# "WBUlogo"

Virtual Campus

School of Business

# 2. UNIVERSITY MISSION STATEMENT

Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success, lifelong learning, and service to God and humankind.

# 3. COURSE NUMBER & NAME:

MGMT 3304-VC02, Principles of Management

# **4. TERM**:

Spring, 2019

# **5. INSTRUCTOR**:

Penny Miller

# **6. CONTACT INFORMATION**:

Office phone: NA

WBU Email: penny.miller@wayland.wbu.edu

Cell phone: 940-867-9761

# **7. OFFICE HOURS, BUILDING & LOCATION**:

I do not have an office on campus, so do not have office hours. Students may arrange a time to discuss any issues by appointment. If the student is in the Wichita Falls, TX area, we may arrange to meet in person. We may also set up a time to talk on the phone, by Skype, or by web meeting (I use Zoom.)

# **8. COURSE MEETING TIME & LOCATION**:

Meeting day & time: Not applicable.

# **9. CATALOG DESCRIPTION**:

Management functions for profit and nonprofit organizations (planning, organizing, leading, and controlling) and managerial skills and roles in today's environment.

# 10. PREREQUISITE:

None

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** | **UPDATED** |
| Management: A Faith Based Perspective | Cafferky | 1st | 2012 | Pearson | 9780-13605-8342 | 5/8/16 |

# 12. OPTIONAL MATERIALS

# **13. COURSE OUTCOMES AND COMPETENCIES**:

* Define management and the management process and explain the functions of management in an organization.
* Discuss the four major historical eras of management theory and distinguish two major contributions made by each historical era.
* Define organization culture and describe the seven dimensions of organization culture
* Describe the two external environments and distinguish the impact each environment has on management.
* Distinguish between international management and U.S. management.
* Discuss the concept of social responsibility and discuss the role of ethics within the application of the management process.
* Outline the steps in decision making and describe the three decision types.
* Define planning and explain the utility of goals in planning in management.
* Diagram the strategic management planning process and differentiate between corporate and functional strategic plans.
* Describe the application of planning tools in goal setting and planning.
* Define communications and explain the nature of formal and informal communications within an organization.
* Discuss the functional role of human resource management in strategic planning and organizing
* List and describe techniques for reducing resistance of organizational members to change and two techniques for reducing members stress to change.

# 14. ATTENDANCE REQUIREMENTS:

As stated in the Wayland Catalog, students enrolled at one of the University’s external campuses should make every effort to attend all class meetings. All absences must be explained to the instructor, who will then determine whether the omitted work may be made up. When a student reaches that number of absences considered by the instructor to be excessive, the instructor will so advise the student and file an unsatisfactory progress report with the campus executive director. Any student who misses 25 percent or more of the regularly scheduled class meetings may receive a grade of F in the course. Additional attendance policies for each course, as defined by the instructor in the course syllabus, are considered a part of the University’s attendance policy.

# **15. STATEMENT ON PLAGIARISM & ACADEMIC DISHONESTY**:

Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

# **16. DISABILITY STATEMENT**:

In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

# **17. COURSE REQUIREMENTS and GRADING CRITERIA**:

The following is a description of the assignments in the course, to include requirements and grading criteria.

**JOURNAL ASSIGNMENT**

Create a journal. There is no specific format or page length. Choose what you think is appropriate for the subject. There are three requirements for the journal:

**Part One:**

* Interview three managers discuss the following questions (choose managers in different types of companies, and if possible, different levels of the organization). Although it is not necessary to identify the individuals precisely, be sure to include sufficient information to determine the preceding information.
  + What preparation did they have for their managerial position? What support do they receive from their companies in their position?
  + What are the three primary challenges they face as managers?
  + What advice would they give a new manager to help them succeed?
* Instead of a transcript of the interviews, summarize common themes and contrast differences in a summary.

**Part Two:**

* In your interactions with other businesses or in your workplace, note at least 3 incidents where you believe values were either violated or upheld. (If observed in other companies, you may have to use your own values to complete.)
  + Describe each of the incidents
  + Discuss the values that apply
  + Discuss what was done correctly and/or what should have been done differently, and why
* You should have one incident in which you think the incident was handled correctly and one in which it wasn’t. The third can be either way.

