edu/facstaff/handbook/aD.html)). Specifically, I expect that:

A. You will complete original work for this class. Research is important and you must cite all your sources for all papers and presentations in this course. You may not paraphrase or quote without proper reference. You may not use materials prepared for other courses. You may not use material prepared by other students in the same or other sections of this course, past or present. You can feel free to ask your instructor if you are unsure what constitutes original work and what constitutes plagiarism.

B. To insure originality of work, develop student writing skills, and teach students more about plagiarism, the collaborative learning environment at [www.turnitin.com](http://www.turnitin.com) will be used in this class. Students are expected to create a user profile and submit their assignments to turnitin.com prior to submitting their assignments to the professor.
**Special Accommodations**
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

**Emergency Alerts**
Students can sign up for the Mason Alert system to provide emergency information of various sorts at [https://alert.gmu.edu](https://alert.gmu.edu).

An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on [http://www.gmu.edu/service/cert](http://www.gmu.edu/service/cert).

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**Proposed Course Schedule**
This schedule is tentative. Changes to the schedule will be announced in class.

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Topics</th>
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<tbody>
<tr>
<td>Session 1</td>
<td>Introduction to Management&lt;br&gt;Management&lt;br&gt;History of Management</td>
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<tr>
<td>Monday: Aug 29, 2011</td>
<td></td>
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<tr>
<td><strong>Monday: Sep 5, 2011 Labour Day</strong></td>
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<tr>
<td>Session 2</td>
<td>Introduction to Management&lt;br&gt;Organizational Environment and Cultures&lt;br&gt;Ethics and Social Responsibility</td>
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<td>Monday: Sep 12, 2011</td>
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<tr>
<td>Session 3</td>
<td>Planning&lt;br&gt;Planning and Decision Making&lt;br&gt;Organizational Strategy</td>
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<td>Monday: Sep 19, 2011</td>
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<tr>
<td>Session 4</td>
<td>Planning&lt;br&gt;Innovation and Change&lt;br&gt;Global Management</td>
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<td>Monday: Sep 26, 2011</td>
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<tr>
<td>Session 5</td>
<td>Organizing&lt;br&gt;Designing Adaptive Organizations</td>
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<td>Monday: Oct 3, 2011</td>
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<tr>
<td>Monday: Oct 10, 2011</td>
<td>Columbus Day Holiday</td>
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<td>Session 6</td>
<td>MID-TERM EXAM</td>
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<td>Tuesday: Oct 11, 2011</td>
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<tr>
<td>Session 7</td>
<td>Organizing&lt;br&gt;Managing Teams</td>
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<td>Monday: Oct 17, 2011</td>
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<td>Session 8</td>
<td>Organizing&lt;br&gt;Managing Human Resource Systems (Part 1)</td>
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<tr>
<td>Monday: Oct 24, 2011</td>
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| Session 9  | Monday: Oct 31, 2011 | **Organizing**  
Managing Individuals and a Diverse Workforce |
|-----------|---------------------|-----------------------------------------------|
| Session 10:  
Monday: Nov 7, 2011 | **Leading**  
Motivation |
| Session 11  
Monday: Nov 14, 2011 | **Leading**  
Leadership |
| Session 12  
Monday: Nov 21, 2011 | **Leading**  
Managing Communications |
| Session 13  
Monday: Nov 28, 2011 | **Controlling**  
Control |
| **Thanksgiving Recess Nov 23-27, 2011** |
| Session 14  
Monday: Dec 5, 2011 | **Controlling**  
Managing Information  
Managing Service and Manufacturing Operations |
| **Last Day of Classes Dec 10, 2011** |
| **Reading Days Monday: Dec 12, 2011** |
| **Exam Period Dec 13-20, 2011** |