

MANAGEMENT PROCESS THEORY
MANA 3319-003
SRING 2015

Instructor: Dr. Jennifer G. Manegold

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Office Hours: M & W 3:00pm – 5:00pm or by appointment

Preferred mode of communication: E-mail. The best way to reach me is through my email account, and I will periodically send notifications to you regarding class instructions through your MyMav account.

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Course Time and Location:

MANA 3319, Section 003 M & W 5:30pm – 6:50pm COBA 256

Required Textbook:

Bateman, Thomas and Snell, Scott, *Management* (11th Edition). McGraw-Hill, 2014.
ISBN-10: 0077862546; ISBN-13: 9780077862541

You are expected to read assigned materials **prior** to the class and be prepared for discussions and exercises. It is to your advantage to stay current with readings and assignments. A variety of learning tools will be used to develop and enhance your understanding of the subject matter, including: experiential exercises, small group activities, videos, current events, and class discussions

Course Description:

The purpose of this course is to introduce the student to the concepts of management, provide a basis for further studying the management process, and prepare for the future performance of managerial roles. Specifically, we will discuss fundamentals of the management process, such as principles and techniques for all organizations. We will also discuss the basic functions of management: planning, organizing, directing, and controlling. Further, this class discusses social

responsibilities, political influences, ethical considerations, international business, production, communications, and decision-making in terms of management activities.

Blackboard: This class is available on Blackboard (<http://www.uta.edu/blackboard>). **Please check Blackboard often.** There you will be able to access class material as well as your grades.

Learning Outcomes:

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

1. Develop confidence in management terminology by defining basic management terms accurately according to textbook and in-class definitions.
2. Apply the various components of management processes and theories to real-life situations
3. Discuss the different forms of diversification, organizational structure, and diversity present in workplaces
4. Explain various components of expectancy, leadership, motivation, and leadership models

Grading Policy:

	Possible Points:	Grade:	Percent:	Total Points:
Exam 1	100 points	A	90 to 100%	450-500
Exam 2	100 points	B	80 to 89%	400-449
Exam 3	100 points	C	70 to 79%	350-399
Exam 4	100 points	D	60 to 69%	300-349
		F	0 to 59%	0-299
Indiv. "In-The-News" Paper	10 points			
Group Strategic Report	50 points			
4 BlackBoard Assignments	20 points			
Attendance/Participation	20 points			
Total Points:	500 points			

Research Study Participation (extra-credit):

Opportunities to participate in research *may* arise during the semester for extra-credit. Your participation is voluntary. I will notify you in class or via email of these approved participation opportunities as they arise.

Concerns over grades:

If you are concerned about your grade in this class the best way to deal with this concern is to study consistently throughout the semester and prepare thoroughly for exams. Grades are based solely on points earned on tests and in classes. Grades will not be adjusted once they are posted.

Grades are non-negotiable.

Exams: (combined = 80% of total grade)

There will be four multiple choice exams. The exams will be administered in-class and closed book. The test material will come from the **text and class**. There will be material on the exam that is not covered in the textbook (e.g. case studies, videos, etc.), so it is important that you attend class. You will not be able to take the exam if you show up after someone has already turned in his/her exam. Exams are not cumulative. ***Make up exams will not be permitted without prior permission from the instructor, and only in extenuating circumstances.***

MANDATORY: Bring a SCANTRON for exams.

Management in the News – Individual Paper (2% of total grade)

This assignment enables you to relate what you learn in class to the greater macro-environment. You are required to find one news article (not an opinion piece) in a popular, mainstream newspaper (The Wall Street Journal, the New York Times, The Dallas Morning News, etc.) that deals with one of the topics we have discussed in the class. You will write 1-2 page original paper on (1) the concept from class (define, and explain), (2) and how the article you chose represents that concept. You will turn in to me a copy of the news article, your 1-2 page essay, and a reference page. The rubric for this assignment is attached at the end of this syllabus, and the class schedule indicates the due date for this assignment.

Group Strategic Report (10% of total grade)

You will be divided into groups (the size of the group will be based on class size). You are responsible for getting contact information from group members, as I will not be able to provide that information to you. After groups have been assigned, there will be no changes in group membership. If you do not work with your group to prepare the assigned project, you will receive a zero for the group project.

