

UIW Course Syllabus

ADMN 6360

Management Concepts & Issues

Course Start Date: 8/22/2016

Course End Date: 10/14/2016

“Dr. Mike” Vandermark

IMPORTANT: This course ends on Friday of week 8 at 5:00 PM CST. UIW policy prohibits acceptance of any coursework whatsoever beyond that time.

Please print a copy of this syllabus for handy reference.

Whenever there is a question about what assignments are due, please remember this Course Guide is considered the ruling document.

ORGD/6360 Becoming a Master Manager: A Competing Values Approach

Course Description

This course, *Becoming a Master Manager (A competing Values Approach)* will help develop your capacity to deal with paradoxical situations in the workplace, and at the same time, strengthen your understanding of your own managerial values and behavior. After successfully completing ADMN 6360 you will be able to:

- Describe the competing values approach to management
- Create and sustain commitment and cohesion
- Establish and maintain stability and continuity
- Improve productivity and increase profitability
- Promote change and encourage adaptability
- Integrate and maintain the road to managerial mastery

This course is designed with practice and application in mind. Not only are you required to read and study the contents of the textbook, but you are also required to use what you have learned. During discussion questions, you are asked to synthesize your understanding of course materials with your own personal experience in organizations. Please keep in mind the importance of relating theory to practice ... this means that online discussion should be more than a chat room, you must also think about and analyze your experiences in an academic manner, and discuss the practice of management in the context of your personal experience.

Course Text/Materials

BECOMING A MASTER MANAGER: A Competing Values Approach, 6th edition
Quinn, R. E., Faerman, S. R., Thompson, M. P., McGrath, M. R., and Bright, D. S.
(New York: John Wiley & Sons, Inc.)

Course Topics

Introduction - The Competing Values Approach to Management

- The Evolution of Management Models
- The Competing Values Framework
- Organizing the Learning Process-ALAPA
- Core Competency: Thinking Critically

Module 1: Creating and Sustaining Commitment and Cohesion

- Understanding Self and Others
- Communicating Honestly and Effectively

- Mentoring and Developing Others
- Managing Groups and Leading Teams
- Managing and Encouraging Constructive Conflict

Module 2: Establishing and Maintaining Stability and Continuity

- Organizing Information Flows
- Working and Managing across Functions
- Planning and Coordinating Projects
- Measuring and Monitoring Performance and Quality
- Encouraging and Enabling Compliance

Module 3: Improving Productivity and Increasing Profitability

- Developing and communicating a vision
- Setting goals and objectives
- Motivating self and others
- Designing and organizing
- Managing execution and driving for results

Module 4: Promoting Change and Encouraging Adaptability

- Using Power and Influence Ethically and Effectively
- Championing and Selling New Ideas
- Fueling and Fostering Innovation
- Negotiating Agreement and Commitment
- Implementing and Sustaining Change

Conclusion: Integration and the Road to Mastery

Facilitator Information

Michael Vandermark, Ph.D.

vanderma@uiwtx.edu (UIW)

mikevandermark@cox.net (Personal)

480-820-1988 cell/text (Arizona)

Facilitator Availability

I am available from 9 a.m.- 9 p.m. Mountain Standard Time on most days, but I attempt to reserve Sunday for my family. During the week, I am online most of the time during that 9 a.m.-9 p.m. time frame.

On Saturdays, I tend to be online in the morning only. If these times are not convenient for you, please let me know. I will be happy to accommodate your schedule, if possible. I provide you with these times to make it easier to communicate with me, and not to limit our contact.

I want you to know that, should you need to contact me outside these time frames, you should not hesitate to do so. For emergencies, when you are not able to gain access to messages on the Online Learning System (OLS), please send a message to my personal email address. In the event a third party needs to contact me, please direct them to my contact information listed under "facilitator information." No third party should use your login credentials to gain access to the classroom.

Policies

Academic Integrity Statement

The University is committed to nurturing academic excellence, truth, honesty, and personal integrity. The faculty expects all students to maintain high ethical standards and adhere to the Code of Academic Integrity as stated in the UIW Student Handbook.

Your Own Work

The University's policies on academic integrity are published. Don't be afraid to use the work of others...in fact from an academic standpoint that is a requirement! Most of a student's work at the graduate level is researched information and not theirs to begin with!...therefore, give credit where it is due! **Cite your sources.** As I was told once by an academic mentor, "At this point in time your opinions are relatively worthless!" (You don't have the academic credibility). As a graduate student you are evaluated on your ability to research, analyze, present etc. the work of others in a cogent and intelligible manner! In other words, what you write as a graduate student is designed to prove a point, thesis etc...using the researched work of others!

Disability Accommodation

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act - Subpart E, Title III of the Americans with Disabilities Act (ADA), and Title III of the ADA Amendments Act of 2008 (ADAAA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. To qualify for services, the student must provide Student Disability Services with the appropriate documentation of his or her disability at the time services and/or accommodations are requested.

Pregnancy Accommodations

Under the Department of Education's (DOE) regulations implementing Title IX of the Education Amendments of 1972, the University does not discriminate against any student on the basis of pregnancy or pregnancy related conditions.

To request reasonable accommodations for disability, temporary disability (e.g., injury, surgery) or pregnancy, please contact:

Student Disability Services
4301 Broadway CPO 286
Administration Building - Suite 105
San Antonio, TX 78209
(210) 829-3997
(210) 829-6078
www.uiw.edu/sds

Title IX Information

Unlawful discrimination has no place at the University of the Incarnate Word. It violates the University's core values, including its commitment to equal opportunity and inclusion, and will not be tolerated. The University of the Incarnate Word prohibits sexual misconduct, that can include: (1) sex and gender based discrimination; (2) sexual and sex and gender based harassment (including a hostile environment based on sex or gender); (3) sexual assault; (4) sexual exploitation; (5) stalking; and (6) relationship violence (including dating and domestic violence). For more information, or to report an incident, please visit www.uiw.edu/titleix.

Important: "Drop Course" Information

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will not be a university-initiated drop for non-participation. If you do not plan to attend, you must drop your courses by Friday at 5 p.m. (CST) of the first week of the term to be within the 100% refund period. You may do so by emailing your request to virtual@uiwtx.edu. A \$50 administrative fee is applied for all drops from courses offered through the Virtual University. ARMY Students must drop their course(s) through GoArmyEd and the drop fee will be waived.

Late Assignments

Late quizzes are not accepted without prior arrangements with me

Feedback

Each week, I will provide grades or scores and comments on assignments within 4 days of when they were submitted.

Grading Formula

Grading Scale:

A	93 - 100	B-	80-82	D+	67-69
A-	90 - 92	C+	77-79	D	63-66
B+	87 - 89	C	70-76	D-	60-62
B	83 - 86	There is no C-		F	<60

Note: For each week below you will notice a number in parentheses. This is the Alternative Learning Equivalencies for this course. It is an expectation for the minimum amount of time (hours) you will spend on each topic each week. Its primary purpose is for accreditation.

Total Course points = 1000. 680 points from 160 multiple choice questions (4.25 points each) ; and 320 points (40/week) from online discussion.

Week	Assigned Reading	Topics	ALE Activities	Assessment
1-2	Introduction Pages 1-30 Module 1 Pages 33 - 107	The Competing Values Approach to Management Creating and Sustaining Commitment and Cohesion	Reply to 8 activity/discussion questions, including a reply to others (6.0). Complete 3 personal assessments with replies (3.0) Complete one 20-item quiz (1.0)	Due: Sunday of week 2 40 Multiple Choice Questions
3-4	Module 2 Pages 108-169	Establishing and Maintaining Stability and Continuity	Reply to 8 activity/discussion questions, including a reply to others (6.0). Complete 3 personal assessments with replies (3.0) Complete one 20-item quiz (1.0)	Due: Sunday of week 4 40 Multiple Choice Questions

5-6	Module 3 Pages 170-241	Improving Productivity and Increasing Profitability	<p>Reply to 8 activity/discussion questions, including a reply to others (6.0).</p> <p>Complete 3 personal assessments with replies (3.0)</p> <p>Complete one 20-item quiz (1.0)</p>	Due: Sunday of week 6 40 Multiple Choice Questions
7-8	Module 4 Pages 242-311 Conclusion Page 312 - 330	<p>Promoting Change and Encouraging Adaptability</p> <p>Integration and the Road to Mastery</p>	<p>Reply to 8 activity/discussion questions, including a reply to others (6.0).</p> <p>Complete 3 personal assessments with replies (3.0)</p> <p>Complete one 20-item quiz (1.0)</p>	Due: Sunday of week 8 40 Multiple Choice Questions

Weekly Discussion and Activities (35 points per week)

I will post discussion questions and activities at the beginning of each week. In addition, I will indicate the day of the week by which you must reply. Expect four activities with follow-on discussion questions per week.

Dr. Vandermark's Class Policies

Welcome to ADMN 6360. I am pleased to be your instructor for the next eight weeks. I believe we will have an enjoyable experience together. In order to clarify expectations and reduce confusion, take time now to fully read the course policies below. Doing so will clarify what is expected of you and how the course will run. If you have any questions regarding the policies, post your question as reply to this thread.

E-Mail Policy

This policy sets forth guidelines for e-mail communication with me. Excessive e-mails make unreasonable time demands on both sender and recipient. Please ensure you have a legitimate need before you write. Thanks.

I will answer e-mail about

- Questions arising from difficulty in understanding course content.
- Requests for feedback about graded assignments.
- Private issues appropriate for discussion within the teacher-student relationship.

I will not answer e-mail which

- Poses questions answered in the course information sections of the course site.
- Lacks a subject line clearly stating the purpose of the e-mail.
- Raises an inappropriate subject.
- I will answer e-mail received on a given date no later than close of work on the next workday.
- Please read your e-mail every day to assure that you receive course information disseminated by e-mail in a timely fashion.

Attendance and Participation Policy

- To meet class attendance requirements, students must post online in the discussion threads on the days indicated in the discussion post instructions. **See UIW additional attendance policies below.**
- To meet participation requirements, students must
 1. Respond to all discussion questions by the day indicated in subject line of the thread, for example: Week 1 DQ 1: Reply by Wednesday. Failure to respond by the designated date will result in zero points for the discussion question.
 2. Students must post four substantive messages per week. A substantive post is 150+ words in length, relates to the discussion question, is engaging, reflects a scholarly approach, and stimulates further discussion. A two or three sentence post responding to others is certainly reasonable in some cases, however short posts will not be considered substantive.
 3. Also, every single reply to a discussion question need not be substantive. Given four substantive posts are required per week, students have the choice of which discussion question to reply to substantively, however all discussion questions must be replied to in some degree.

Discussion Policy

- Discussion threads will have an associated deadline by which time all students must have posted their responses to receive credit for participation.
- I will may or may not participate in any given discussion.
- Students will be graded on discussion postings. Points are earned based on the quality of responses in compliance with the required number of postings as specified in this policy statement.
- The points earned by each student on discussion questions will be posted to the online grade book no later than one week after the discussion ends.

- Students are expected to focus on the specific topic of the discussion as assigned. The introduction of irrelevant subjects is not permitted. Violators will be asked to leave the discussion, and a grade of zero points will be recorded.
- All students have a right to express their own opinions in discussions, and every other student must respect this right. Any student posting a comment disrespectful of this right will be asked to leave the discussion, and a grade of zero points will be recorded.
- Any student who engages in posting abusive or insulting messages in a discussion will be required to leave the class. A grade of F for the course will be reported.
- Controlling behavior includes, but is not limited to, attempts to dominate the discussion by posting threads excessively, intentionally changing the discussion topic, or exhibiting inappropriate or argumentative attitude. Controlling behavior is not permitted. Violators will be asked to leave the discussion, and a grade of zero points will be recorded.
- Students required to leave a discussion will be notified of this consequence in a private e-mail.
- **Students who fail to satisfactorily participate in a weekly discussion (without prior arrangements) will receive zero points on the associated quiz for the week. It is not acceptable to participate in class through quiz responses only.**

Quiz Policy

- Students will submit all quizzes electronically via the course site.
- **Late policy for quizzes:** If your quiz is not completed by Sunday at midnight CST (weeks 2,4,6), Blackboard will not post a score for the quiz. If you miss the deadline, you must contact me via email no later than the next day (Monday) at noon CST to regain access to the quiz. You can take the quiz one day late (except week 8) and receive a 50% late penalty. If you do not contact me by Monday at noon, the option to take the quiz one day late is not available. Submitting the week 8 quiz late - after the end of the course - is not an option due to UIW policy.
- When technical problems occur and you cannot submit your quiz electronically, send me an e-mail to explain the difficulty. If you cannot use e-mail, call me and explain the difficulty. If you reach my voice-Mail, leave a message explaining the difficulty and a phone contact where you can be reached.
- Your quiz grades are calculated by Blackboard and entered into your gradebook automatically.
- If you need to discuss your quiz, email or make an appointment with me. This may be done in a visit during published office hours or via e-mail or telephone contact.

Attendance Policy

Title: Attendance Policy for Main Campus and Extended Academic Programs

Effective Date: Summer 2016

Approved by Provost: February 8, 2016

Policy

Unless otherwise stated in the course syllabus/outline, or unless an absence is excused in accordance with this policy, students are expected to attend and participate in all scheduled class meetings. Students taking on-line courses are expected to show active participation in the course as defined in the course syllabus/outline. Faculty are expected to communicate class attendance and participation requirements in the course syllabus/outline. Students are responsible for meeting the

attendance and participation requirements in each course. If there are any questions or concerns over the requirements, students should speak directly to the faculty at the beginning of the semester.

Policy requirements

1. Notification of Faculty

- a. **Planned Absences.** Students must notify instructors in writing at least two weeks prior to planned absences such as participation in an official university function, observance of a religious holy day or active military service. If the absence is for the observance of a religious holy day see *Class Absences for Religious Holy Days* policy. If the absence is for military service the student should provide to each instructor a copy of the military orders (see #2.b. below regarding extended absences due to military service).
- b. **Illness or other extenuating circumstances.** Students should notify the instructor directly of absence due to illness or other extenuating circumstance.

2. Making up missed work

- a. With instructor permission, make-up exams and assignments will be scheduled by the instructor within a reasonable time. Make-up exams and assignments will be equivalent to and no more difficult than the original assignments.
- b. A student who misses multiple class periods should seek advice from the instructor about the advisability of continuing in the course or requesting an Incomplete grade (if the student is otherwise eligible for an Incomplete).

3. Withdrawing from a course

- a. Students who are not able to attend a course are responsible for dropping the course by the appropriate deadline. Instructors may not automatically drop a student from a course. Students who do not attend and who do not officially drop the course will receive a failing grade for the course.

4. Disputes and Appeals

- a. If there are disagreements about absences that cannot be resolved between the student and the instructor the student should contact the Office of the Dean of the College or School who has oversight for the respective course. The Student Complaint Policy is found in the Student Handbook & Code of Conduct.

5. Communication of Policy

- a. The policy and procedure are to be printed in the *UIW Student Handbook & Student Code of Conduct*.

- b. International Student & Scholar Services will include the policy in the *International Student Handbook* and *Welcome Week* literature.
- c. The policy will be included in the Faculty Handbook (Chapter 7 *Policies and Procedures on Instruction*).
- d. The policy will be included in the *Undergraduate* and *Graduate Bulletins* under “Attendance”.

TITLE: Class Absences for Religious Observances Policy,
Main Campus and Extended Academic Programs

Effective Date: Summer 2016

Approved by Provost: February 8, 2016

Policy

The University of the Incarnate Word welcomes persons of diverse backgrounds and is therefore committed to providing reasonable accommodations for students wanting to attend religious observances even though they may conflict with university class meetings, assignments, or examinations. This policy is intended to ensure that both faculty and students are fully aware of their rights and responsibilities in the accommodation of students' religious observances.

Policy Requirements

1. Notification of Faculty

Students must inform instructors in writing at least two weeks before the religious holy days or religious activities, but preferably at the beginning of the semester, to enable planning and coordination of class assignments and examinations. In some professional schools the Dean's approval will also be required.

2. Making up missed work

- a. With instructor permission, make-up exams and assignments will be scheduled to be completed before the religious observance if possible or within a reasonable and specified time after the observance;
- b. Make-up work must be equivalent to and no more difficult than the original assignments;
- c. It is not appropriate to excuse a student from make-up work and consequently reduce the student's grade;
- d. Students are not required to prove attendance at religious observances in order to complete make-up work and complete a courses;

- e. Because of time limitations at the end of the semester, this policy does not apply to the final exam period; student do have the option of requesting an incomplete grade (IP) for the course if the religious observance occurs at the end of the semester.

3. Disputes and Appeals

Should disagreements arise over any aspect of this policy, the student or instructor should contact Office of the Dean of the College or School that has oversight over the respective course. The procedures for the *Student Complaint Policy* are found in the *UIW Student Handbook & Student Code of Conduct*.

4. Communication of Policy

- a. The policy and procedure above are to be printed in the [*UIW Student Handbook & Student Code of Conduct*](#).
- b. International Student & Scholar Services will include the policy in the *International Student Handbook* and *Welcome Week* literature.
- c. The policy will be included in the *Faculty Handbook* (Chapter 7 *Policies and Procedures on Instruction*).
- d. The policy as stated above will be included in the *Undergraduate* and *Graduate Bulletins* under “Attendance”.
- e. Faculty will include the following statement in the course syllabus and announce the procedure the first day of class.

Class Absences for Religious Observances

The University of the Incarnate Word welcomes persons of diverse backgrounds and is therefore committed to providing reasonable accommodations for students wanting to attend religious observances and who will miss class. Students must inform instructors at least two weeks prior to attending a religious observance. Students use the form found in the UIW Student Handbook & Student Code of Conduct to request accommodations from the instructor.

University of the Incarnate Word **REQUEST FOR ACCOMMODATION FOR RELIGIOUS OBSERVANCES**

TO BE COMPLETED BY STUDENTS

A hardcopy of this form must be submitted by the student to the instructor two weeks before the religious observance. A separate form must be submitted for each day and for each course. The instructor will fill in the bottom section of the form, then return the original form to the student and retain a photocopy.

Department: _____ Course number and name: _____

Instructor name: _____ Date submitted: _____

Student name: _____ Phone: _____

Student signature: _____ E-mail: _____

I request accommodation for the following religious observance:

Name of religious holiday: _____ Name of religion: _____

Day(s), date(s), and time(s) of religious holiday (e.g., “sundown Monday, September 29, through sundown Tuesday, September 30”):

The student’s signature is attesting to the fact that this absence is due to a religious observance and that the information provided is true and accurate.

TO BE COMPLETED BY INSTRUCTOR

This request has been accepted by the instructor, and the following accommodations will be allowed:	
Instructor signature: _____	Date submitted: _____

Approved: _____ Date: _____

UIW School Dean (or designee)

Dr. Mike's Bio

Michael J. Vandermark, Ph.D.
Career and Professional Development

1970's

- § Awarded bachelor's degree in Business Administration, Arizona State University
- § Completed Air Force Pilot Training
- § Served for four years as C-141 pilot (Aircraft Commander and Instructor pilot)
- § Served an additional four years as Air Force T-37 instructor pilot and check pilot

1980's

- § Left Air Force, joined Garrett Turbine Engine Company
- § Developed marketing and sales programs for turbine engines at Garrett (Sales Engineer)
- § Joined USAirways as pilot (while working on dissertation in Human Factors in Aviation)
- § Completed Ph.D. in Human and Organizational Systems
- § Became licensed and board certified as an Industrial/Organizational Psychologist
- § Joined America West Airlines as pilot and as Manager, Human Factors Research and Training. Developed and implemented the industry's first Crew Resource Management (CRM) program that included flight attendants. Supervised human factors research conducted in simulator and flight operations.

1990's

- § Promoted to Corporate Consulting Psychologist for America West. Completed large scale organizational diagnosis focused on growth and existing resiliency of the organization's infrastructure.
- § Joined Charthouse International Learning Corp. as internal consultant and advisor related to business film production.
- § Recruited to St. Joseph's Hospital and Medical Center as Industrial Psychologist, focus on TQM and organization redesign. Consulted to CEO and senior staff regarding senior team effectiveness as well as issues related to organization development.
- § Certified in Collaborative Organization Design process by Gelinas & James. Facilitated healthcare senior leadership in the development of an internally managed organization redesign plan.

- § Joined Drake Beam Morin (Organization Development and Outplacement consulting) Began professional speaking career. Authored first book, *Wall Street & Wildflowers: Choices about Life in Corporate America*
- § Left salaried position and incorporated Vandermark & Associates, began independent consulting practice. Among a variety of OD projects, most notable include organization redesign of the Phoenix Zoo, of a division of American Express Technologies, and a division of the Texas Education Agency.

2000+

- § Joined as virtual partner to Dr. Deepak Chopra and his Center for Well Being. Focus on adaptation of Chopra's work for the workplace, with special emphasis on leadership development in the context of quantum and chaos theory, as well as Eastern philosophy and mind/body medicine. Certified 35 instructors worldwide in the delivery of in-house and public programs based on the work of the Center. Co-authored, along with Dr. Chopra, *Spirituality in the Workplace*, a Random House audiobook.
- § Wrote and produced ERA III Leadership, an audiobook focused on the application of new science to leadership and organizational functioning.
- § Formed General Partnership with Mikel J. Harry, PhD, Co-Creator of Six Sigma to provide coaching and consulting related to the fourth generation of Six Sigma methodology.
- § Wrote four workbooks focused on change management, organization redesign, team development, and the fourth generation of Six Sigma methodology.
- § Founded the International Coaching and Training Institute with Training Centers in Scottsdale, AZ and Dublin, Ireland. Presently providing executive education via in-house and public programs offered for graduate college credit through a teaming agreement co-developed with Northern Arizona University.
- § Operationalized Esprit America, a 50' cruising executive retreat center on Lake Pleasant, north of Phoenix.
- § Continue to operate Vandermark & Associates specializing in organizational diagnosis, leadership development, performance management systems and associated OD process consultation and interventions.
- § Conceptualized and developed *A Message With Music* along with performers Bob Henke and Alan Harkrader. Performances utilize music and parody to embed important message to organizational audiences and to teach coaching techniques within organizations.

§ 1992 - present - As University educator: Have taught for Embry Riddle Aeronautical University, The University of Phoenix, Capella University, Arizona State University, Northern Arizona University and the University of the Incarnate Word (San Antonio). Collaborated in the conceptualizing and initial development and delivery of UOP's doctoral program in Leadership (DM), as well as doctoral programs in Business (DBA), education (EdD) and healthcare administration (DHA). Fashioned the first ever teaming agreement between a privately held consulting firm (ICTI) and a state run university (NAU).