MGMT 312 – Principles and Practices of Management
Summer 2011 Course Syllabus and Schedule
Professor: Kelly Funk

Section A01 Art & Design Building, Room:2026 Mon/Wed/Fri 7:00 – 10:05 pm
Phone: 703-402-0776 Email address: kfunk@gmu.edu Office/Hours: By appointment
Course Uses Blackboard: http://courses.gmu.edu
Username and passwords are the same as your Mason Mail account

COURSE OBJECTIVES & FORMAT

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 manager and examine the organization from a new 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.

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.
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 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.
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.

The course will focus on active learning and will mix a lecture-based approach with discussion and application. 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.

COURSE MATERIALS
1. Notes you take during class discussions/lectures. As there is no required textbook for this course, the hand-written notes that you take during class will be critical to your success in the course. You will need comprehensive notes from which to study for the mid-term and final exams. Lecture slides will be provided on Blackboard after they are covered in class.

2. Management articles and cases from Harvard Business School Publishing. Many of these are available through the University's library; for those that are not, I'll provide instructions on how to locate and purchase. NOTE: Please bring a copy of relevant cases or articles with you to each class, per the course schedule.

3. Recommended (but not required) text: Management - Principles and Practices for Tomorrow's Leaders (Dessler, Revised 3rd Edition, Houghton Mifflin). A copy of this book is on reserve at the Johnson Center Library (2 hour loan). This book will not be referred to specifically during the course, but is available for those students who wish to obtain additional reinforcement on some course topics.

COMMUNICATION
I leverage Blackboard as a valuable resource and method of sharing. It is expected that you will check Blackboard several times weekly, as this is where I will provide updates on readings, assignments, share current articles of interest and any other items pertaining to this course. This is also where you will find your assignment grades posted.

APPOINTMENTS AND E-MAIL
I urge you to contact me to ask questions, clarify assignments, or obtain additional help. It is best to contact me via email to ask a question or to set up a phone or in-person appointment (kfunk@gmu.edu).

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.
**ABSENCE/LATE ASSIGNMENTS**

If you miss a class, you may access the slides covered in class; they can be found on Blackboard, following the class. I would strongly suggest that you also ask a classmate for his/her notes as key points will be brought up in class discussion and may not be captured on the slides. Once you have reviewed a classmate’s notes, if you have targeted, specific questions on material covered, I will gladly meet with you to answer your questions. However, I will not have time to “re-do” the lecture, nor will I have documented class notes.

**Make-up Exams:** Make-up examinations will not be given unless a student has a university-validated excuse that the instructor is notified of in advance of the examination. Without exception, students who request a make-up exam will be asked to provide appropriate documentation before a make-up exam is scheduled. Make-up exams must be completed within two weekdays of the original exam date. Approval of absence from the final exam must be obtained from the Assistant Dean of Academic and Career Services before a make-up exam will be arranged.

**Late Assignments:** Writing assignments are due at the beginning of the class period (please see separate instructions for more details about these assignments). If you do not turn in your assignment in class on the day it is due, four (4) points will be deducted immediately. One (1) additional point will be deducted for each 24 hour period of lateness. NO writing assignments will be accepted after 72 hours from the time the assignment was due. If you will not be in attendance on the day a writing assignment is due, you may email me your assignment, but I must receive your emailed assignment before the beginning of class. As noted below, missed quizzes are not allowed to be made up.

**Attendance:** Given the interactive nature of this class, attendance is required and is therefore a significant portion of your grade for the semester. You are not able to capture all that is experienced and discussed if you are not present. In addition, examination questions will be based on content covered and exercises conducted in class sessions – if you are not in class you will not have the necessary information to perform well on the examinations. Therefore, for a variety of reasons, it is clearly in your best interest to attend class. That being said, I understand that sometimes missing a class is necessary. If this occurs, recognize that you will not earn attendance points for that class and that it is your responsibility to obtain the information that was covered.

**Lateness:** Lateness is disruptive and disrespectful to both me and to your fellow students, and habitual lateness will negatively impact your participation grade. Every effort should be made to be in class on time and ready for the topic(s) of the day. Please allow time for traffic or parking problems, as these are frequent occurrences in our area and our school. In addition, I would prefer that the desks nearest the door be left open for late students so that they may easily find a seat with minimum disruption to the class.

**Inclement weather:** In the event of inclement weather, please consult Mason’s website or call the main information line (703.993.1000). If the University is officially closed, our class will not meet. If the University remains open during an inclement weather event, our class will meet as scheduled, unless you receive an email from me to the contrary.

**Cell Phones, Pagers and Computers:** These items are to remain off and put away during the entire class. Students who choose to talk on cell phones or text message during class will be asked to leave the class. **NOTE:** Some students like to use their laptops to take notes. This is permitted, provided that is the sole use of the computer. If the laptop usage becomes a distraction or is disruptive, you may be asked to put it away.
COMMUNITY STANDARDS OF BEHAVIOR
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 that 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 School of Management (SOM) community. In doing so, they agree to abide by the following Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- 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.

In order to maintain a respectful and distraction-free learning environment,
- Attend class on time
- Be unobtrusive when entering late
- Do not interrupt me or classmates
- Please turn off all beepers, cell phones, and other handheld electronic devices

HONOR SYSTEM AND CODE
The Honor System and Code adopted by George Mason University will be enforced for this class. I take honor code violations very seriously and will not hesitate to forward all suspected violations to the Honor Committee for review and adjudication. For a full description of this code please refer to http://www.gmu.edu/catalog/acadpol.html.

Group participation is permissible during in-class small group exercises and while studying for Exams. Discussion with other previous or current MGMT 312 students (in any section) with regard to exam content or responses to discussion questions is prohibited. Outside sources consulted in your Final Paper must be appropriately cited with the body of your written analysis. No discussion or study aids will be permitted while taking Exams.
EVALUATION
Your learning in this course will be evaluated by the following tools:

- Final Examination (50 points)
- Mid-term Examination (40 points)
- Attendance and In-Class Participation (40 points)
- Assigned Reading Quizzes (30 points)
- Self Reflection Paper (15 points)
- Group Deliverables (15 points)
- Article Summary (10 points)

Mid-Term and Final Examinations (90 points). Each exam will consist of objective test questions (e.g., multiple-choice, true/false, fill in the blank) and may include a few short-answer/short-essay questions. The exams will cover the information/readings discussed and exercises that occur during class sessions.

Attendance and In-Class Participation (40 points). The active-learning nature of this course requires your preparation and willingness to engage with the class. I am looking for a high level of respect and professionalism to be demonstrated and your cooperation and involvement in class exercises and with guest speakers, etc. Take advantage of participation opportunities available to you in each class by giving your full effort to class exercises, thoughtfully consider the reading material and topic(s) of the day, and be prepared to share your insights and solutions.

Assigned Reading Quizzes (30 points). To make the most of the time that we have together and to facilitate the discussion regarding each class’s material, it is imperative that you read the material prior to attending class. For each class meeting, you will be responsible for preparing for that day’s topic of discussion. Preparation requirements are noted on the course schedule and will vary by topic and may include (but are not limited to) reading cases or articles to be discussed that week. To reinforce the importance of the preparation, there will be 6 unannounced quizzes during this session, each worth 5 points). Quiz questions will be limited to the material that we will be discussing during that particular class and must be taken at the time they are administered, with the rest of the class. MAKE UP QUIZZES ARE NOT PERMITTED.

Self Reflection Paper (15 points). This paper will allow you to reflect on your course experience(s) and how this class has an impact on your current work role. Further details (expectations, grading criteria, etc) will be discussed in class.

Group Deliverables (15 points). There will be times during the session when you will work with a group and be responsible for a deliverable specific to that class topic. Details of the assignment(s) will be provided in class. Throughout your career (and life in general) you will find yourself working in groups – some good, some bad. It is expected that you will address any concerns you have with your group, versus me. All members of the group will receive the same points/grade for any group assignment.

Article Summary Presentation (10 points). One of the functions of a successful manager is keeping current and trying to learn and better oneself. Reading current events is one way to help facilitate this, as lessons can be learned from everywhere, not just your industry. Each student will be responsible for choosing a current events story and presenting a summary of the article and discussing its applicability to the topics we’ve discussed in class. This presentation will be in the front of the classroom and is to be no longer than 3 minutes. Details and assigned dates will be discussed during the first class.
**GRADING**

I take grading very seriously and assign grades with care and thought. In general, the more proactive you are in dealing with your coursework, the less of a likelihood there will be of a grade "problem" or surprise. I am committed to grading all assignments in a timely fashion and posting grades on Blackboard on a regular basis. Please check your grades on Blackboard throughout the semester so that you know where you stand.

**Grading Scale:**
Your grade will be assigned on a straight scale based on the number of points you earn as noted above. Below is the grading scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Total Points</th>
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<tbody>
<tr>
<td>A</td>
<td>179 and above</td>
</tr>
<tr>
<td>B+</td>
<td>174-178</td>
</tr>
<tr>
<td>B</td>
<td>159-173</td>
</tr>
<tr>
<td>C+</td>
<td>154-158</td>
</tr>
<tr>
<td>C</td>
<td>139-153</td>
</tr>
<tr>
<td>D</td>
<td>120-138</td>
</tr>
<tr>
<td>F</td>
<td>Below 120</td>
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</tbody>
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COURSE SCHEDULE

Please note that the schedule and assigned readings are subject to change. Adjustments will be discussed throughout the semester so please keep current. Please bring a paper copy of assigned readings on the day that they will be discussed.

Mon, May 23 – Session 1
Topic(s): Communication & Ethics; Course introduction
Preparation:
  - Print and bring copy of syllabus to class

Wed, May 25 – Session 2
Topic(s): Decision Making
Preparation:
  - Read What you Don’t Know (HBR)
  - Read Hidden Traps in Decision Making (HBR)

NO CLASS WILL BE HELD ON Fri, May 27 or Mon, May 30 – Happy Memorial Day!

Wed, June 1 – Session 3
Topic(s): Strategy
Preparation:

Fri, June 3 – Session
Topic(s): The People Factor
Preparation:
  - Read The Micro Manager Case (HBR)
  - Read When Your Colleague is a Saboteur (HBR)

Mon, June 6 – Session 5
Topic(s): Organizing and Structure
Preparation:
  - Read Campbell & Bailyn’s Boston Office: Managing the Reorg (HBR)

Wed, June 8 – Session 6
Topic(s): Mid Term
Preparation:
  - Study!
Fri, June 10 – Session 7
Topic(s): Creativity and Innovation
Preparation:
  - Read *Reverse Engineering Google’s Innovation Machine* (HBR)

Mon, June 13 - Session 8
Topic(s): Control
Preparation:
  - Read *Performance Pay at Safelite* (HBR)

Wed, June 15 – Session 9
Topic(s): Leadership
Guest Speaker: Lance Tressler, Region Service Manager, Philips Medical Systems
Preparation:
  - Read *Five Messages Leaders Must Manage* (HBR)
  - Read *Tipping Point Leadership* (HBR)

Fri, June 17 – Session 10
Topic(s): Managing Change and a Special Event
Preparation:
  - Read *Welcome Aboard, Don’t Change a Thing* (HBR)

Mon, June 20 – Session 11
Topic(s): Global Management
Guest Speaker: Kari Stoever, Sr Advisor, Global Alliance for Improved Nutrition (GAIN)
Preparation:
  - Read *How GE is Disrupting Itself* (HBR)
Due: Group Presentations on findings from Session 10 Special Event

Wed, June 22 – Session 12
Topic(s): Self Reflection
Preparation:
  - Instructions will be provided mid way through term

Fri, June 24: Final Exam
Preparation:
  - Study!
Due: Self Reflection paper. Bring hard copy to class.
    Include a self addressed, stamped envelope if you’d like to have paper returned.

*It is possible that reading assignments may be changed/enhanced. Any changes will be announced in class, one class prior to the change.*