Course Instructor: Lynn Hertrick Leavitt, Ph.D.
Class Time: Friday 1:30 – 4:15 pm
Location: Robinson B 201
Office Hours: By appointment

Contact Information lleavitt@gmu.edu cell phone: 703 505-6885


Website: http://som.gmu.edu/

COURSE GOALS:
This course provides a conceptual and applied understanding of how to effectively manage and lead people to accomplish organizational goals that are aligned with the needs of stakeholders and the external environment. We will explore a variety of topics that include:
(a) contemporary management environments; (b) management skills which transfer across various organizational situations; and (c) the five management functions: planning, organizing, staffing, leading, and controlling.

Although many management concepts and best practices can be effective across industries and organizations, the context (place/situation) where management occurs has implications for what constitutes effectiveness. We will review both general, effective management principles and contextual factors that may affect how management is carried out in a variety of common contexts. We will examine principles and best practices from several areas, including: human resources management, organizational behavior, and leadership.

Some examples of the knowledge and skills you can learn in this course include how to:
- select people and place them in the right jobs
- motivate and empower people to follow your lead
- increase employee loyalty, commitment, and job satisfaction
- interact with a variety of people
- make decisions creatively and effectively
If you fully engage in this course by reading the textbook, participating in class, completing assignments/activities/exercises, and applying what you learn to your own experiences and expectations for the future, you will leave with a set of competencies to become a better manager. To take full advantage of this course, you are encouraged to consider your career goals and past experiences to facilitate a higher level of learning. Although you could take an entire course on many of the topics we will cover, this course is designed to provide the foundation needed to manage effectively.

**COURSE FORMAT:**
This course will be interactive, requiring class participation. Rather than long lectures, we will have general discussions of the material and related case studies and/or exercises and activities during class that demonstrate management concepts and allow you to apply them. Many of the exercises will involve working in pairs and/or groups. Please bring your textbook to class.

I encourage you to review your schedule for the semester and develop a plan for completing the assignments on-time. Assignments are constructed to help you achieve the goals of this course. Again, class participation is required for this course. If you are unable to meet the requirements of this course, I encourage you to take it at a time when you are able to meet the requirements.

To gain a practical understanding of course information, you are encouraged to look at both your past work experiences and those you have heard or read about, as well as those experiences you plan to have. For example, if you plan to eventually own and manage your own IT business, consider how material discussed in class and from the textbook might apply to your professional goals.

**TECHNOLOGY:**
Please check your GMU email address regularly or make the necessary arrangements to forward your GMU email to an email address you do check. Keep your GMU account working (not over quota). You are responsible for information corresponded through email, so it is important to regularly check your GMU emails.

**Please use your GMU email address to correspond to me. Consistent with GMU policy, I will not respond to emails from other email accounts (such as Yahoo, Gmail, or AOL).**

**GRADES:**
You will be evaluated based on participation, in-class assignments/exercises/activities, Interview a Manager assignment, the Management Integration Team Papers (MIP) and the SWOT Analysis/Final Team Presentation. Together, these assignments provide an indicator of the degree to which you meet the learning objectives. Keep a record of your graded assignments. Should there be a grade discrepancy, you must provide the graded assignment.
Grading Scale:
The following grade scale will be used. There is **no individual curving** of grades. There are no ‘extra credit’ opportunities. Please take this policy seriously and plan your work accordingly.

<table>
<thead>
<tr>
<th>Percent</th>
<th>Grade</th>
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<th>Grade</th>
<th>Percent</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>A+</td>
<td>85-86.99%</td>
<td>B</td>
<td>60-69.99%</td>
<td>D</td>
</tr>
<tr>
<td>96-99.99%</td>
<td>A</td>
<td>80-84.99%</td>
<td>B-</td>
<td>0-59.99%</td>
<td>F</td>
</tr>
<tr>
<td>90-95.99%</td>
<td>A-</td>
<td>77-79.99%</td>
<td>C+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>87-89.99%</td>
<td>B+</td>
<td>70-76.99%</td>
<td>C</td>
<td></td>
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</table>

Grade Contributions:  

<table>
<thead>
<tr>
<th>Grade Contributions</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation (discussion, exercises, assignments &amp; case studies)</td>
<td>300</td>
</tr>
<tr>
<td>Interview a Manager</td>
<td>100</td>
</tr>
<tr>
<td>Management Integration Papers (MIPs)</td>
<td>400 (200/ paper)</td>
</tr>
<tr>
<td>SWOT Analysis/Final Presentation</td>
<td>200</td>
</tr>
</tbody>
</table>

Class Participation

Although class sessions will reflect the textbook, there are case studies, large/small group discussions, mini-lectures, experiential learning/skill building exercises and (possibly) guest speakers used to facilitate learning. A **requirement** of this course is to participate during class sessions to ensure that you achieve the learning objectives. **Failure to participate in class will negatively impact your final grade for the course.**

Missing class is considered non-participation unless accompanied by doctor’s note stating that you were unable to attend OR other documentation for emergencies, work requirements, personal/family emergencies, etc.

