Introduction to Management Strategies
MANAGEMENT 301

INSTRUCTOR: Christopher Anne Easley, Ph.D.

TELEPHONE NUMBERS:
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OFFICE NUMBER: C3361

OFFICE HOURS:
Tuesdays, 6:30 p.m.-7:30 p.m.
Wednesdays, 11:15 a.m.-2:15 p.m.
Wednesdays, 6:30 p.m.-7:30 p.m.
Other Times, By Appointment

CLASS SESSION:
Fall Session, Block I
Tuesdays, 7:30 p.m.-10:20 p.m.
Room B1240

CATALOG DESCRIPTION:
Introduces classical management, behavioral, and management science. Reviews the fundamental functions of management emphasizing the interrelationships among planning, organizing, directing, and controlling. Both the impact of organizations upon participants and the impact of participants upon organizations are studied. Examines systems approach to solving operational problems.

CREDIT HOURS: 3 undergraduate credit hours

COURSE OVERVIEW AND EXPECTED STUDENT OUTCOMES:
The fundamental principles and practices of businesses are examined in order to identify and assess the role of a manager in the planning, organizing, leading and controlling processes within businesses.

The assigned chapters will not follow the sequential order of the text. The class will initially examine the role of management from a macro perspective relative to the prevailing issues of organizations in today’s rapidly changing global society. These initial topics will review the transformations and challenges that modern day organizations are addressing and the roles of management relative to those issues. Subsequent to developing an understanding of these macro issues, the class will then study the specific fundamentals and functions of management, with a heavy focus on how to bridge theory with application.

Therefore, through exposure to these contemporary management theories, practices and issues, it is expected that the student will emerge with an understanding of the following concepts:

- The basic principles of management and the manager’s fundamental functions: planning, organizing, leading and controlling.
- The knowledge, skills and attitudes essential for effective management
- The social and ethical issues affecting society and businesses and the necessary roles and responsibilities of management when executing socially responsible and ethical business strategy
• An overview of strategic and tactical planning and the role of management in the execution of business strategy

• The process of transforming businesses into diverse and accepting multicultural organizations and the role of managers in that transformation process

• The human resource issues facing managers and the integration of these issues into organizational strategic management

• The role of Total Quality Management in businesses and the organizational development, customer, service, culture and job design issues that impact the successful execution of TQM

• The legal and environmental issues involved in managing people

Required Text:


Pedagogy:
Lecture, case study, video presentation and analysis and discussion

Course Requirements

General Overview:
The instructor will not lecture from the text. It is the responsibility of each student to carefully read the text before each class period. Lectures are structure to answer questions covered in the reading material and present material and perspectives that will build upon the material in the text.

Class participation is required. Case studies are structured to develop the critical thinking processes and require active participation. In addition to the textbook, you may be assigned additional readings, case studies or other homework deemed necessary to facilitate your learning the material. Your exams will be based upon the textbook, class lecture material, and handouts.

Attendance:
Attendance is required for all classes. Students are expected to come to class prepared to discuss the material and to actively participate in the classroom discussions. Each individual is responsible for all material covered in class whether you are there or not. Absenteeism may cause your grade to drop and will not exempt you from being responsible for the materials covered in the class.

Participation:
Class participation is critical to the learning process and will account for 10% of the grade. Although there will be a need for a certain amount of lecture, this course is designed to have a significant amount of class discussion. Class meetings will be formatted as opportunities for students to express their ideas and
develop reasoned positions, through various learning methodologies, to include simulations, general discussion, and sharing of article reviews.

Assignments:

Assignments are to be completed and turned in on the due dates assigned.

Midterm and Final Exams

You are required to complete a midterm and final exam. The exams will not be cumulative.

Written Assignments:

Assignment #1-Due October 26, 1999

You are to identify and research an environmental, social and/or ethical issue you believe to be facing businesses and the society at large today. Identify the paradigm shift you believe businesses must make in confronting the issue and what will be the new role of managers in the support and execution of their organizations making that paradigm change. You are to develop a proposal for how businesses, through their managers, would rally the support of all levels of the organization in this change effort.

Your papers should be a minimum of 5-7 pages in length and should include a minimum of 3-4 references properly cited.

You will be required to present your topic in a mini presentation to the class during weeks 8 and 9. Each presentation will be allotted a maximum of ten minutes. The presentation will constitute 10 percent of your grade. If you require additional resources for your presentation, you must notify your instructor in advance in order to reserve equipment.

Assignment #2-Due November 30th

In an effort to help students examine their own current organizations, and apply the key ideas relevant to management theory covered in this course, you will analyze your organization and its readiness for change. You will identify the factors supporting and potentially restraining change and formulate a potential course of action. Your action plan should clearly identify and articulate strategic objectives you believe to be critical and the required behavioral changes that the organization and management must make in order to make these changes. When analyzing and making your assessments, you should relate your perspectives within the framework of the major managerial functions. You will need to identify the role of management in the change process and the management and/or employee development initiatives that must occur in order to ready managers and the organization.

If you currently do not work in an organization, you are to research an organization that has recently undergone change (e.g.: BP Amoco, Motorola Corporation, etc.) and analyze (based upon your review and assessment of resources that can also include personal interviews with members of these organizations) what factors supported and potentially restrained the organization’s ability to change to new environmental demands and what behavioral changes had to be made by the organization, with a particular focus on its management team. You are to also identify what you, as a member of the management team, would have done differently and your reasons for a different approach.

For both papers, your citations and reference page should follow APA format. If you are not familiar with APA format, it is suggested that you familiarize yourselves with the most recent publication manual from the American Psychological Association.
Academic Ethics:

Copying material from another source (book, journal, another student, etc.) without proper acknowledgment is considered cheating. Talking during an exam, looking at another individual's test paper, using crib sheets and exchanging notes during exams are all considered cheating. Presenting a paper that has been presented to another class is unacceptable. These and other forms of breaching academic ethics will result in your failing the course no matter what the quality of the other class work.

GRADING POLICY

Grades will be determined with the following weights:

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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Participation</td>
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<tr>
<td>Midterm</td>
<td>20%</td>
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<tr>
<td>Final</td>
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<tr>
<td>Written Assignment #1</td>
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<tr>
<td>Presentation</td>
<td>10%</td>
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<tr>
<td>Written Assignment #2</td>
<td>20%</td>
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The grade you will receive will be based on the following:

- **A**: 90% to 100%
- **B**: 80% to 89%
- **C**: 70% to 79%
- **D**: 60% to 69%
- **F**: 59% and below

Syllabus Statement for Persons with Disabilities

It is the intention of the institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

Schedule of Topics:

As stated previously in the syllabus, the instructor will not lecture from the text. This course has been developed to provide additional instructional materials that will clarify your text, build upon the information presented in your text, and provide you with perspectives relative to bridging theory with practice. Therefore, it is expected that students read the assigned chapters ahead of the scheduled discussion weeks in order to maximize the learning process.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Tuesday, August 31st</td>
<td>An overview of the Course Chapters 1 and 2</td>
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<tr>
<td>Week 2</td>
<td>Tuesday, September 7th</td>
<td>Chapters 5, 6, 15, 19</td>
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<td>Week 3</td>
<td>Tuesday, September 14th</td>
<td>Chapters 5, 6, 15 and 19</td>
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<td>Week 4</td>
<td>Tuesday, September 21st</td>
<td>Chapter 8</td>
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<td>Week 5</td>
<td>Tuesday, September 28th</td>
<td>Chapters 8 and 3</td>
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<td>Week 6</td>
<td>Tuesday, October 5th</td>
<td>Chapters 3 and 11</td>
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<td>Week 7</td>
<td>Tuesday, October 12th</td>
<td>Chapters 11</td>
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<td>Week 8</td>
<td>Tuesday, October 19th</td>
<td>Midterm Exam</td>
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<td>Week 9</td>
<td>Tuesday, October 26th</td>
<td>Written Assignment #1 due and the Presentations</td>
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<td>Week 10</td>
<td>Tuesday, November 2nd</td>
<td>Chapters 10 and 16</td>
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Tuesday, November 9th
Week 12
Tuesday, November 16th
Week 13
Tuesday, November 23rd
Week 14
Tuesday, November 30th
Written Assignment #2 due
Chapters 4, 9, 12, 13 and 20
Week 15
Tuesday, December 7th
Final Exam