



Albertus Magnus College Course Syllabus

Course Code and Title: MG 131 Principles of Management

Course Description: This course explores the management process of planning, organizing, leading, and controlling the organizational resources efficiently and effectively to achieve the stated organizational goals.

PROGRAM AND COURSE OFFERING INFORMATION

Program: ADP

Session: Mod

Class Meetings: 2x per week, asynchronously

Delivery method: Online

Number of Credits: 3

Textbook and Supplementary Readings: Griffin, Ricky. (2015) **Fundamentals of Management**. 8th Ed. Boston, MA: Cengage Learning. ISBN- 978-1-285-84904-1

INSTRUCTOR INFORMATION

Name: Dr. Clara Munson

College eMail: cmunson@albertus.edu

Contact (phone): 203.773.8537

Office Hours: (online) please contact me by email if you would like to discuss any concept or to set up an appointment.

Office: 303 Aquinas Hall

Instructor Biography: Dr. Munson has taught at Albertus for the last 31 years. Graduating from the University of Louisville and later earning an MBA from the University of New Haven, she began her doctoral work at the Union Institute and University focusing on effectively managing and leading companies particularly in the

foreign environments. She enjoys traveling to foreign countries and learning about their cultures.

COLLEGE POLICIES

Tradition of Honor: As a member of the Albertus Magnus College Community, each student taking this course agrees to uphold the principles of honor set forth by this community, to defend these principles against abuse or misuse, and to abide by the regulations of the College. To this end, every student must write and sign the following statement at the end of each examination: ***“I declare the Honor Pledge.”***

Intellectual Honesty: Plagiarism is a serious offense against academic integrity and intellectual honesty. In completing written assignments, the student must work independently unless the class instructor indicates otherwise. It is important for students to understand that they must reference the sources for all direct quotes, for the rephrasing of information from an outside source, and for ideas borrowed from readings. Students will be required to use APA format when referencing sources. Failure to cite appropriate references in any of these instances results in an act of plagiarism, intentional or unintentional. If it has been determined that a student plagiarized a written assignment, the student may be dismissed from the program. The instructor will report instances of plagiarism to the college administration.

Writing Guidelines: The writing guidelines for this course will follow the American Psychological Association’s (APA) style format standards. Referenced pages must be correctly formatted and alphabetized; sources must be appropriate to the assignment, correctly cited, and traceable; and the number of citations and sources must be adequate for each paper. Citing your sources properly requires following the APA style format rules. Please use the documentation guidelines found in the required textbook, *Concise Rules of APA Style*.

Appropriate Classroom Conduct: Students are expected to show a respect for order, the rights of others, and to exemplify a sense of honor and integrity in the classroom. Student conduct is considered an integral part of the educational process. Therefore, no student should be denied the right to learn as a direct result of disruptions in the classroom. Active learning, open inquiry, and the free expression of informed opinion are the foundations of a liberal education at Albertus Magnus College. However, student behavior that interferes with an instructor’s ability to conduct the class is prohibited. Students are expected to be considerate and respectful of the rights, views, and interests of other students and faculty. The faculty member will take appropriate action if students do not abide by these rules.

Accommodations for Special Needs: Please advise the instructor of any special problems at the beginning of the semester. Those students seeking accommodation based on disabilities should provide a Faculty Contract Sheet obtained through the Academic Development Center in Aquinas Hall, 203-773-8590.

'Library and Information Services Component: This is a critical component. Throughout the mod, students will access relevant scholarly educational materials using both print and electronic library resources.

Blended and Online Course Etiquette: Please click the following link to review the Albertus policies regarding proper etiquette for interaction in all blended and online course work: [Link to Albertus' Netiquette Guide](#)

Albertus Magnus College Definition of a Credit Hour: Albertus Magnus College adheres to the definition of a credit hour as defined by Federal Regulation 34CFR600.2 as passed by the U.S. Department of Education, Office of Postsecondary Education. The College's definition of a credit hour is as follows:

- A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that reasonably approximates not less than –

One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or the equivalent amount of work over a different amount of time

COURSE GRADING AND ATTENDANCE POLICIES

Attendance Policy: Student are expected to attend all class sessions and must complete all course requirements as assigned. Class attendance will be taken twice a week once on Monday at 7:50 and once on Wednesday at 7:50. There are penalties for missing either session of the course and these penalties are considered “no fault” penalties. In other words, it doesn't matter why you missed the class; the penalties apply no matter how legitimate or frivolous the reasons for your absence. If you do not post your online “main assignment” by the assigned date and time, you will be marked as “absent” from that “class.” You may miss one class without an attendance penalty. If you are absent from two classes, your final course grade will automatically be penalized (5%) of a course grade. If you miss three classes, your course grade will automatically be penalized one full letter grade. If you miss four classes, your course grade will be penalized two full letter grades and you should withdraw from the course.

Expectations Regarding Assignment Due Dates:

Students are expected to complete all course requirements as assigned and to submit the assignment by the designated time and day. Each week you will be required to make two postings, one on Monday and one on Wednesday. The assignment is due by 7:50 PM on the designated day. **You may submit postings prior to the due date.** Points are deducted if the posting is late. If you do not meet these deadlines, you will have until noon on Saturday of that week, but a ten point penalty will be applied. If the assignment is submitted after the end of that week (Saturday), it will no longer be accepted and you will receive a Zero for that assignment. The postings demonstrate the student's

engagement with the course material and, as such, is a key component of his or her grade. If you have an emergency situation, you must contact the instructor as soon as possible.

Responses to another student must be made for all Forum assignments and accounts for 8% of your grade (ten points per week). The "reply" must be a minimum of five sentences. Submitted work that contributes to the discussion with substantive new ideas (beyond an "I agree" post) will earn one point. Your shared thoughts, questions, and experiences provide an interesting discussion and an opportunity for growth of your management and your communication skills. Each student is encouraged to present his or her views. A variety of views should and will be presented. Each student must be tolerant of these views and respect the views of others. The online classroom is a forum conducive to learning and it should be the goal of each person to assure that this is achieved. It is part of the learning experience to collaborate, support each other, and fully explore and resolve issues of differences.

WITHDRAWING FROM A COURSE:

It is the responsibility of the student to officially drop or withdraw from a course. However, failure to attend a course for 14 calendar days may result in an administrative withdrawal from the course. The policies on course withdrawals and administrative withdrawals may be found online at:

<http://www.albertus.edu/policy-reports/academic-policies-regulations-eug#apgr>

PAPER:

Select and read an article relating to management. The article you select must be no more than one year old and refer to a topic we have discussed in class or one that has been covered in the text readings.

Make sure the article is an appropriate business **periodical** (Business Week, Forbes, The Wall Street Journal, Harvard Business Review, Money, etc.). The objectives of the paper is to provide an opportunity to familiarize the student with a variety of business periodicals and to discover what is currently being reported about management concepts.

A two page typewritten paper will be submitted. You will write a one to two paragraph overview of the article. All work must be your own. If you want to include something the author said in the exact words of the author, you must put it in quotations and give the author credit.

Second, include an analysis of how the article relates to our class discussion of the topic. Be specific in describing the concept. Link topics discussed in the article to our discussions. Did the author agree or disagree with the text or our class discussion of the topic? Did the author present new and different insights on the topic? Did the author fail to present a full view or total insight of the topic? Did the author present the same insight as our discussion? Explain.

Third, please include an evaluation/critique of the article. Here you can describe what you liked or disliked about it.... did concepts appear to be appropriate or perhaps you

want to discuss an idea/ process that would be ideal to implement? Did the author introduce new and innovative ideas that would help you to be a better manager? You may include any issues or concepts you feel are relevant to the paper and this class. The paper must be neat and be proof read in order to eliminate spelling and grammatical errors. **Please remember to quote any material you are using directly from the article.** You must cite the article.

Grading Rubric

The following rubric will be used to grade all assignments.

Journal	Forum	Assignment Demonstrates -
60-70 Points	40 Points	Submitted work expresses concepts in a clear, concise, logical, and grammatically correct manner, demonstrating a high level of understanding of the subject matter (including text, PowerPoint slide and other course materials).
40-50 Points	30 points	Submitted work demonstrates that you generally understand concepts, but did not express it in a clear and logical manner or include sufficient material from the text, PowerPoint slides, or other course materials. Grammar is mostly correct.
20-30 Points	20 Points	Submitted work does not demonstrate a clear understanding of the concepts. Grammar is generally unsatisfactory.
0-10 Points	0 Points	Submitted work demonstrates little or no understanding and lacks application of the concepts. Grammar is unsatisfactory.

An additional 10 points can be earned for your weekly required response to another student's Forum posting. Therefore you can earn a maximum of 50 points for each weekly Forum posting. 40 points for the posting plus 10 points for the reply.

Grading Policy and Methods of Assessment:

The following is a breakdown of the specific point value for assignments:

Online Elements:	Score or Percentage of Grade
<u>Forum:</u>	
Week 1(60) week 2-7 (40) points/assignment	340 Points
Weekly reply Week 1-7 (10 point/week)	70
<u>Journal :</u>	450
Week1&5 (50) Week 2-4 & 6-7 (70) points	
Paper	40
Quiz	100
<u>Total:</u>	1000

COURSE OBJECTIVES AND LEARNING OUTCOMES

Course Objectives:

By the completion of this course, each student will be able to:

- Describe planning activities including goal setting, decision making, and problem solving techniques.
- Substantiate the organizing processes to assure efficient and effective use of resources.
- Compare and contrast management and leadership.
- Describe and reflect on appropriately leading and motivating people through organizational change, effective delegation, effective communication, and conflict resolution.
- Analyze and describe the relationship between the planning and controlling functions.
- Substantiate the manager's role in contributing to social responsibility and ensuring ethical behavior within the company.

Learning Outcomes:

By completion of this course, each student should:

- Demonstrate through oral and written discussions the efficient and effective planning, organizing, leading, and controlling functions of management and the essential management skills for small and large business management.
- Demonstrate the impact the external and internal environmental forces have on business through successful written forum discussions.
- Demonstrate the complexities of ethical decision making through the successful written analysis of a case study
- Apply organizational planning and goal setting tools, including the mission statement, SWOT analysis, and developing diagnostic and decision-making skills by developing written strategic plans and goals.

- Construct organizational charts and depict effective ways in which managers might organize and structure change in the organization.
- Differentiate motivational perspectives and apply motivation strategies through successful completion of a written journal discussion.
- Describe and design a written process for organizational control.

Albertus Magnus College Definition* of a Credit Hour

Definition of a Credit Hour as Found in Federal Regulations 34CFR600.2 A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonable approximates not less than – One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time;

Week One

Topic: Chapter 1 ~ Understanding the Manager's Job

Learning Objective(s):

- To define management
- To describe levels and areas of management
- To understand skills needed to be an effective manager
- To identify challenges facing managers today
- To appreciate the historical view of management

Reading Assignment(s): Read Chapter 1 & Review the Chapter 1 PowerPoint slides on eLearning

Online Journal Discussion: Enhancing Management Skills

Due Date and Time: by 7:50 PM.

Reading Assignment: Read Chapter 1 & Review the Chapter 1 PowerPoint slides

a) Managers face many challenges and in order to handle these challenges effectively they must be equipped with good skills. Select one of the management skills (listed on page 8-9 of the text and/or PowerPoint slide #10) that you personally would like to enhance. In a paragraph, identify the skill and describe the particular challenges this skill will help managers tackle. How does this skill create a more efficient and effective manager?

b) Next, describe at least three activities that would help you become more proficient in this skill. The time frame should be the duration of this course. Be *specific* in describing the activity - your action plan for improvement. What will you do on a daily/weekly basis to become more proficient at the skill? Try to quantify the activity so it can be measured. An example of an activity might be - I will read two articles on time management each week. All plans answer the questions of who, what, where, when, why and how. This should be three paragraphs in length.

You will be improving the skill you selected during the term. You will be asked at various points in the course to post what you have achieved or activities you have done toward the particular skill improvement so maintain a record of your actions to enhance the skill.

Online Forum Discussion: History and Theories of Management

Due Date and Time: by 7:50 PM

Reading Assignment: Read Chapter 1 & Review the Chapter 1 PowerPoint slides

As described in chapter one (p. 10 – 24) and in the PowerPoint presentation, “the history of management can be traced back thousands of years”. However, it wasn’t until the dawn of the twentieth century that the ideas and writings of management focused on how business could increase productivity. Four major theories or approaches to management evolved over time. These include the Classical, Behavioral, Quantitative, and Contemporary Management approaches. Read about these four approaches then in 400 words (minimum) answer the following:

1) a) Identify and briefly describe each of the four management theories. For each theory describe the best method to increase productivity. Be specific in describing how the particular theory would enhance productivity?

b) Select the theory you feel most closely matches your present thoughts about how managers should function? Explain why you feel this theory is the ideal method to increase productivity.

c) Identify and briefly describe three of the most significant challenges that you believe managers face today.

2) Please reply in a minimum of five sentences to one other student’s posting. Please begin your reply with a brief introduction of yourself and then address the person by name who you are replying to.

Week Two

Topic: Chapter 2 ~ The Environments of Organizations

Objectives:

- To describe the external and internal environments
- To discuss the components of the dynamic general and task environments
- To explore the impact of the external environment on the organization
- To recognize elements of the internal environment
- To substantiate the manager's role in contributing to social responsibility and ensuring ethical behavior within the company.

Online Journal Discussion: The External and Internal Environments

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 2 & Review the Chapter 2 PowerPoint slides

A. The External Environment:

Describe the term, "external environment". Identify the forces. Select any one force of the external **general** environment and discuss a positive and a negative way in which this selected force might impact the organization. Select any one force of the external **task** environment and discuss a positive and a negative way in which your selected force might impact the organization.

B. Organizational Culture

Identify the cultural determinants of your company or a company of interest. Refer to page 61 of the text Experiential Exercise "Assessing Organizational Culture" and read the *Introduction* section as a guide. Identify four or five most vivid and specific characteristics of the culture of the company. How important are these cultural elements and what specific purpose do they create? How does the organization maintain and enhance these key cultural aspects? Are there elements of the organizational culture you would want to eliminate or change? Describe why you would change the elements and how you could accomplish this or justify why elements of the culture should not be changes.

Post this in your Journal in a minimum of 400 words.

Online Forum Discussion: Ethics

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 2 and focus on pages 43-46 for this assignment.

Ethics is a personal belief about whether a behavior is "right or wrong." After reading the section in the text on Ethics in the Organization, describe your personal ethical view and solution for the following scenario. Please post what you would do if you were John. Reflect, analyze, and think critically of the various issues the case presents.

TAX EVASION ISSUE

John, a 56 year old middle manager with children in college, discovers that the owners of his company are not paying the government several thousand dollars a year in taxes. John is the only employee who is in a position to know this. Should John report the owners to the IRS at the risk of endangering his own livelihood, or disregard the discovery in order to protect his family's livelihood? Your decision . . . Please respond in a minimum of 300 words. Reply to one other student's posting in a minimum of five sentences.

Week Three

Topic: **Chapter 3 ~ Planning & Strategic Management**

Objectives:

- Define planning, summarize the planning process, and describe organizational goals.
- Discuss the relationship between plans and goals.
- Describe the mission statement and the purpose it serves.
- Discuss the components of strategy and how to use SWOT analysis in formulating strategy.
- Identify and describe various alternative approaches to strategy formulation.
- Identify potential barriers to planning

Online Forum Discussion: Mission Statements

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 3 and Review the Chapter 3 PowerPoint Slides

“An organization’s mission is a statement of fundamental, unique purpose that sets it apart from all other firms of its type”. Research the mission statement for two companies in the same industry.

A) Identify each company’s purpose, values, direction etc. Do these companies target different consumer groups? Identify other ways they seek to differentiate themselves from their competitors.

B) Discuss your view - Does the mission statement helps managers make decisions and direct resources in clear and specific ways?

Post your answer in a minimum of 400 words and please reply in a minimum of five sentences to one other student's posting.

Online Journal Discussion: Strategic Goals

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 3 and Review the Chapter 3 PowerPoint Slides

1) Strategic goals flow from the company's mission statement and take into consideration the external and internal environments. With this in mind, describe the strategic goal setting process. Describe in a minimum of 350 words the **steps** you should take to create strategic goals. Page 73 in the text diagrams the stages/steps. Steps one and two discuss the utilization of a SWOT analysis in creating strategic goals. Be specific in explaining SWOT and what each element/letter is about and where it is located. Focus particularly on the material in the text and the PowerPoint slides.

2) Select one of the three activities you created in week one to enhance your management skills. Write this one activity as a goal that is specific, has a time frame, and is quantifiable. This should be a one sentence goal. Please post these two assignments as one assignment.

Week Four

Topic: Chapters 6 & 7 ~ Organization Structure, Design, and Change

Learning Objectives:

- To define organizing and its importance
- To identify and describe the basic concepts of organizational design and structure
 - designing jobs . . . specialization
 - grouping jobs/departmentalization
 - authority and responsibility....delegation in organization
 - determining the span of management
- Describe and discuss the impact of organizational change

Online Journal Discussion: THE MUNSON COMPANY

Due Date and Time: This is due by 7:50 PM

Reading Assignment: Chapter 6 and Chapter 6 PowerPoint slides,

THE MUNSON COMPANY . . . **Please send your assignment to me as an email attachment**

Background:

The MUNSON is structured with Jane Wagner as the owner and general manager. She currently has a span of management of ten people; (**six** sales representatives, **one** bookkeeper/office manager, and **three** plant managers).

The company has three plants and they are located 30 miles apart, one on the east side of town, one on the north side, and one on the south side of town. The plant manager on the east side has a span of management of 16, the plant manager on the north side has a span of management of 18, and the west plant manager has a span of 9.

All sales representatives currently report directly to Ms. Wagner.

Ms. Wagner's large span of management requires a lot of time and prevents her from doing other activities such as strategic planning. Business has not been healthy during the last two years and Ms. Wagner will close the west plant and lay off all workers of that plant including the two sales rep. She will reduce her span of management to no more than three.

Instructions: You will be submitting three charts.

1. Draw an organizational chart to represent the **current structure of The MUNSON Company**. Rather than drawing the large number of direct reports, i.e. 15 subordinates, you can draw one box and label it 15 S.
2. Next, redesign the structure to reduce the span of management for Ms. Wagner to three. You will create two charts representing the redesign. There are many possibilities for these next two new charts. Select two **different** methods of departmentalization for the organization. Draw an organizational chart to reflect each new design. You may add new positions, add appropriate new employees, and/or promote current employees.
3. Identify the type of **departmentalization** you used for each of the two new redesigned organizational charts.
4. **Please send Your assignment to me as an email attachment. Then post, in the Journal, an update on your skill (from week one) enhancement progress.** This needs to be one paragraph.

Online Forum Discussion: Delegation & Organizational Change

Due Date and Time: This is due by 7:50 PM

Reading Assignment: Chapter 6 and Chapter 7 and Week 5 PowerPoint slides

Posting A

- In this assignment, a) identify why managers should be delegating.
b) Discuss the skills, abilities and behaviors that make a good delegator.
c) Page 167 describes delegation. Read the Delegation Aptitude [Survey](#) statements on page 185-186 to better understand your behavior and attitude as a delegator. Based on the survey, identify one area where you could improve as a delegator.
d) Describe specific actions and behaviors that you, as a manager, could do to make the delegation process effective.
e) Discuss your personal experiences regarding delegation that have been positive.
f) Discuss a time you delegated and the results needed to be improved. Having gone through this experience, what would or should you have done differently?

Post this in a minimum of 400 words.

Posting #B In a minimum of 300 words, respond to the following:

- A) What symptoms should a manager look for in determining whether an organization needs to change?
B) Why do many employees resist change?
C) Please elaborate on your personal experiences of change.
D) What techniques could you as a manager implement to assist employees through the process of change?

Please submit these two assignments as one posting. Reply to one other student's posting in a minimum of five sentences.

Week Five

Topic: Chapter 4 ~ Decision Making

Objectives:

- Utilize decision making skills and the Rational Decision-Making Model
- Recognize and describe various complex situations in which managers must make decisions
- Analyze ways in which team decision making differs from decisions making by an individual
- Identify ways to assist their team to make better decisions

Reading Assignment: Read Chapter 4 in the text and review week four PowerPoint slides.

Online Forum Discussion: Decision Making and Creativity

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 4 in the text and review week four PowerPoint slides

Posting #1 Decision Making:

- a) Describe the rational decision making model.
- b) Describe the difference between programmed and non programmed decisions by explaining what they are, who typically makes the decision, and the implications for decision makers for these two types of decisions.
- c) Describe one type of non programmed decision you have been involved with. This can be work related or personal. What do you believe was the most difficult aspect of the decision? Identify a behavioral aspect of making this decision.

This should be a minimum of 350 words.

Posting #2 Enhancing your creativity (please include this with posting #1) While most companies value creative people, many people do not feel creative or have not used their creative talents in a long time. This project will help you focus on creativity and bring it into your everyday life. There are two parts to the project.

- 1) Discuss why creativity is an important part of decision-making.
- 2) Research two sources that describe how to become more creative. After reading these sources, describe five things you could do to enhance your creativity. Cite the two sources.

Reply in five sentences to one other student's posting.

Online Journal Discussion: Team Decision Making

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 4 and Week 4 PowerPoint slides

Team Decision Making~

You have been asked by the president of your company to work with and lead a team that she has just formed. In the past, the company has not used employee groups **to make decisions**, but after reading several articles on the topic, the president decided to "try it out". You are faced with three major tasks:

1. You meet your group and the first task is to explain that group involvement/participation will improve the quality of decision making. Be specific and substantiate why group/team work is beneficial.
2. You will also explain that there are some drawbacks to group decision making. What challenges should the group be aware of so they minimize disadvantages that often occur in group work?
3. Describe the actions/activities you believe the group take to make the team decision making run like a "well oiled machine"?

Discuss in a minimum of 350 words.

Post this as a journal entry.

Week Six

Topic: Communication & Motivation

Learning Objectives:

- Describe why and how the communication process is essential for organizational success
- Identify various types of communication techniques
- Discuss effective listening skills
- Explore methods of overcoming barriers to communication
- Characterize the nature of motivation.
- Identify and describe the major content perspectives on motivation.
- Identify and describe the major process perspectives on motivation.
- Describe reinforcement perspectives on motivation.
- Identify and describe popular motivational strategies.
- Describe the role of motivation in the organizational reward systems.

Reading Assignment: Chapter 12

Online Journal Discussion: Communication Effectiveness

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 12 and Chapter 12 PowerPoint slides

After reading Chapter 12 and reviewing the PowerPoint slides, you should understand the important role effective communication plays in our organizations. In this assignment you will be part of a scenario and will write a (400 word) memorandum.

You are a middle level manager and during the last few weeks you have experienced several communication problems which have made your job more difficult. Reflecting on the information in chapter 12, you realize there could and should be changes in your company to improve communication.

You will write a memo to your boss, the V.P. In this (minimum of 400 word) memo you will:

- describe the importance of effective communication in the organization
- identify three specific and significant areas where you find ineffective communication (you can create any three problem areas), and

- for each of the three communication problems create an action plan describing how you believe this problem can be corrected. The action plan would include answers to who, what, where, when, and how.

You must be persuasive and convince the V.P. to implement these actions in your department and/or company wide.

Online Forum Discussion: Motivation:

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 10 and article (see icon in eLearning)

Posting #1

After reading Chapter 10 and reviewing the PowerPoint slides on Motivation, select one of the motivation theories that you would feel most comfortable utilizing with your staff.

Identify the theory.

b. Describe the theory.

c. Explain why this might be an ideal motivational tool for you. How will this theory help you motivate your employees?

Post your response in a minimum of 350 words.

Please reply in a minimum of five sentences to one other student's posting

Posting

#2

Read the article "Giving Praise" (see icon for article). Do you believe giving praise is motivational? What is significant about the process in the article? Would you improve the process? Do you believe managers implement and utilize praise frequently as a motivational tool? In this forum posting of about 200 words, describe your thoughts.

Please reply in a minimum of five sentences to one other student's posting

Week Seven

Topic: Leadership & Team Work

Learning Objectives:

- Define leadership
- Explore the difference between managers and leaders
- Identify the types of Power
- Discuss the various approaches to understanding leadership
- Identify characteristics of leaders
- Define teams and explore the stages of team development
- Identify conflict and the impact conflict has on members of the organization.
- Discuss your role in making teams effective

Online Journal Discussion: Managers vs. Leaders

Due Date and Time: by 7:50 PM

Reading Assignment: Chapter 11 and review Chapter 11 PowerPoint slides.

Based on the information in Chapter 11 discuss:

- 1) Ways in which management and leadership differ.
- 2) Are leaders born leaders? What does the theory discussed in the text suggest about leaders being born?
- 3) The five most important traits, skills, or abilities you believe leaders should possess
- 4) Do **situations** determine the most appropriate leadership behavior? Cite examples and defend your answer using a theory discussed in the chapter.
- 5) Your response should be a minimum of 400 words.

Online Forum Discussion: Teams

Due Date and Time: by 7:50 PM

Reading Assignment Chapter 13 and review Chapter 13 PowerPoint slides.

Based on the information in chapter 13, discuss the following. A recent HBR article suggests that "even the largest and most complex teams can work together effectively".

1. Describe strategies managers can implement to achieve the goal of managing teams effectively.
2. One of the common barriers to effective teams is conflict especially if the conflict is not managed properly. Discuss conflict, sources of conflict, and ways you could handle conflict in a team setting to become a strong, effective team. Include personal experiences of working with effective and not so effective teams and groups. Post your response in a minimum of 400 words. Please reply in a minimum of five sentences to one other student's posting.

Week Eight

Topic: Elements of Control

Learning Objectives:

- Explain the purpose of control
- Describe the steps in the control process
- Identify the characteristics of an effective manager
- Reflect on your role as a manager
- Discuss the "ideal" type of business environment

ASSIGNMENT PAPER (40 points):

This is due as a Journal posting by Monday,

Online Forum Discussion: Control

Reading Assignment: Read Chapter 14 and review Chapter 14 PowerPoint slides.

Due Date and Time: by 7:50 PM

In one paragraph, define "control" in the organization and identify why it is necessary. Figure 14.3 (p. 432) describes the four basic steps in the control process. Using these steps as a model, develop a control system for one activity you selected in week one (enhancing your management skills). Using one standard (goal), identify or establish the standard and then explain what you will do in each of the remaining three steps.

Post your response in a minimum of 300 words.

Please reply in a minimum of five sentences to one other student's posting

Online Journal Quiz

Due Date and Time: The quiz opens on Sunday at 1:00 AM and is due by Wednesday, by 9:00 PM. You will have one hour to take the quiz. Once you open and start the quiz, you cannot stop and re-enter the quiz at a later date.