



Management Process Theory

MANA 3319-002 – Fall 2015

MW 9:00-10:20AM

Room: COBA 239

Instructor: Mrs. Vaziri, M.Sc.

Office: COBA 604

Phone: 817-272-3166

Email: hvaziri@uta.edu

Office Hours: M 10:30-11:30 or by appointment

Preferred mode of communication: Email from your UTA email account

Communication with the instructor:

Communication is vital to a student's success in this class. I will try to respond to all student questions as soon as possible. This will usually be during the next working day. I DO NOT check or send emails on Saturday or Sunday. To communicate with me, students must:

- Only send email from one's own official UTA email account.
- Use the following subject line: MANA 3319 Question.
- Only ask questions that are not answered in the syllabus.

Emails that do not meet these three requirements may be ignored.

Course Description

This course introduces students to the fundamentals of the management process in organizations. The basic functions of management include: planning, organizing, directing, and controlling. Social responsibilities, political influences, and ethical considerations will be discussed in terms of how they affect the management of organizations. Coverage of international business, production, communications, and decision-making management activities will also be included in this course.

Learning Outcomes

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

1. Define basic management terms and theories accurately according to textbook and in-class definitions
2. Apply the various components of management processes and theories to real-life situations
3. Conduct SWAT analysis and design organizational strategy
4. Evaluate organizational strategy, structure, and practices

Required Textbooks

Title: Management: Leading & Collaborating in the Competitive World (w/out Connect Plus Access), 11th edition

Authors: Thomas Bateman & Scott Snell

ISBN: 9780077862541
Copyright Year: 2014
Publisher: McGraw-Hill/Irwin

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. We will **not** cover all material in the book in class. Students are responsible for the material in the chapters and should ask questions if items in the book are unclear. There is a lot of material, so be sure to keep up. Students are encouraged to contribute to discussions, give examples from personal experience, ask questions, and express opinions in class during the lectures, exercises and discussions. Considering our work and organizational experiences along with course material is an important part of the learning process.

Other Required Material

REEF Polling by i>clicker (<https://www1.iclicker.com/purchase/>): You will need to **purchase** a license to i>clicker Reef and install it on a supporting device, which you will be bringing to EVERY class. These devices include laptops, iOS, Android, and Windows mobile devices. My preference is that you use it on a smart phone or iPad/tablet. The only device it does not support is a Blackberry. You will be using this application for in-class participation and attendance. It is your responsibility to have the application loaded on a device and ready for use by Wednesday, September 9.

Grading

Requirement	Points Each	Total Points
3 Exams (lowest grade dropped)	100	200
Final Exam	150	150
In-class Participation – 26 Sessions	5	130
Homework Assignment	10	40
Individual “In-The-News” Paper	25	25
Group SWOT Analysis	50	50
Group Peer Evaluation	5	5
Total		600

Final Grade	Grade Percentage	Grade Points
A	90%-100%	537-600
B	80%-89%	477-536
C	70%-79%	417-476
D	60%-69%	357-416
F	0-59%	0-356

Descriptions of major assignments and examinations

Exams: Exams 1, 2, and 3 will each consist of 50 questions. The lowest score you receive on these 3 exams will be dropped. For example, if you made a 75 on exam 1, an 88 on exam 2, and a 95 on exam 3, only the scores of 88 and 95 would be used when calculating your final grade. If you miss one of the first 3 exams, you will receive a score of 0 for that exam, and that will be the score that is dropped.

The final exam will consist of 50 questions, including some questions from previous exams. The final exam is required. The score you receive on the final exam will **not** be dropped.

Test material may come from the textbook, slides, lectures, videos, and class activities. Exams in this class will be fairly difficult and detailed. Material from the book that is not covered in the lecture will be included. If you wish to receive high grades on the exams, you will need to attend class, participate, and read the book carefully so that you can remember what you read. For most students this will involve taking substantial time to read and outline the chapters, not just skimming the chapter.

NOTE: No make-up exams will be allowed for any reason.

Homework Assignments: Four out-of-class homework assignments will be due this semester. All four must be turned in through the links that will be provided on Blackboard. Each homework link will be available for a limited time on Blackboard.

- Homework assignments will not be accepted by any other medium other than the Blackboard link for each assignment.
- Late homework assignments and homework assignments received by any medium other than the required Blackboard link will receive a grade of zero.

To receive full credit, your on-time assignment submitted through Blackboard must completely and thoughtfully answer all questions asked in the assignment. Do not tell me any reasons why you are not able to complete the assignment on time or through the Blackboard link. It is your sole responsibility to ensure that you are able to use Blackboard and that it is functioning properly for you (see “Blackboard Usage” section below).

Management in the News – Individual Paper: 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 submit a copy of the news article, your 1-2 page essay, and a reference page on blackboard. 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 SWOT Analysis: 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 conduct a SWOT analysis (we will learn about this in class), identify problems or issues from the SWOT, and identify and prioritize strategic alternative actions to these problems or issues based on content from this class.

You only need to turn in one report per group (5-8 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 is attached to this document and posted in Blackboard. The class schedule indicates the due date for this assignment.

Blackboard Usage: Blackboard will be used to view the syllabus and your grades, to communicate, and to turn in assignments.

Ensure that you have access to Blackboard throughout the semester. You should be able to log into Blackboard (<https://elearn.uta.edu/webapps/login/>) using your UTA login and id. In case you are unable to do so, please work with OIT to solve any technical issues. As your instructor, I am unqualified to solve technical login or access problems. Technical problems will not be considered as legitimate excuses for failure to complete work on time.

Expectations for Out-of-Class Study: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 9 hours per week outside of class in course-related activities, including reading required materials, doing homework, and preparing for exams.

Attendance: I do not take attendance in this class. However, this class does have graded daily participation quizzes during the lecture that measure your understanding of the material being presented. We will be using i>clicker to track in-class participation quiz grades. During class, quiz questions will be asked. i>clicker will track the questions that you attempt and whether or not you answered correctly. Your scores will be uploaded to Blackboard so that you can track your progress. Your daily participation grade will be calculated according to this formula: ($\# \text{ quiz questions answered} / \# \text{ quiz questions asked}$) * 5. Your in-class participation quiz points are what they are. I do not accept notes or track excuses for participation quizzes that are missed. I do not make exceptions when assigning in-class participation grades. It is your sole responsibility to arrange your work, social and personal commitments so that they do not conflict with your course requirements. Also, any student that has in-class quiz responses posted for a given day but is found to not actually be in class that day will receive an automatic grade of "F" for the course and will be referred to the Office of Student Conduct for further action. Please note that these are my class policies, which I am free to set, but are not part of any official UTA policy per se.

University Policies:

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.

Academic Integrity: Students enrolled all UT Arlington courses 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.

Electronic Communication: 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>.

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.

Emergency Exit Procedures: 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 individuals with disabilities.

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.

Course Schedule

Date		Topic	Assignment
Week 1	8/31	Introduction & Syllabus	Read syllabus
	9/2	Managing and Performing	Chapter 1; Sign syllabus and return to professor
Week 2	9/7	<i>No Class - Labor Day</i>	
	9/9	The External and Internal Environment	Chapter 2
Week 3	9/14	Managerial Decision Making	Chapter 3
	9/16	Planning and Strategic Management	Chapter 4; HW 1 due by 9:00 AM
Week 4	9/21	Exam Review	
	9/23	Exam 1	Chapter 1, 2, 3 & 4
Week 5	9/28	Ethics and Corporate Responsibility	Chapter 5
	9/30	Ethics and Corporate Responsibility	
Week 6	10/5	International Management	Chapter 6; HW 2 due by 9:00 AM
	10/7	Entrepreneurship	Chapter 7
Week 7	10/12	Entrepreneurship	
	10/14	Organizational Structure & Agility	Chapter 8 & 9; HW 3 due by 9:00 AM
Week 8	10/19	Exam Review	
	10/21	Exam 2	Chapter 5, 6, 7, 8 & 9
Week 9	10/26	Human Resources Management	Chapter 10
	10/28	Human Resources Management	
Week 10	11/2	Managing the Diverse Workforce	Chapter 11
	11/4	Leadership	Chapter 12; Group SWOT due by 9:00 AM
Week 11	11/9	Motivating for Performance	Chapter 13
	11/11	Exam Review	
Week 12	11/16	Exam 3; drop deadline Nov 4th	Chapter 10, 11, 12 & 13
	11/18	Teamwork	Chapter 14
Week 13	11/23	Teamwork	
	11/25	Communication	Chapter 15; Management in the news due at by 9:00 AM
Week 14	11/30	Managerial Control	Chapter 16
	12/2	Managing Technology and Innovation	Chapter 17; HW 4 due by 9:00 AM
Week 15	12/7	Creating and Leading Change	Chapter 18
	12/9	Exam Review	
Week 16	12/14	Final Exam	Comprehensive Exam

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.

**Rubric: Management In-The-News Paper
(20 points)**

	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				40%
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 chose class concept.				40%
Grammar and Conventions	Essay contains a minimum of spelling and grammatical error; reference page is included and correct, in-text citations are included and correct.				20%

**Rubric: Group SWOT Analysis
(50 points)**

Criterion	Exceptional (9-10 pts)	Meets expectation (7-8 pts)	Bellow expectation (5-6 pts)	Needs Improvement (4 or less pts)	Weight
Identification of Strength, weaknesses, opportunities, and threats	Thorough analysis with adequate explanation. Items under each category is 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.	40%
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.	20%
Identification of alternative strategic actions and recommendation	Comprehensive list of actions (at least 4) based on SWOT with clear explanation on why. Alternatives are prioritized with compelling explanation.	2-3 alternative actions based on SWOT with clear explanation on why. Alternatives prioritized without adequate explanation.	Only 1 alternative action based on SWOT; or more alternative actions irrelevant to SWOT	No discussion of alternative actions or none of actions are based on SWOT	30%
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. No grammatical, spelling or formatting errors.	The organization is generally good, but some sections seems 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, or 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 study is disorganized to the extent that it prevents understanding of content. There are no headings. Report is clearly the work of multiple authors. Frequent spelling, grammatical, and formatting errors.	10%

(Please fill out below and write legibly.)

Name _____

Student ID _____

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, Fall 2015, and read the guidelines on academic honesty and intend to abide by the university rules.

X_____