

MGM201 Principles of Management

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: None

This course investigates the way that managers get things done in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through readings, lectures, discussion, multimedia, learning activities/assignments is required of each student.

Course Outcomes

At the completion of this course, students should be able to:

- Recognize the role of a manager and how it relates to the organization's mission.
- Define management, its four basic functions and skills.
- Know critical management theories and philosophies and how to apply them.
- Recognize the concept of social responsiveness and its benefits.
- Explain the relationship between strategic, tactical, and operational plans.
- Identify the stages of team development and describe the skills a team must acquire to become effective.
- Recognize the part communication plays in the management function.
- Define change management and explain where it fits in the management function.
- Explain the concept of continuous change and its impact on change management.

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Required Textbook:

This course does not use a textbook. The readings are all located in the course, the eLibrary or from the internet.

Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:
<http://guides.instructure.com>

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.
- Academic dishonesty is grounds for dismissal from the program.

Weekly Schedule

Week 1 Introduction to Management	
Outcomes	<ol style="list-style-type: none"> 1. Discuss the qualifications of an ideal manager 2. Articulate the purpose of mission, vision and values statements 3. Identify how a passionate leader can impact a company
Readings	<ul style="list-style-type: none"> • Chapter 1 – What is a Manager? In <i>What managers do, fourth edition</i>. • The Top 10 “Qualities” that Make a Good Manager. In <i>Smart Worklife Solutions</i>. • Management: Historical Perspectives. In <i>Encyclopedia of business and finance</i>. • Management. In <i>Encyclopedia of business and finance</i>. • Five Questions by Peter Drucker. In <i>Executive Excellence</i>.
Lectures	<ul style="list-style-type: none"> • Defining a Managers Terrain • Leadership & Management • Basic Organization Structure
Discussion	Discussion: The Ideal Manager – An Applied Learning Discussion
Multimedia	Simon Sinek - How Great Leaders Inspire Action. [Video file].
Assignment	Passionate Leaders - A Reflection and Research Assignment
Quiz	Refer to your course
Week 2 Ethics and Social Responsibility	
Outcomes	<ul style="list-style-type: none"> • Describe management’s role in encouraging ethical behavior • Describe how ethical behavior is implemented at various levels of management • Describe management’s role in encouraging ethical behavior • Explain Kohlberg’s stages of moral development and its application to management
Readings	<ul style="list-style-type: none"> • Business Ethics and the Evolution of Corporate Responsibility. In <i>Chartered Accountants Journal</i>. • Triple Bottom Line. In <i>T + D Magazine</i>. • Ethics in Management. In <i>Encyclopedia of business and finance</i>. • Corporate Greening: Good for the Soul, but is it Good for the Bottom Line? In <i>Financial Executive</i>. • How to Instill a Strong Ethical Culture. In <i>CPA Journal</i>.
Lectures	<ul style="list-style-type: none"> • Business Ethics • Social Responsibility • Social Responsiveness

Multimedia	Richard Branson Interview – Make Profit, But Give Back [Video file].
Discussion	Ethical Dilemma <i>A Case Study Discussion</i>
Assignment	Kohlberg’s Stages of Moral Development <i>A Research and Applied Learning Assignment</i>
Quiz	Refer to your course
Week 3	Planning and Decision Making
Outcomes	<ul style="list-style-type: none"> • Describe the purpose of a SWOT analysis • Perform a SWOT analysis • Discuss the barriers to planning • Recommend steps to overcome barriers
Readings	<ul style="list-style-type: none"> • Chapter 3 – Managerial Planning. In <i>What managers do, fourth edition</i>. • Problem Solving and Decision Making. Retrieved from <i>ManagementHelp.org</i> • The Perils of Bad Strategy. In <i>McKinsey Quarterly</i>. • Strategic Management. In <i>Encyclopedia of business and finance</i>. • Embracing Confusion: What Leaders Do When They Don't Know What To Do. In <i>Phi Delta Kappa</i>.
Lectures	<ul style="list-style-type: none"> • Planning • Decision Making & Problem Solving
Multimedia	<ul style="list-style-type: none"> • Problem solving techniques: SWOT Analysis [Video file].
Discussion	Barriers to Planning <i>A Critical Thinking Discussion</i>
Assignments	SWOT Analysis of Your Work Group <i>An Applied Learning Assignment</i>
Quiz	Refer to your course
Week 4	Organizing and Teams
Outcomes	<ul style="list-style-type: none"> • Explain the organizing process • Explain Tuckman’s stages of team development • Describe the skills a team must acquire to become effective
Readings	<ul style="list-style-type: none"> • Chapter 4 – Structuring the Organization. In <i>What managers do, fourth edition</i>. • What Makes a Great Manager? By Blair, G.

	<ul style="list-style-type: none"> • Leading Teams: Setting the Stage for Great Performances - The Five Keys to Successful Teams. In <i>Harvard Business School Working Knowledge</i>. • Groups that Work. By Blair, G. • Work Groups (Teams). In <i>Encyclopedia of business and finance</i>. • Tuckman and tears: Developing teams during profound organizational change. By Henderson-Loney, J.
Lectures	<ul style="list-style-type: none"> • Organizing: An Overview • Groups vs. Teams • High Performing Teams
Multimedia	Younger Bosses & Older Workers [Video file].
Discussion	Stages of Team Development <i>An Applied Learning Discussion</i>
Second Discussion	Coming to a Consensus on Who to Hire
Assignment	Who to Hire? <i>A Scenario-based Critical Thinking Assignment</i>
Quiz	Refer to your course
Week 5	Leadership, Power and Motivation
Outcomes	<ul style="list-style-type: none"> • Analyze and apply Goleman's six leadership categories • Identify leadership skills • Assess leadership skills
Readings	<ul style="list-style-type: none"> • Chapter 6 – Understanding Motivation. In <i>What managers do, fourth edition</i>. • Authentic leadership and letting your strengths 'Bloom'. In <i>Knowledge@Wharton</i>. • <i>Leadership Styles</i>. In <i>Fast Company</i>. • Creative leadership. In <i>Training & Development</i>. • Management/Leadership Styles. In <i>Encyclopedia of business and finance</i>. • Leadership. In <i>Encyclopedia of business and finance</i>.
Lectures	<ul style="list-style-type: none"> • Leadership • Motivation • Contemporary Issues
Multimedia	Restaurant Leadership [Video file].

Discussion	Leadership Styles <i>A Critical Thinking Discussion</i>
Assignments	Assessing Your Leadership Skills <i>A Personal Assessment Assignment</i>
Quiz	Refer to your course
Week 6	Controlling and Communication
Outcomes	<ul style="list-style-type: none"> • Explain the nature and importance of communication • Recognize the part communication plays in the 4 management functions • Assess basic communication skills
Readings	<ul style="list-style-type: none"> • Chapter 8 – The Managerial Control Process. In <i>What managers do, fourth edition</i>. • Managing Your Grapevine: A Key to Quality Productivity. In <i>Executive Development</i>. • A crash course in communication. In <i>Inc.</i> • Do as I say: Quick tips for masterful communication. In <i>Inc.</i> • <i>How to Use Communication to Establish Trust in Remote Teams</i>. In GigaOM.
Lectures	<ul style="list-style-type: none"> • Controlling • Communication Process • Functions of Communication
Multimedia	Effective Communication Skills. [Video file.]
Discussion	Communication Styles <i>An Application of Theory Discussion</i>
Assignments	Assessing Your Communication Skills <i>A Personal Assessment Assignment</i>
Quiz	Refer to your course
Week 7	Managing Change
Outcomes	<ul style="list-style-type: none"> • Define the importance of change management and explain where it fits in the four management functions • Explain the steps managers can take to implement planned change • Explain why people resist change • Apply attitude change strategies
Readings	<ul style="list-style-type: none"> • New Paradigm in Management. In <i>ManagementHelp.org</i> • Mastering the Art of Change: Ken Blanchard. In <i>Training Journal</i>.

	<ul style="list-style-type: none"> • Successful Change: The Challenge for Leaders. In <i>Knowledge@Wharton</i>. • Change Process. In B. S. Kaliski (Ed.), <i>Encyclopedia of business and finance</i>.
Lectures	<ul style="list-style-type: none"> • Change: The Manager's Role • Resistance to Change
Multimedia	<ul style="list-style-type: none"> • Ken Blanchard - Change strategy. [Video file].
Discussion	<p>Resistance to Change <i>An Applied Learning Discussion</i></p>
Assignments	<p>Attitude Improvement Strategies <i>An Applied Learning Assignment</i></p>
Quiz	Refer to your course
Week 8	Managers as Leaders
Outcomes	<ul style="list-style-type: none"> • Identify basic concepts of management • Evaluate basic concepts of management from a course perspective
Readings	<ul style="list-style-type: none"> • Chapter 7 – Understanding Leadership. In <i>What managers do, fourth edition</i>. • Leaders vs. managers. In <i>Supervision</i>. • The enduring skills of change leaders. In <i>Ivey Business Journal</i>. • Leaders vs. Managers. In <i>Supervision</i>. • Communicating change. In <i>Industrial Engineer</i>.
Lectures	<ul style="list-style-type: none"> • Continuous Change • Leadership Focus • New Role of Leaders
Multimedia	<ul style="list-style-type: none"> • Ed Oakley - Management Skills vs. Leadership Skills [Video file]. • Kotter, John. (2011). Influence Within and Across Companies. [Video file].
Discussion	<p>Principles of Management Reflection <i>A Personal Reflection Assignment</i></p>
Assignment	1. Complete the course evaluation survey.
Quiz	Refer to your course

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Assignments	35%
Discussions	35%
Quizzes	30%
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Academic Policies

Academic Polices found at: <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>

Disclaimer

As a disclaimer, any materials in or related to this course are provided for educational purposes only and not for the purpose of providing any legal, financial, accounting, tax or other professional advice or services. The information provided in this class is of a general nature, and it cannot substitute for the advice of a licensed professional in any respect. The application and effect of laws may vary widely depending on the specific facts and jurisdiction, and no representation or warranty is made with respect to the accuracy of any materials in or related to the course. Accordingly, the information provided is solely for general educational purposes.

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog