



Course Name (#): MGT 302–OG
Title: Management Principles and Cases

Aug. 30 – Oct. 17, 2021

Professor Carol R. Himelhoch, Ph.D.

Access this course through mysiena.sienaheights.edu. This is an accelerated, totally online, seven-week course. As such, time-management skills are essential. Plan to spend about 120 hours studying for this course (Carnegie Foundation). See the Course Summary in the Syllabus tab in the online course for assignment due dates. The course is open about one week before the start of class (see above). Students are expected to manage their time and technology in this online class. Travel plans do not affect due dates. Students who travel are expected to take technology with them and to plan for appropriate connectivity.

Official notices about the course are sent through students' emails, i.e., "[studentID]@sienaheights.edu." Once sent they are assumed to have been received. Therefore, it is students' responsibility to regularly check their SHU email, and check that forwarding is working, if that is set up. Bounce-backs are ignored.

University Mission

The mission of Siena Heights, a Catholic University founded and sponsored by the Adrian Dominican Sisters, is to assist people to become more competent, purposeful, and ethical through a teaching and learning environment that respects the dignity of all.

Course Handouts. In addition to the SHU Undergraduate Catalog and information in this syllabus, please read the course handouts in the online class for course policy information.

Contact Me

Email: [chimmelho@sienaheights](mailto:chimmelho@sienaheights.edu) (or send through the course email tool). Contact the IT help desk at SHU with technical problems—I'm pretty clueless about that aspect of our world. I am professor of management at Siena Heights University. A graduate of the University of Michigan (A.B., M.B.A., M.A., and Ph.D.), I am currently the fourth-generation president of [Himelhoch's LLC](#).

Siena's Accommodation Policy for Students with Disabilities

Please see <http://accessibility.sienaheights.edu/> for the university's policies on this. Other standard course information, shown below, is part of this syllabus. Read all, i.e., this syllabus, the information at the link in this paragraph, and the course handouts website (next), before class starts. Email me with any questions you have.

Texts & Videos

Required (have in your possession at least one week before class begins):

Carpenter, M., Bauer T., & Erdogan B. (2015). *Principles of management*. Open Textbook Library; University of Minnesota. ISBN 13: 978-1-9461351-8-6. Downloaded Sept. 30, 2020 from <https://open.umn.edu/opentextbooks/textbooks/34>

(Use the above for APA reference information.) See below, Appendix A, *Downloading the Textbook*, for click-by-click instructions; several file formats are available. (A very readable format is EPUB copied to *Books* on the iPad.)

Carpenter et al. (2015) is a free download and not available for purchase through the SHU bookstore. Published under the Creative Commons License, this text has the same high-quality content found in major-publisher management textbooks, and will serve you well in your management career.

Three assigned videos, 1-2 hours each, are recommended-viewing early in the course. Students can begin watching these before class begins. They are “due” at various points in the course. More information is available in the online course.

The Company: A Short History of a Revolutionary Idea
<https://www.youtube.com/watch?v=uwCpbvRbjxk>

The Half Has Never Been Told: Slavery and the Making of American Capitalism
<https://www.youtube.com/watch?v=0kj1t0-jaoU>

The Corporation (based on the book, *The Corporation: The Pathological Pursuit of Profit and Power*)
<https://www.youtube.com/watch?v=xHrhqtY2khc>

Recommended:

McLean, S. (2011) *Writing for success*. ISBN 13: 978-1-4533107-1-7. This free PDF download (Creative Commons License) is not purchased through the bookstore. Use for self-improvement in your writing; no formal assignments.
<http://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=53>

Refer to the OWL website for any questions on APA formatting:
https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html. Other pages in the OWL website contain information on other writing issues. This website is the guide we will use for writing questions. Don't ask me if something is okay until you have researched your question on OWL and used their guidance. If you still have questions, please ask.

See also writing materials in the Course Orientation, e.g., on good paragraph construction, summary vs. analysis. Excellence in writing is expected. Plagiarism is hunted and not tolerated.

Course Description

Centered on the planning, organizing, leading and controlling functions, this course supports lifelong management learning and professional growth. Relying on case studies, simulation, classroom and Internet exercises, students improve their abilities to communicate, solve problems, make decisions, see the bigger picture, and work in teams. Throughout, students address the organizational challenges of ethically and effectively managing globalization, diversity, and technological change. Prerequisite: ENG102.

Course Topics and Learning Design

The profession of management is structured along four major functions: planning, organizing, leading, and controlling. The pre-class assignments (see Appendix B, below) help ensure a good start to the class. The pre-class week is devoted to your reflections on past management experiences (or managed, if you have no management experience), and how they might relate to the study of management principles, using Kolb's learning model of reflect-learn-reflect.

Throughout the class, together we will explore issues related to social justice and management, dysfunctions in managements (e.g., the prevalence of narcissists in management positions), and ethical decision making. These are in keeping with what makes our university unique, the high value we place on Catholic social justice, ethical behavior, and learning in community, a core Dominican value.

We will study new sets of principles (theories) of management each week, and apply them to management cases, learning the process of case analysis. See the online course for the schedule of all due dates (Syllabus > Course Summary). In addition to case studies, student learning is assessed through chapter quizzes, and the quality of participation in weekly seminar discussions.

This syllabus is subject to change. I will do that only if it's important and will notify students via Class Announcements, Virtual Office, and/or through the class email.

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Observe what has happened to the seven deadly sins of Christian theology. All but one of these, sloth, was transformed into a positive virtue. Greed, avarice, envy, gluttony, luxury and pride are the driving forces of the new economy.

~ Lewis Mumford

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Appendix A

Downloading the Textbook

The required textbook (Carpenter, Bauer, & Erdogan, 2015) is free to download. Go to this link, <https://open.umn.edu/opentextbooks/textbooks/34>. The next page says "Read this book" (Fig. 1). Click any of the orange boxes to go to the next page.

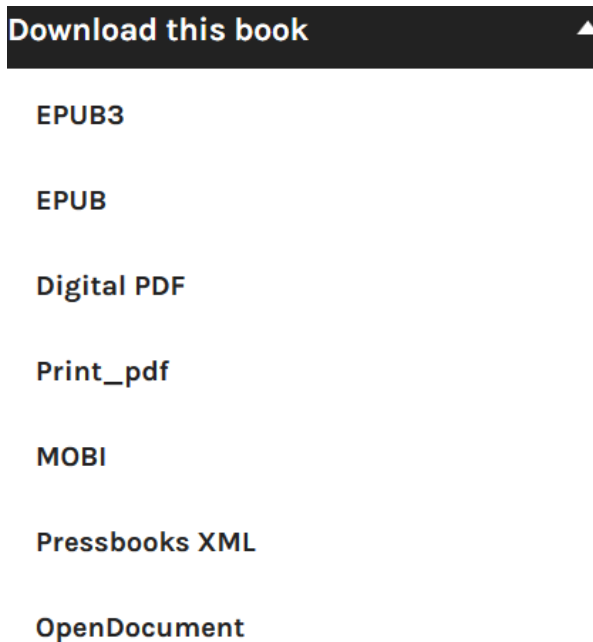
Fig. 1. Read this Book.

Formats Available



On the next page, click the "Download this book" link (Fig. 2). Select your preferred format from the drop-down menu. Download onto your device, and start reading. The EPUB format copied to *Books* on the iPad is a very readable format. Digital PDF contains workable links; print_pdf does not, is formatted for printing.

Fig. 2. Download this Book.



Appendix B

Pre-Class Assignments

This appendix has a list of learning resources and assignments for pre-class work. Students who want to work ahead before class starts can use this list to begin. Check the pre-class and Week 1 modules to pick up any additional resources once the course opens, about one week before class begins.

Pre-Class Resources

(Work due at the start of class.)

Once the online course opens, review the *Course Orientation*, linked from the home page. See *Syllabus* in the class for the calendar.

Class Introductions discussion forum: To better facilitate our community of learning, post a short essay introducing yourself, i.e., your work, college and career goals, etc., as well as any personal information you want to share that will help us know you better. Reflect here, too, on meaningful experiences you have had with management, as a manager or the managed, good experiences or bad, and what you hope to learn here to help you in your future endeavors. Post your initial essay by the first day of class (see actual due date in the course), and chat with each other about things you find interesting. The Class Introduction is in the online Pre-Class module.

The course handouts contain several policies that guide our work in this class. Read them before taking the *Academic Preparedness Pledge*. They are located at <https://sites.google.com/site/sfuhandouts/>.

Complete the *Academic Preparedness Pledge* (in the Pre-Class Module). Work on this right away once the course opens, about one week before class starts. Take action on the comments that might appear after your answers and email me (sball@sienaheights.edu) with any questions.

Read chapter 1 in the textbook (Carpenter, Bauer & Erdogan, 2015) in preparation for the *Chap. 1 Quiz* (Pre-Class Module).

Write a short reflection paper (see next page).

Reflection Paper Topics – Pre-Class

In preparation for the class, reflect and write on what you believe and know about management. (See the due dates online.) As you consider each of the topics below, prepare (and think about and edit and think about and edit some more) a 3-4 page reflection paper. Give each of the topics (the Roman numeral sections, below) about equal space in your paper, i.e., each topic is at least a one page section. Use APA format, incl. a cover page and header but not an abstract, and section headings for each of the following topics. (APA references are not needed in this.) Use DOC/DOCX, RTF, or PDF file formats. Prepare one document with all sections (consistent APA headings), and upload into Reflection Paper by the due date. Excellent college writing is expected (see assignment rubric in the online course).

Writing these reflection essays in the passive voice is fine. It is redundant to write, "I think." The reader knows these are your thoughts. Simply state what you think and, more importantly, why you think so. (See *Summary and Analysis* and *Resources for Paragraph Construction* in the Course Orientation.) Almost never should college writing include the literal "you" (as I have in this paragraph), and never the figurative "you."

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I. Markkula Ethics App and Ethical Theories

Explore the *Markkula Ethics App*, a step-by-step ethical decision process at <https://www.scu.edu/ethics-app/>, and *Framework for Thinking Ethically* at <http://www.scu.edu/ethics/practicing/decision/framework.html>. We will use the app throughout the course to assess the ethics of managerial decisions. Run through the process with a hypothetical management change in mind, perhaps one you've seen at work. What insights did the Markkula process give you? How would you modify the change based on Markkula?

How do your insights align with the four theories of ethics in this module? In what ways do the four theories of ethics give you deeper insight? (One example might be to be watchful for managers making egoistic rather than utilitarian decisions.)

II. Logical Fallacies

Logically sound decision making is central to successful business decisions. LEO: Literacy Education Online has the list of fallacies we'll study (<https://leo.stcloudstate.edu/acadwrite/logic.html>). Review the *Ethical Decision Framework* (see section I above), and the *Seven Themes of Catholic Social Teaching* (<http://www.usccb.org/beliefs-and-teachings/what->

we-believe/catholic-social-teaching/seven-themes-of-catholic-social-teaching.cfm). Logical fallacies are frequently used in business decisions by managers. We will study them so you don't make them.

Select one fallacy each from at least two of the "five major [logical fallacy] categories" (LEO web page) that you feel are very harmful to management decisions. Logically (without fallacies!) support your claim. Integrate your analysis with the three assigned readings.

For example, Appeal to Pity in the Feelings category is sometimes used by employees, e.g., "my car broke down and I couldn't get to work." Sometimes those are suitable reasons to ask for unplanned, uncounted time off. That means breaking the human resource policies, a violation of deontology, which might be allowable if circumstance warrant (relativism). If the appeal to pity is a common one, that is, a tactic often used by the worker, if successful she or he is getting a break that others are not, an equity injustice. Others will rebel and chaos ensues, a poor management outcome. This situation has ethical implications and may have social justice elements, depending on the employee circumstances and human resource management policies.

III. What Do You Already Know about Management?

Based on your reading of Chap. 1 (Carpenter et al., 2011), reflect on two or three experiences you have had with management, either as a manager or "the managed," if you have not held a management position. (If you are a young CAS student who has not yet held a job, then consider your experience being coached on a sports team, cheerleading squad, band, choir, or other organized group.) Try to move away from your personal feelings about how you were treated (poorly, we can stipulate) and apply some of the concepts from the readings to the situations you encountered. In what ways do these principles of management give you new insights?