Each group will be assigned the name of a company. Each group will then be responsible for learning about their company in order to (1) conduct a SWOT analysis (we will learn about this in class), (2) identify problems or issues from the SWOT, (3) identify strategic alternatives to these problems or issues based on content from this class, and then (4) choose one of those actions to be the recommendation from your group.

You only need to turn in one report per group (3-5 pages long). Do not use bullet points; address each component with complete sentences. Each summary should include a reference list at the end of the report and in-text citations within the report. *Each student* will turn in an evaluation of group member contributions. These evaluations may factor into individual grades for the assignment. The grading rubric and peer evaluation sheet are attached to this document and posted in Blackboard. The class schedule indicates the due date for this assignment.

Homework: (combined = 4% of total grade)

There will be four Blackboard homework assignments throughout the semester. Each of the assignments will be worth up to 5 points each and will be available for a limited time on BlackBoard. See the class schedule for due dates.

Attendance & Participation: (combined = 4% of total grade)

At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, I have decided that attendance at class meetings is not required, **but is strongly encouraged**. An exception is the "Mandatory Attendance Days" listed in the class schedule. On those days, **I will take attendance for class credit**. Only university excused absences (e.g. sports, doctor's note, etc.) will be accepted on those days. That said, this class adopts an active learning environment. This means that throughout the semester we will have pop quizzes, in-class assignments, group work, etc. that will count toward your participation grade. Whether or not I allow you to make up in-class assignments on days that were missed will be at my discretion (depending on the nature of the assignment, e.g. a quiz is not something that can be made up at a later time). **Therefore, it will be beneficial for you to attend class on a regular basis.**

Cell Phones & Laptops

Your cell phones must be silenced during class. Laptops are permitted in class for note taking purposes only. **Emailing, instant messaging, texting, and internet surfing are strictly prohibited.** Because these activities are **distracting and disrespectful** to your classmates and your professor, I reserve the right to approach you in class without notification and warning, and to see what else you have opened on your laptop. If there is anything other than Blackboard, PowerPoint, or Word open along your toolbar, you will be asked to leave the room.

Academic Dishonesty

It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

"Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regents' Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22)

Academic Integrity: Students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/fao/>).

Americans with Disabilities Act: The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Title IX: The University of Texas at Arlington is committed to upholding U.S. Federal Law "Title IX" such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit www.uta.edu/titleIX.

Inclement Weather / Class cancellation:

If your class session is canceled due to inclement weather or other unexpected circumstance:

1. Check the instructor's course(s) web links or page daily for bulletins or updates.
2. Continue to read and complete assignments as you are responsible for knowing all course material for examinations.
3. If you are scheduled for a course examination, or have a due date for a written assignment, all deadlines are deferred until the next course session unless otherwise specified on any course links or web page for bulletins.

Emergency Exit Procedure: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit (this will be discussed in class on the first day). When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals

Student Feedback Survey: At the end of each term, students enrolled in classes categorized as "lecture," "seminar," or "laboratory" shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Student Support Services

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at www.uta.edu/resources.

The Career Center: Services include Job Fairs, Career Events, Information Sessions, Mock Interviews, Workshops, On-line Job Listings, and On Campus Interviewing. Location: 216 Davis Hall; Phone: 817-272-2932; Hours: 8:00am - 5:00pm, Monday – Friday; Contact: careers@uta.edu

Writing Center: The Writing Center, 411 Central Library, offers individual 40 minute sessions to review assignments, Quick Hits (5-10 minute quick answers to questions), and workshops on grammar and specific writing projects. Visit <https://uta.mywconline.com/> to register and make appointments. For hours, information about the writing workshops we offer, scheduling a classroom visit, and descriptions of the services we offer undergraduates, graduate students, and faculty members, please visit our website at www.uta.edu/owl/.

Emergency Phone Numbers: In case of an on-campus emergency, call the UT Arlington Police Department at 817-272-3003 (non-campus phone), 2-3003 (campus phone). You may also dial 911.

Class Schedule for MANA 3319.003 Spring 2015

DATE	DAY	ASSIGNMENT	TOPIC	HOMEWORK
21-Jan	W	Introduction to the class	Introduction & Syllabus	
26-Jan	M	Chapter 1	Managing and Performing	<i>Sign syllabus and return to professor ; Read Chapter 1</i>
28-Jan	W	Chapter 2	External and Internal Environment	Read Chapter 2
2-Feb	M	Chapter 3	Managerial Decision Making	Read Chapter 3
4-Feb	W	Chapter 4	Planning and Strategic Management	Read Chapter 4 BlackBoard Assignment 1 Due by 10pm
9-Feb	M	Chapter 4 (cont.)	Group Day - Divide into groups & discuss group project	
11-Feb	W	Jeopardy Review	Review for Exam 1	Mandatory attendance
16-Feb	M	Exam 1	Chapters 1, 2, 3, & 4	
18-Feb	W	Chapter 5	Ethics, Corporate Responsibility, & Sustainability	Read Chapter 5
23-Feb	M	Chapter 6	International Management	Read Chapter 6
25-Feb	W	Chapter 7	Entrepreneurship	Read Chapter 7
2-Mar	M	Chapter 7 (cont.)	Entrepreneurship	BlackBoard Assignment 2 Due by 10pm
4-Mar	W	Chapter 8-9	Organization Structure & Agility	Read Chapters 8 / 9
9-Mar	M	<i>No Class - Spring Break</i>		
11-Mar	W	<i>No Class - Spring Break</i>		
16-Mar	M	Speaker for Business Week		Mandatory attendance
18-Mar	W	Jeopardy Review	Review for Exam 2	Mandatory attendance
23-Mar	M	Exam 2	Chapters 5, 6, 7, 8, & 9	
25-Mar	W	Chapter 10	Human Resource Management	Read Chapter 10
30-Mar	M	Chapter 11	Managing the Diverse Workforce	Read Chapter 11
1-Apr	W	Chapter 12	Leadership	Read Chapter 12 Group SWOT due at the beginning of class
6-Apr	M	Chapter 12	Leadership	BlackBoard Assignment 3 Due by 10pm
8-Apr	W	Chapter 13	Motivating for Performance	Read Chapter 13
13-Apr	M	Jeopardy Review	Review for Exam 3	Mandatory attendance
15-Apr	W	Exam 3	Chapters 10, 11, 12, & 13	
20-Apr	M	Chapter 14	Teamwork	Read Chapter 14
22-Apr	W	Chapter 15	Communicating	Read Chapter 15; Management in the news paper due at the beginning of class
27-Apr	M	Chapter 16	Controlling	Read Chapter 16
29-Apr	W	Chapter 17	Managing Technology and Innovation	Read Chapter 17 BlackBoard Assignment 4 Due by 10pm
4-May	M	Chapter 18	Creating and Leading Change	Read Chapter 18
6-May	W	Last Day of Class: Jeopardy Review	Review for Exam 4	Mandatory attendance
11-May	M	Final Exam	Chapters 14, 15, 16, 17, & 18; Time: 5:30pm-8:00pm	

“As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – Jennifer G. Manegold”

RUBRIC: Management in the News Paper

10 points are possible

	Standard	Exemplary (4)	Competent (3)	Needs Work (2, 1, 0)	Weight
Purpose: Concept from Class	The chosen concept from class is clearly defined and thoroughly explained in the student's own words.				1.0
Analysis: Application of News Article	The chosen news article is from an appropriate news venue (and not an opinion piece). The content of the article is clearly and appropriately applied to the chosen class concept.				1.0
Grammar and Conventions	Essay contains a minimum of spelling and grammatical errors; reference page is included and correct, in-text citations are included and correct				0.5

RUBRIC: Group SWOT Analysis

50 points are possible

Criteria	Exceptional (10-9 pts)	Meets Expectations (8-7 pts)	Below Expectations (6-5 pts)	Needs Improvement (4 or less pts)
SWOT Analysis	A thorough SWOT analysis is presented and explained. In addition, items under each category are appropriately categorized and written.	A SWOT analysis is presented and explained, but there are 1-2 things wrong with the analysis and/or the explanation is unclear.	A SWOT analysis is presented and explained, but there are 3-4 things wrong with the analysis and/or the explanation is very unclear.	The SWOT analysis is either very poorly done (>5 things wrong with it) or missing, and/or the explanation is missing.
Identification of Problems/Issues	Clearly identifies problems/issues, based on the SWOT analysis. The problems/issues are prioritized, differentiating those that are important from those that are routine. Relationships among the problems are identified, with the underlying, primary or key problem/issue clearly designated.	Problem and issue identification is clear, based on the SWOT analysis, and prioritizations have been made. Most, but not all, judgments about priorities are appropriate. Relationships and the key underlying problem/issue are identified.	Problem and issue identification is unclear in some aspects and is not wholly based on SWOT analysis. Prioritization is confused. Relationships and the key underlying problem/issue are either misidentified or missing.	The problem identification is missing or not based on SWOT analysis at all. In addition, there is no attention given to relationships among and prioritization of problems. Shows lack of judgment.
Identification and Analysis of Strategic Alternative Actions	Clearly identifies several strategic alternative actions that can be taken to address problems/issues. Linkage to the SWOT is clear. The analysis appropriately incorporates concepts learned in management process theory.	Identifies strategic alternative actions that can be taken to address problems/issues. Most, but not all, alternative actions are linked to the SWOT and problems/issues. Some issues correctly incorporating concepts learned in management process theory.	The list of strategic alternative actions is incomplete or unclear in some aspects, and includes alternatives that are not based on the SWOT and/or are not reasonably linked to the problems and issues. Several issues with the correct application of concepts learned in management process theory.	Either the list of strategic alternative actions is missing or the list is very incomplete or there is no linkage of the alternative actions to the SWOT or to the problems/issues. Application to course materials is not present, or is incorrect.
Recommendation	A clear action plan is given based on the alternative analysis. The recommendation is based on only one of the strategic alternative actions. Assumptions, caveats, ongoing considerations concerning recommendation are provided.	An action plan is given, which is mostly, but not completely based on the alternative analysis. There may be a better solution to the problems/issues than the one recommended, given the SWOT analysis. Most, but not all, assumptions, caveats, and ongoing considerations are provided.	A solution is recommended, but is not clearly based on the alternative analysis. The recommendation is based on more than one alternative action. No identification of assumptions, caveats, or considerations that might affect the recommendation is provided.	A solution is recommended, but it is not derived from the alternative analysis at all. The recommended solution does not address the problems/issues; or there is no recommended solution.
Organization, Integration of Writing Styles, Grammar, Spelling and Formatting	Written work is well organized and easy to understand. Sections of case analysis are marked with appropriate headings. There is a consistent writing style and there is no indication that the report involved multiple authors. There are no (or almost no) grammatical or spelling errors and no formatting errors.	The organization is generally good, but some sections seem out of place. There is some indication of multiple authors (e.g., different fonts, etc.) There are a few spelling and grammatical errors. There are 1-3 formatting errors.	The organization is unclear; headings are missing. There is ample indication of multiple authors. There is more than one spelling or grammatical error per page. There are more than 3 formatting errors.	The case analysis is disorganized to the extent that it prevents understanding of content. There are no headings. Report is clearly the work of multiple authors (e.g. margins, fonts, etc.) There are frequent misspelled words, serious grammatical errors, and formatting errors, indicating that time was not taken to spell-check and proofread the report.

Peer Evaluation Sheet

Team # _____

Name _____

	Self	Team member 2	Team member 3	Team member 4	Team member 5	Team member 6	Team member 7
Name							
Score (1-10)							
Reasons							

This evaluation sheet should be turned in by each group member with your Group Report. Students who do not provide me with an evaluation form will receive an automatic 5 point deduction off of their individual grade for the project.

Please be objective in evaluating other members in your group and provide specific reasons for the score you award. **It is important that you take these peer evaluations seriously!**

(Please fill out below and write legibly.)

Name _____

Major _____

Year in School (i.e. junior, senior) _____

Number of Years at UTA _____

Management classes taken:

What is your reason for taking this class?

What do you expect to learn in this class?

Sign your name below to indicate you have received, read the syllabus for the course MANA 3319, Management Process Theory, Spring 2015, and read the guidelines on academic honesty and intend to abide by the University rules.

X_____