If you have any religion-related holidays that will affect your participation in class please provide me with a **written and signed summary** of the specific dates by the **third** week of class. Also, if you have any medical conditions that would require my awareness, please provide me with explanation **in writing** including any necessary supporting documents by the **third** week of class.

You are expected to **sign-in** at the beginning of each class. Your signature indicates your presence. An excuse of “I was there but forgot to sign the sheet” at the end of the semester will **not** be accepted. Records of your signatures will be kept as documentation and a **component** of your class participation grade.

Please be respectful of your classmates and me by coming to class on time. **Excessive lateness and/or leaving early will not be tolerated because it is distracting and disrupts the flow of the class.** Students who arrive after the sign-in sheet has been accounted for and/or leave early will lose some participation points for that day. This policy is to ensure fairness for students who fully participate during each class.
Interview a Manager
Each student will have the opportunity to interview a manager of his/her choice. This assignment provides an excellent opportunity to network and conduct an ‘informational interview’ in your current workplace or an organization where you aspire to work. In addition to typing the 10-15 questions and answers from interview, a written, 2 page summary of what you learned from the interview is required for the course assignment. (Double spaced, 12pt Times New Roman font with 1 inch margins)
NOTE: Immediate family members (parents, siblings, spouse, partner, children, etc.) are not to be interviewed for this assignment.

Management Integration Papers
Based on the textbook chapters combined with your personal experiences, you will complete 2 Management Integration Papers (MIPs) with several of your classmates. MIP’s will provide you a chance to “apply” what you learn from the chapters to past, current and/or future experiences.

On assigned days (please refer to the class schedule for dates) each team will submit a 20 page MIP (12 point Times New Roman font, 1 inch margins, double-spaced) of what you have learned from the course textbook and how your learning relates to your past, current and/or future management experience/aspirations. A hard (paper) copy of your work is required at the beginning of class. 20 pages is the maximum. Writing concisely and editing your MIPs is critical.

Please note: I am not your personal printing service and while I will accept a paper via e-mail in very exceptional circumstances - I am not able to do so on a regular basis. If it is not a very exceptional circumstance (emergency) I will not be able to review your paper and you will not receive credit. If your printer runs out of ink or paper, please remember there are plenty of computer labs on campus to assist you in such cases. Plan ahead to avoid last minute difficulties.

SWOT Analysis & Final Team Presentation
Each team will select an organization and conduct a written SWOT analysis. Each analysis will include recommendations to the organization from your team. The analysis of and recommendations for the organization will be based upon what you and your team members have learned from this course and any additional research pertinent to the organization. Each team will present its SWOT analysis and recommendations to the class at the end of the semester.

Grades for written assignments will reflect the content and quality of your work including thoroughness of your writing, clarity of thoughts, correct grammar, spelling, complete sentences, etc.
HONOR CODE:
The Honor System and Code adopted by George Mason University will be enforced for this class. For a full description of this code please refer to www.gmu.edu/catalog/acadpol.html
Be sure that you are familiar with the Honor Code as described in the GMU catalog. **Plagiarism, cheating or any form of academic dishonesty** will be dealt with as described in the Honor Code.

ACCOMMODATION FOR STUDENTS WITH DISABILITIES:
If you have a disability and need academic accommodations, please see me and contact the Office of Disability Services (ODS) as soon as possible (703) 993-2474. ALL academic accommodations must be arranged through the ODS.

WHAT YOU CAN EXPECT FROM ME:
*Appointments & E-mails:* Please contact me if you have any questions about assignments. I am able to work with you via email, phone, or in person (by appointment).
*Problems in class:* If you are having a problem with the material in class or with the assignments, CONTACT ME EARLY. Please do not wait until the end of the semester.
*Grade updates:* So there are not any “surprises”, I feel it is important that you have the opportunity to monitor your performance throughout the semester. Assignments will be graded and returned in a timely manner – in most cases -- by the beginning of the following class.

WHAT I EXPECT FROM YOU

*Acceptance.* I want this class to be an atmosphere in which everyone feels comfortable making mistakes and speaking her/his mind. An untrusting environment stifles creativity and information sharing. Diversity makes the classroom and workplace more interesting/dynamic and is important for learning and performance. Effective managers must learn to “agree to disagree” in some cases.

*Etiquette.*
- Keep cell phones off (silent) and refrain from text messaging during class.
- Do not use your laptop in this course. It is distracting to me and other students.
- Use appropriate language when communicating with me and other students via e-mail. Please make sure that you act in a professional manner

General University Information:
- Students can sign-up for the Mason Alert System to provide emergency information of various sorts at [http://alert.gmu.edu](http://alert.gmu.edu)
- An emergency poster exists in each classroom explaining what to do in the event of crises. Further information about emergency procedures exists at [http://www.gmu.edu/service/cert](http://www.gmu.edu/service/cert)
- In case of inclement weather, call 703 993-1000 for the latest updates about class cancellations and/or university closings.
# CLASS SCHEDULE***

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Reading Assignments for Today</th>
<th>Assignments Due</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>1/27</td>
<td>Review of Syllabus &amp; Introduction to Managing People &amp; Organizations</td>
<td>Syllabus</td>
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<tr>
<td>2</td>
<td>2/3</td>
<td>Foundations of Management: Management in a Diverse Workplace, The Management Movement, Developing Communication Skills</td>
<td>Chapters 1, 2 &amp; 3</td>
<td>Individual Profile (Last page of syllabus)</td>
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<tr>
<td>3</td>
<td>2/10</td>
<td>Decision Making Skills (Divide into Assigned Teams)</td>
<td>Chapter 4</td>
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<tr>
<td>4</td>
<td>2/17</td>
<td>Understanding Work Groups &amp; Teams (Guest Speaker?)</td>
<td>Chapter 10</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2/24</td>
<td>Ethical, Social &amp; Legal Responsibilities</td>
<td>Chapters 5 &amp; 6</td>
<td>Interview a Manager</td>
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<tr>
<td>6</td>
<td>3/2</td>
<td>Planning, Strategic Management, Organizing Work &amp; Organizational Structure</td>
<td>Chapters 7, 8 &amp; 9</td>
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<tr>
<td>7</td>
<td>3/9</td>
<td>Work in teams on MIP 1</td>
<td>Chapters 11 &amp; 12</td>
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<tr>
<td>3/16</td>
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<td>Spring Break</td>
<td></td>
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<tr>
<td>8</td>
<td>3/23</td>
<td>Leadership</td>
<td>Chapter 13, 14 &amp; 15</td>
<td>MIP #1 Ch 1-10</td>
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<tr>
<td>9</td>
<td>3/30</td>
<td>Leadership (continued) and Motivation</td>
<td>Chapter 16</td>
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<tr>
<td>10</td>
<td>4/6</td>
<td>Managing Change &amp; Organizational Culture</td>
<td>Chapters 17 &amp; 18</td>
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<tr>
<td>11</td>
<td>4/13</td>
<td>Appraising &amp; Rewarding Performance</td>
<td>Chapter 19</td>
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<tr>
<td>12</td>
<td>4/20</td>
<td>Operations Management/Planning &amp; Control</td>
<td>Chapter 20</td>
<td>MIP # 2 Ch 11-20</td>
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<tr>
<td>13</td>
<td>4/27</td>
<td>Guest Speaker(s)? Work on SWOT Analysis &amp; Final Presentations</td>
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<tr>
<td>14</td>
<td>5/4</td>
<td>FINAL TEAM PRESENTATIONS</td>
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<td>SWOT Analysis &amp; Presentation Outlines</td>
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<tr>
<td>15</td>
<td>5/11</td>
<td>FINAL TEAM PRESENTATIONS</td>
<td></td>
<td>Presentation Outlines</td>
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* Please note: This schedule is tentative and subject to change should a need arise eg: snow day*
INDIVIDUAL PROFILE

Please complete the information below, print - and bring to class on Friday, 2/3/2012

Name: ___________________________________________

The purpose of the Individual Profile is to introduce yourself to me and help me learn more about you as a student and individual. Include information such as: your academic major/minor/certificate; where you were born/raised; family (siblings, parents, spouse, partner, children and/or pets); extra-curricular activities in which you are/were involved at Mason, hobbies (or what you enjoy doing in your spare time), where you work and/or volunteer, career/life aspirations – and anything else you would like me to know about you.

Major:____________________________________________________________________________

Minor/Certificate:___________________________________________________________________

Born/Raised:

Family:

Hobbies/Interests/Extra-curricular activities:

Management Experience:

Living (please check one)   off-campus ____  on-campus ____

Current Job(s) _________________________________________________________________

Career/Life Aspiration(s)__________________________________________________________

Anything else that you would like me to know about you: