



MANAGEMENT CONCEPTS
MNO 3310 – MAY TERM – May 15th – May 31st

INSTRUCTOR: PAM VAN DYKE, Ph.D.	COURSE TIME AND LOCATION
Office Hours: By Appointment Only Email: pvandyke@smu.edu Office: 817-726-9948 Phone: 214-564-6352 <i>please leave a message</i> Webpages: www.vandykeresourcegroup.com www.vandykemediations.com www.seekingtherightfit.com LinkedIn: http://www.linkedin.com/in/pamvandyke	TIME: 8:30 am – 12:30pm SECTION: TBD ROOM: TBD

COURSE MATERIALS

Case and reading packet that is available on-line at www.study.net. All of the materials needed for this class are ready for printing and reading at your discretion. Follow the instructions under student registration at www.study.net, and you will have ready access to the class’ readings. Look up Southern Methodist University under the institution heading, and you should be able to find our class by the more formal sounding title of MNO-3310: Management Concepts (P. Van Dyke). Please create your own password to ensure that you will be able to access all of the materials on the site.

Additional Selected Readings and Assignments:
Provided by instructor

MY TEACHING PHILOSOPHY

My teaching philosophy is to do everything I can to make learning an action VERB. I believe learning as active and dynamic! What I have learned in my 15 plus years of teaching higher education is I cannot teach alone, I need YOU to make it interesting. I hope to create the type of learning environment that is interactive and interesting. Therefore, I will look for you to actively participate in the class discussions and help me make this a positive experience for us both.

Let’s Roll!

I. COURSE OVERVIEW

Course Description:

This course is an introduction to the four fundamentals of management of planning, organizing, leading and controlling. It provides a framework for understanding the issues that surround managing and being managed from a systemic view. In an accelerated and condensed format of 8 days, this class will provide an overview of the many different factors that influence how organizations evolve, function, and perform. Some of the most important factors impacting the organization directly relate to how people inter-relate with one another from a number of different contexts, including supervisory roles, team dynamics, leadership styles, and performance evaluation.

Course Objectives:

The learning goals of this course are to:

- Know and identify the four functions of management
- Understand how individual attributes (e.g., personality, communication styles, sources of

- motivation) impact a person within an organizational context,
- Examine and discern a variety of strategic leadership styles,
- Develop an appreciation for leading and persuading through influence, especially when working across formal organizational boundaries,
- Understand the broad principle of organization design, including structure, process, reporting relationships and corporate culture,
- Discern and apply key business strategy concepts to understand how organizations build and sustain competitive advantage.

Reading enhances learning

In order to enhance your learning and make your time in the classroom more beneficial it will be important for you to have reviewed and completed the reading assignments *before* class on the day shown in the schedule. We will not be able to cover all of the text material in class; often, our class time will be used to process the material that will supplement and enrich the material found in the textbook. You are expected to know the assigned textbook material for the case analysis, group project, and exams. Your completion of the readings will contribute to the class discussions which will also be reflected in your *CAPP* grade.

Course Format

The course format will be a combination of lecture, class discussion, experiential exercises, and related videos. A major part of the course will be the emphasis on class discussion and the application of management concepts through a simulation exercise. What you get out of class is much like an ATM machine, what you put into it is what you will get out of it. Students are responsible for all announcements made in class, even if not in attendance.

We will also be using Blackboard for this class. You can access the site for this course through <https://courses.smu.edu/>. This site will contain an electronic version of the syllabus, assignments, additional resources to aid you in this class, and announcements. In addition, your grades will be posted on this site.

II. GRADING: Your final grade will be a combination of exams, assignments, attendance and your participation. The following is a breakdown and corresponding percentages.

REQUIREMENT	POINT VALUE	% of GRADE
CAPP <i>Class Attendance, Participation, Professionalism</i>	200 POINTS	20%
EXAM #1	100 POINTS	10%
ORGANIZATIONAL STRUCTURE PAPER	200 Points	20%
PRESENTATION	300 points	30%
EXAM #2	200 Points	20%
TOTAL POINTS	1000 Points	100%

Grading Scale

Total Points	GRADE
930 – 1000	A
900 - 929	A-
870 – 899	B+
830 – 869	B
800 – 829	B-
770 – 799	C+
730 – 769	C
700 – 729	C-
670 – 699	D+
630 - 669	D
600 – 629	D-
599 and below	F

III. COURSE REQUIREMENTS

- 1) **EXAMS (300 Points):** You will have two exams during the J Term. Exams will cover a combination of text material, lecture, case discussions, material learned from group activities, and class discussion. Exams will consist of true / false, multiple-choice and short essay questions.

- 2) **ORGANIZATIONAL STRUCTURES PAPER (200 Points)-** The completion of a 5 page research paper on one of the five organizational structures, i.e. functional, divisional, matrix, team-based or virtual network.

- 3) **TEAM CASE PRESENTATION: (300 Points) –** You will be separated into groups related to your area of interest and work together throughout the semester. The purpose of this assignment is to give the student the opportunity to apply course materials to actual organizational situations. Further instructions are listed on page 10.

- 4) **CAPP:(Class Attendance, Participation, Professionalism): (200 POINTS):** Satisfactory attendance and participation are critical to the success of this class and your grade.
 - a. **Attendance:** Every effort will be made to take attendance each class meeting. Individuals must be present for the entire period to receive full credit for that session. Leaving at break or before class ends may result in forfeiting attendance credit for that class period. It is your responsibility to sign the attendance sheet.
 - b. **Participation:** Things just go better when you do so I highly recommend it. Each student will be given a Name Tent at the beginning of class, please bring to each class.
 - c. **Professionalism:** Respect begets respect. There tends to be two types of people, open and closed. Be Open! Be open to new ideas and new ways of thinking! As business majors it is important that you present yourself in class as you would in a professional work environment. Arriving late to class, coming in and out of class, making unprofessional comments to other students and the instructor, and sending inappropriate emails are examples of behaviors that can result in the reduction of your CAPP score.
 - d. **Electronic devices:** Technology is a good thing but has an appropriate place and time. All mobile communication and entertainment devices (e.g., cell phones, iPhones, Blackberries, Android devices, iPads, iPods, MP3 players, etc.) are to be turned off and kept off during class. The use of laptops is also prohibited in class. Using these devices during class

disrupts the learning environment and is distracting to those around you. Inappropriate use of these electronic devices will result in a severe reduction of your CAPP score.

IV. ADDITIONAL POLICIES

Course Grievance Procedures

To ensure that students feel they are treated fairly, I provide an avenue for appealing grades. If you think your work was graded unfairly, you may use the following procedure:

1. Within **SEVEN (7)** days of receiving the grade, give me a written appeal. After, seven days I will assume that you agree with my assessment and consider the grade final. In other words, do **NOT** wait until the end of the semester to appeal grades earned weeks earlier; I will not consider appeals at this time.
2. To file an appeal, prepare a **written statement** explaining why you think the grade is incorrect or unfair. Be sure to document your reasons by referring to inconsistency in the application of grading standards, etc. Stating simply that you want or feel you “deserve” a higher grade because you worked hard is **NOT** sufficient grounds for an appeal. Performance reflects a combination of effort **AND** ability.
3. Submit the written statement together with the graded material (if appropriate). I will consider your complaint and make a decision. You will be notified in writing of my decision. If you are not satisfied with my decision, you may use University grievance procedures to continue your appeal.

Academic Integrity

Plagiarism and other forms of cheating will not be tolerated. I expect you to adhere to the *Cox Honor Code* (<http://www.cox.smu.edu/intranet/grad/studentervices/community/honorcode>). The faculty has the responsibility of encouraging and maintaining an atmosphere of academic honesty by being certain that students are aware of the value of it, that they understand the regulations defining it, and that they know the penalties for departing from it. The faculty should, as far as is reasonably possible, assist students in avoiding the temptation to violate the honor code.

Students must share the responsibility for creating and maintaining an atmosphere of academic honesty and integrity. Students should be aware that personal experience in completing assigned work is essential to learning. Permitting others to prepare their work, using published or unpublished summaries as a substitute for studying required materials, or giving or receiving unauthorized assistance in the preparation of work to be submitted are directly contrary to the honest process of learning. Students who are aware that others in a course are cheating or otherwise acting dishonestly have the responsibility to inform the professor and/or bring an allegation to the Honor Council.

If you are uncertain if a behavior is a violation of the Cox Honor Code, you have an obligation to contact your course professor for clarification.

Technology Usage

The use of Laptops/Netbooks/iPads, etc. is strictly prohibited for use during all class sessions. All communication devices (cell phones, iPhones, Blackberries, etc.) capable of sending and/or receiving electronic communication are to be turned **off** throughout each class session. The use of cameras and video cameras on mobile phones and laptops to take photos of the white board and/or projected materials and audio recordings of lectures during class sessions is also strictly prohibited.

Communication

It is my goal to make this course a valuable and positive learning experience for all students. I believe feedback is a gift; I am always open to receiving your feedback. You can contact me via my office phone or email. Please make sure you adequately identify yourself, include your first and last name, course



number and section number in the subject line.

Accommodations for Special Needs

If you need academic accommodations for a disability, please **contact me by email during the first two weeks of class**. For the verification required to receive an accommodation, you will also need to contact Disability Accommodations & Success Strategies (DASS) at 214-768-1470 or www.smu.edu/alec/dass.asp to verify the disability and establish eligibility for accommodations. See University Policy No 2.4 for further information. According to DASS policies and procedures, “students must notify instructors at the beginning of each semester and **five days prior to each test** of the agreed-upon reasonable accommodations. It is not a faculty member's responsibility to remember to provide reasonable accommodations. Failure to follow these steps may prevent provision of the agreed-upon reasonable accommodations.” (Services for Students with Disabilities Policies and Procedures, Section 10.3). If there are extenuating circumstances that arise during the semester that require some accommodation, please let me know immediately when they occur so I can help you if possible.

Religious Holidays

If the observance of a religious holy day by a student includes a requirement that prevents a student from attending a class session, the student should notify the professor by email. After the email notification, the student should make an appointment with the professor to discuss how the missed work will be made up. **These two steps are to be completed at the beginning of the course (first two weeks).**

University-Sanctioned Extracurricular Activities

Students participating in an officially sanctioned extracurricular activity will be given the opportunity to make up class examinations and in-class assignments. However, it is the responsibility of the student to **contact me PRIOR to the absence** to make arrangements with me.

COURSE – AT – A – GLANCE

Course Schedule:

DAY	CLASS	TOPIC	READINGS (Before this class)	ASSIGNMENT
THUR 1/6 1		Introduction to Management Foundations	Ch1 – Fund- Mgt Griffin	
		Environment of Management The competitive landscape	Ch2 – Fund- Mgt Griffin	
FRI 5/15 2		Strategic Management	Ch3 – Fund Mgt Griffin	
		Strategic Management	Ch3 – Fund Mgt Griffin	
MON 5/19 3		Decision Making	Ch4 – Fund Mgt Griffin	
		Organizational Structures	Ch6 – Fund Mgt Griffin	
TUES 5/20		Managing Change and Innovation	Ch7 – Fund Mgt Griffin	
		Managing Human Resources	Ch8 – Fund Mgt Griffin	
WED 5/21 5		Review and Catch Up		
		EXAM		EXAM
THUR 5/22 6		Managing Individual Behavior	Ch9 – Fund Mgt Griffin	
		Employee Motivation	Ch10 – Fund Mgt Griffin	
FRI 5/23 7		Leadership Approaches	Ch11 – Fund Mgt Griffin	
		Leadership Approaches	Ch11 – Fund Mgt Griffin	

DAY	CLASS	TOPIC	READINGS	DAY
		<u>MEMORIAL DAY – NO CLASS</u>		
TUES 5/27		Communications in Organizations	Ch12 – Fund Mgt Griffin	Structure Paper Due
		Communications in Organizations	Ch12 – Fund Mgt Griffin	
WED 5/28		Work Groups and Teams	Ch13 – Fund Mgt Griffin	
		Work Groups and Teams	Ch13 – Fund Mgt Griffin	
THUR 5/29 8		Review & Catch Up		
		EXAM		EXAM
FRI 5/30		PRESENTATIONS		
		PRESENTATIONS		

* Schedule will be revised based upon number of students enrolled

ORGANIZATIONAL STRUCTURES PAPER
200 Points

OBJECTIVE:

To understand the different organizational structures that exist and the advantages and disadvantages associated with each.

DESCRIPTION:

From the list below, select one of the organizational structures and prepare a detailed 5 page research report using the questions below as a guide. Be sure to incorporate your readings, and cite your sources using proper APA guidelines (including in-text citations and references).

- Vertical
- Horizontal
- Functional
- Divisional
- Matrix
- Team-based
- Virtual Network

SECTION 1: Definition

Provide a detailed and thorough definition describing your selected structure. Please include at least one graphic.

SECTION 2: Organization Example

Locate an organization that utilizes this type of structure. In your paper include the following:

- Provide Organizational specifics: name, location, industry, size, etc.
- Describe how the organization uses this structure, is it used in combination with other structures?
- Discuss the advantages and disadvantages with this structure

SECTION 3: Reflection

1. What interests you about this type of structure?
2. How you ever worked in this type of structure? If so, describe your experience? Be as specific as possible.
3. In thinking about your future career, what type of organizational structure do you think you would prefer to work?

Please use headings and subheadings that correspond to the particular sections to help organize your paper. This will also help to ensure that you have captured all the requirements for the paper.

TEAM CASE PRESENTATION

POINTS: 200

OBJECTIVE: To apply the concepts and terms from this course in a Case Scenario from a top Fortune 500 company.

OVERVIEW CASE SELECTION: From the list below, each student will select a company to apply the course's management principles. Selection will be done by lottery in class.

ASSIGNMENT SPECIFICS:

- Each student will select a company headquartered in the Dallas – Ft. Worth area
- Each group will be made up of a minimum of 2 to a maximum of 4 students
- Each group will deliver a presentation to the class based upon the required assignment components
- Each group will prepare a Power Point Presentation of a minimum of 8, maximum of 10 slides (not including slides for cover and references) analyzing the case through the lens of management process theories content of this course.

PRESENTATION COMPONENTS

Using a *Management Concepts* lens, the Team Presentation should include but not be limited to the following:

- Cover slide with all group members listed
- Organization Overview
 - Company size
 - Company footprint
 - Industry i.e. Healthcare, Finance, Retail, etc.
 - What's the competition level in the industry?
 - Who are the main competitors?
 - What's the current status of the company in the industry?
- Case Overview
 - Description of the situation or problem
 - What are the main challenges, issues or problems
- Case Analysis
 - What is/are the management issue(s)?
 - Analyze the situation from a management perspective (2-3 slides)
- Case Recommendations
 - Is there a plan of action needed? (1-2 slides)
 - Recommendations (management implications)
- Wrap up or Conclusion
- Resources and References

EVALUATE AND ANALYZE

Using your textbook as a guide, select which topics you will address from the list provided below.

- Financial status
- Main competitors
- Employee engagement

MNO3310

READ THIS SHEET BEFORE SUBMITTING ALL WRITTEN WORK

WRITING GUIDELINES

The following is meant to provide you with a guide and should be reviewed prior to submitting any **written work**.

FORMAT:

1. Please do not put your work in covers or special binders.
2. Use APA for all written work, **REFERENCE WHAT IS NOT YOUR ORIGINAL THOUGHT.**
3. Include page numbers on all work – including Presentation slides
4. Use 12 Point font
5. Use New Times Roman or Arial only
6. Include Cover Sheet, name, date, and the date the assignment was due, course# & course title, title of assignment on **all written work**
7. Double spaced
8. Left justified
9. Use headings as a way to organize your work
10. References: footnoted, endnotes or bibliography (APA)

LATENESS

1. 10-point deduction for up to one week late.
- 2.. 15-point deduction for work turned in more than one and less than two weeks late.
3. No papers will be accepted after the 2 week due date.
4. Points for late submissions are deducted before the paper is graded for quality and content.

YOU SHOULD ALSO INTEGRATE THE FOLLOWING TO MINIMIZE POINT DEDUCTIONS

- Use headings and subheadings to help organize your paper and your thoughts, 1 inch margins all around paper
- Paragraph indentation at the beginning of each paragraph and new thoughts
- Generally you need at least 3 robust sentences to make a paragraph
- Cover all the requirements of the assignments
- Consider having someone else review your work before submitting

Spelling & Grammar: One point deduction per error up to five (5) points. So please use spell/grammar check before submitting your paper.

Keep Learning!