**Part Three:**

* Address **one** of the following discussion issues and respond in your journal.
  + Pg. 99, Discussion Topic #1
  + Pg. 166, Discussion Topic #1
* The expectation is that you will be able to do a thorough analysis of the issues and values involved and explain why you would take the approach you decided is appropriate. Part of a thorough analysis is to acknowledge opposing ideas.

**Grading Criteria:**

* Grammar/spelling/writing (10 points)
* Part One (30 points)
* Part Two (30 points)
* Part Three (30 points)

**PROJECT PAPER**

**Purpose of the Assignment:**

* To learn about a broad issue in management in greater detail
* To develop skills in research and in analysis
* To practice writing

**Requirements:**

* + Evaluate Case 3, eHarmony, on pages 588 – 591.
  + Using the questions at the conclusion of the case as a basis to begin evaluating the case, state what you believe the appropriate action to be in your selected case. In other words, you do not have to answer the questions, but the questions may help you determine how you think the company should proceed going forward. Instead of focusing on the questions, choose one aspect of the case that you want to develop. You might choose one of the questions at the end of the case to focus on as an example, but there are many possibilities. Some ideas from previous classes that may help you get started are: Has eHarmony been true to its Christian values? Should eHarmony expand into the international marketplace? Is the idea of using the same approach to matching candidates and jobs worthwhile? Is it appropriate for Christians to use on-line dating services? What should on-line dating services do to protect their users? Can eHarmony’s business model continue to be competitive in the on-line dating market?
  + Develop a well-reasoned argument for the appropriate action. Your analysis should consider Biblical principles, governmental regulations and statutes, and management principles.
  + Be sure to address other points of view and possible ramifications of your decision.
* **Expectations:**
  + The paper will be analytical, not a report. In other words, I would expect that you would posit a stand and look at the facts and values that play into the situation and make a logical decision based upon your analysis.

**Deliverables:**

* Paper: Minimum length: 6 pages. Maximum length: 8 pages. (Page count does not include Title page or Bibliography). Note: An abstract is up to the student. It can help focus the paper. However, if used, it is not considered part of the page count.
* Format in accordance with APA standards (available on line)
* At least 5 references

**Hints:**

* Grammar, spelling and neatness count
* Use APA writing standards (I am not very strict, but follow the major items)

**Grading Criteria:** This project is worth 100 points.

* Grammar/spelling (10 points)
* Review of topic (80 points)
* Clarity and organization of writing (10 points)

**PARTICIPATION/DISCUSSION**

This is a portion of the syllabus that often confuses students, so please review it carefully, as it can have a significant impact upon your grade.

Since this is a business course, I am assuming most of you are taking the class because class times do not fit into your schedule. Therefore, I am not setting aside a class meeting time. However, I do expect students to complete assignments on time and to participate in on-line discussion board discussions. There are three parts to the participation/discussion points.

I think of this portion of the syllabus as being two distinct sections. First, there is the “Weekly Discussion” portion, which is 100 points. It is made up of two parts—weekly discussion posts (with the exception of Weeks 3 and 8) and responses to weekly posts for all weeks.

* I will pose questions weekly and look to see who responds (intelligently). Information provided in these discussions may include testable material. Each question (except Weeks 3 and 8) will be worth 10 points. Responding by the due date counts. This is a subjective score from the instructor—max 70 points. Each of these discussion questions are broken out separately in the gradebook, so you can see your grade each week.
* In addition, in order to have some interaction and open exchange of ideas, it is expected that students will respond to the comments of at least one posting of a fellow classmate each week. These do not need to be long. They should ask for clarification, provide additional information, or refute the other student’s comments (politely). You may also expand or defend another posting. However, “me too” comments do not fulfill the requirements. Max 30 points. This is the portion of the grade that will be listed as “Participation” in the gradebook.

Next are two discussion posts that I have separated and weighted more heavily—these are in Weeks 3 and 8. They will typically require 3 or 4 paragraphs to respond to. These are “meatier” questions than the typical weekly discussion question, so will require more effort. In addition, they will be similar to the questions on the final. The final is all essay and students sometimes have problems because they don’t get enough practice with that thought process during the course. Each will be worth 25 points for a total of 50 points. These questions are listed as Discussion Question 1 and Discussion Question 2 in the gradebook.

What do I expect in the discussion questions? First, I do not expect your responses to be long, but I do expect they will be clearly worded, grammatically correct, with proper spelling and word use. Managers can lose credibility with sloppy communication, so I expect professional work. Secondly, they should not be purely opinion. Opinion is fine, but there should be some support—whether that is an example from your own life/workplace or some research/data point. Again, I am not looking for a research paper, but you need to be able to support in some fashion what you say.

**EXTRA CREDIT**

Someone always asks about extra credit. I am hoping no one will need it, but if you feel compelled to do extra credit then you have a choice of the following. You may do one or both, depending upon your time, accessibility, interest and need. I know that some of these may be somewhat more difficult for those stationed outside the US, but there should be sufficient variety to give you something to choose from. The folders for submitting your extra credit are in the Week 10 assignment folder.

1. Read a book on a management topic with consent of the instructor and prepare a summary which includes the following information:
   * Name of the book and author
   * Summary of the main thrust of the book (overarching theory of the book)
   * Did you find the book valuable—why or why not?
   * How might you apply the information you gained from the book to your own management career (now or in the future)?

Length not to exceed 2 pages. Possible points: 15.

1. Attend a meeting of one of the following groups:
   * Industry or professional organization. Examples include: AFA, NCOA, AFSA, BPW, SHRM, AHA, ASTD, etc.—there are hundreds out there.
   * Business development association, whether a meeting or a function: Chamber of Commerce, Board of Commerce and Industry, etc.
   * Self-improvement organization, such as Toastmasters International
   * Community service organization: Rotary, Optimists, Kiwanis
   * Governmental board, body or council: city council, Planning and Zoning Commission

After attending one of these meetings, you should talk to a member of the organization to round out your understanding of the group and its purpose. Afterwards, prepare a summary with the following information:

* + Name of organization
  + Date and time of meeting
  + General format of meeting—what did they do?
  + Purpose/focus of the organization
  + What did you like/not like about the organization and/or meeting?
  + What value, if any, would the organization have to your organization or management career? Or in the case of the governmental organization—of what importance is the work of that organization to a business (or what impact could the decisions of that group have on your business?)

Length not to exceed 2 pages. Points possible: 15. Note: No one will be able to improve their final grade by more than one letter grade through extra credit assignments.

**QUIZZES/EXAMS**

There is one quiz in the first week that covers course requirements. I find I answer a lot of questions the first few weeks that are clearly (I think anyway) spelled out in the syllabus and on the General Discussion Board. I decided to try using this quiz to ensure everyone reads these items. It will also point out if there is a place where the instructions are not clear so I can rewrite them.

The final exam is a comprehensive, take-home final that I will load when it is time to take it. It is worth 100 points. You can use your book, notes and any other aids you like. There is no time limit, as long as you turn it in by the due date. The questions will be essay and comprehension based. All final exams are to be placed in the Week 11 Assignment Folder.

18. Course Requirements and Grading Criteria:

Requirements:

Quiz (20 points)

Weekly discussion questions/participation (150 points) (70 points for 7 weekly 10-point discussion questions, 30 points for responding to 8 weeks of discussion, and 50 for the two, 25-point questions.)

Journal (100 points)

Paper (100 points)

Final exam (100 points)

Grading criteria:

90%: A

80%: B

70%: C

60%: D

Below 60%: F

**17.1 Include Grade Appeal Statement:** “Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs/Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.”

# 18. TENTATIVE SCHEDULE

WEEK 1

Go over course expectations, syllabus, and assignments

Reading: Chapters 1, 2

***Assignment:***

* Post a short paragraph about yourself to the bulletin board (Introductions Forum) with some indication of your industry, specialty, and management background before the next class. Include your time zone.
* Complete Quiz on course requirements

WEEK 2

Reading: Chapters 3, 4

WEEK 3

Reading: Chapter 5

WEEK 4

Reading: Chapters 6, 7

WEEK 5

Reading: Chapters 8, 9

WEEK 6

Reading: Chapter 10

***Assignment:***

Journal Due

WEEK 7

Reading; Chapters 11, 12

WEEK 8

Reading: Chapters 13, 14

WEEK 9

Reading: Chapter 15

***Assignment:***

Project paper due

WEEK 10

No reading assignment

A good week to complete any extra credit

WEEK 11

Course evaluations

***Final Exam***

# 19. ADDITIONAL INFORMATION

Not applicable.