MGMT 312- Principles and Practices of Management
Fall 2014

Professor: Dr. Victoria M Grady, Assistant Professor of Business Administration
Email: vgrady3@gmu.edu
Office: Enterprise Hall, Room 213, Management Suite
Office Hours: Tuesday, 12noon to 1:30pm, Friday, 10am to 10:30am, and By Appointment

Required Texts:  

Required Articles: Other readings will be provided during the semester either via link through Blackboard or via the online database at GMU Library.

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 rapidly changing business conditions. Managerial functions and activities such as planning, organizing, controlling, and decision making are examined in-depth and in the context of current organizational examples and scenarios. In MGMT 301, you viewed organizational behavior as a member of that organization. In this class, you will assume the role of the manager and examine the organization from a new perspective. You will look at the variety of pressures contemporary managers face such as clients and competitors, leadership above and direct reports below, organizational and environmental demands as well as personal values, beliefs, and goals. We will also examine the ways in which managers attempt to balance all of the often conflicting demands.

Management Program Learning Goals: Students who are competent in the management discipline will meet the following learning goals. (Note- goals addressed in this course are printed in bold):

1. Students will understand and apply the theories, models, research findings, and tools related to organizational behavior.
2. Students will understand and apply the theories, models, research findings, and tools related to the management functions of planning, organizing, staffing, leading, and controlling.
3. Students will analyze and solve problems creatively.
4. Students will integrate key components of organizational behavior/human resource management (including: selection, training, compensation, strategic human resource planning, performance evaluation, employee relations, and employment law).
5. Students will synthesize key aspects of strategic management (optional: Including industry dynamics and creative disruptions, new venture creation, innovative processes, and strategy formulation and implementation.)
Course 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 management to deal with these issues and problems.
2. To review, in particular, the management functions of planning, organizing, directing, decision making, 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 performed by managers in actual organizations.

Course Requirements:
Grades will be based on the following:
- Reaction Paper 15%
- Mid-Term Exam 25%
- Final Exam 25%
- Case Study Project 25%
  (Paper= 10%  Pres= 15%)
- Class Participation and Attendance 10%

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading and Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 25 to 29</td>
<td>Review of Syllabus Introductions Managing Effectively in a Changing World</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chapter 1</td>
</tr>
</tbody>
</table>
|      |       | “Social Networking 2013”
|      |       | YouTube Video |
| 2    | Sept 1 to 5 | The Evolution of Management Ethics and Corporate Responsibility |
|      |       | Chapter 2
|      |       | Chapter 4
|      |       | Article: The Manager’s Job: Folklore and Fact |
| 3    | Sept 8 to 12 | Motivating People Teamwork Working with Difficult People |
|      |       | Chapter 11
|      |       | Chapter 12
|      |       | Article: What a Star-What a jerk.
<p>|      |       | Deci and Ryan Article- Blackboard |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic</th>
<th>Chapters</th>
</tr>
</thead>
</table>
| 4    | Sept 15 to 19| Decision Making and Strategic Planning | Chapter 5  
*Exercise:* Merchant Marines Exercise  
*Article:* Bob’s Meltdown |
| 5    | Sept 22 to 26| Leadership                         | Chapter 10  
TEDx Videos |
| 6    | Sept 29 to Oct 3 | Exam Review                 | Reaction Paper #1 Due |
| 7    | Oct 6 to 10  | **Mid-Term Exam**                |                                               |
| 8    | Oct 13 to 17 | Organizing for Action  
Managing Human Resources | Chapter 7  
Chapter 8 |
| 9    | Oct 20 to 24 | Communication Managerial Control  
Managerial Control | Chapter 13  
Chapter 14  
*Exercise:* The Eyes Have It |
| 10   | Oct 27 to 31 | Organizational Culture and Management | Chapter 3 |
| 11   | Nov 3 to 7 | Innovation and Change  
Managerial Control | Chapter 15  
*Article:* Welcome Aboard (but don’t change a thing)  
*Article:* GovExec Articles on Change |
| 12   | Nov 10 to 14 | Managing Diversity and Inclusion | Chapter 9 |
| 13   | Nov 17 to 21 | Entrepreneurship                  | Chapter 6  
*Article:* 23 Things Every Entrepreneur Must Know |
| 14   | Nov 25 to Nov 29 | Thanksgiving Holiday |                                               |
| 15   | Dec 1 to 5  | Global Management Exam Review |                                               |

**Assignments**

**Reaction Paper:** There is a reaction papers due during the semester. Please note the due date listed on the syllabus in the third column of the schedule table. The reaction paper is unique and should be considered an independent assignment. However, real world examples from your personal experience should be used in each analysis and can be carried forward from one topic.
area to the next. The reaction papers should not exceed 3-5 pages in length. More discussion will be provided during the first class.

**Case Study and Presentation:** This assignment will be due in two increments. The first is a formal paper outlining the specifics of the case. The case study, supporting facts, and analysis should be approximately 6-8 double spaced pages in length. The Final Paper will be due November 16-21st via Blackboard. However, the papers can be submitted earlier.

*All Students should present in writing to the Professor no later than September 15-19th a short description of the case study to be discussed, written and presented to the class.*

The second is a classroom presentation of the case study and analysis of the facts in the form of a student facilitated discussion. The second part of the assignments due date will be determined based on the number of individuals in the class. The presentations will start on October 15.

The deliverable for the second part of the assignment will be based on the submission of a paper copy of the PowerPoint (PPT) Presentation at the time of presentation AND the successful facilitation of the classroom discussion. This is a timed presentation; therefore, it is crucial to the success of this component of the project that the PPT presentation be rehearsed.

**Detailed specific information will be discussed on the first day of class regarding the basis for the case topics appropriate for the assignment.**

**Mid-Term and Final Exam:** The exams will consist of multiple choice, true false and short answer questions. The objective of the exam is to integrate the concepts learned during the semester in a format that demonstrates a basic proficiency in the management literature discussed.

**Grading Scale:**

- A = 94-100; A- = 90-93; B+= 87-89; B = 84-86; B- = 80-83; C+ = 77-79; C = 73-76;
- C- = 69-70; D+ = 65-68 D = 61-64; F = 60 and below.

**Technology Expectations**

Please turn OFF or silence (i.e., no vibrate either) ALL cell phones before entering the classroom. Do NOT text or have your phone in front of you during class. If students use laptops, they should be for course-related purposes only (i.e., Facebook can wait until after class). Violation of this policy WILL impact participation grades.

**Attendance**

Students are expected to attend the class periods of the courses for which they are registered. In-class participation is important not only to the individual student, but also to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an
acceptable excuse may be penalized according to the individual instructor’s grading policy, as stated in the course syllabus.

Absence for Religious Observances or Participation in University Activities
Mason encourages its faculty to make a reasonable effort to allow students to observe their religious holidays or to participate in university-sponsored activities (e.g., intercollegiate athletics, forensics team, dance company, etc.) without academic penalty. Absence from classes or exams for these reasons does not relieve students from responsibility for any part of the course work required during the absence. Students who miss classes, exams, or other assignments as a consequence of their religious observance or for participation in a university activity will be provided a reasonable alternative opportunity, consistent with class attendance policies stated in the syllabus, to make up the missed work. It is the obligation of students to provide faculty, within the first two weeks of the semester, with the dates of major religious holidays on which they will be absent, and the dates for which they are requesting an excused absence for participation in any university-sponsored activity scheduled prior to the start of the semester, and as soon as possible otherwise. Students requesting an excused absence for participation in a university-sponsored activity must provide their instructor with a letter from a university official stating the dates and times that participation in the activity would result in the student missing class. Faculty members are encouraged to take religious observances into consideration when constructing class schedules and syllabi.

Absence from Final Exam
Absences from final exams will not be excused by the instructor except for sickness on the day of the exam. Other causes must be approved by the student’s academic dean or director. The effect of an unexcused absence from an undergraduate final exam shall be determined by the weighted value of the exam as stated in the course syllabus provided by the instructor. If absence from a graduate final exam is unexcused, the grade for the course is entered as F. See the Additional Grade Notations in the AP.3 Grading section for information on being absent with permission.

All Papers, Exams, or Submitted material must include the words
Honor Code: ____________ with your signature. This should be on the front page of all submitted assignments.

George Mason Honor Code
To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this:

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, and/or lie in matters related to academic work.

Plagiarism
Below are some definitions of Plagiarism. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.
• Cutting and pasting from other sources
• Improper and/or lack of proper citations
• Using someone’s ideas, thoughts and/or words without citing
• Using poor paraphrasing
• Submitting someone else’s work as your own
• Copying word for word without citing
• Submitting the wrong document

Cheating
Below are some definitions of Cheating. However, please know that the definitions are also interpreted by the professor(s), meaning that this list is not exhaustive.
• Using or possessing any unauthorized material/assistance in any academic work
• Submitting a paper submitted for another class
• Using cell phones, calculators, notes during an exam
• Obtaining help or information from a friend/classmate without permission
• Accessing sources/information during an on-line exam/quiz
• Giving help or information/work to a friend/classmate
• Having someone use your iClicker
• Signing-in for another classmate or friend
• Purchasing or attempting to purchase an essay/assignment/code/answers
• Using your previous course work and/or old exams
• Sharing work even after the semester is over

Additional Reading List

Brown, P. (2013). 23 Things Every Entrepreneur Must Know


http://www.govexec.com/voices/victoria-grady/6861/
