

University of Hawaii West Oahu
Business Administration Division
MGT 310: Principles of Management
Course Syllabus: Fall 2013

Course Information:

Class Times: TTh 5:00 pm – 6:20 pm

Classroom: D250

Required Textbook: MANAGEMENT: A PRACTICAL INTRODUCTION, 6th EDITION
Angelo Kinicki & Brian K. Williams, McGraw-Hill Irwin

Additional Books: See Short Paper #1 & Individual Presentation

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Course Description (The following is taken from the UHWO General Catalog):

This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

Course Objectives:

This course seeks to introduce students to basic principles of management and organizational behavior. Students will develop practical, theoretical, and historical perspectives on the field of management. Experiential opportunities for managerial skill development, such as public speaking, decision-making, evaluating, critical thinking, reflective thinking, and leading, will be embedded into the course throughout the semester.

Effort will be made to include international aspects of business and management. Students will also be exposed to different cultural perspectives on management. By the end of the semester students should be able to describe and analyze cultural differences in management practices, as well as articulate their personal views on such practices.

In accordance with the Institutional Learning Outcomes (ILO) of UHWO, this course will provide opportunities for (1) effective communication, (2) cultural awareness, (3) critical thinking, (4) disciplinary knowledge.

In accordance with the Divisional Learning Outcomes (DLO) of the Division of Business Administration, this course will provide opportunities for (1) critical thinking, research, and communication skills, (2) understanding the cultural context of organizations operating in a global environment, (3) demonstrating integrative knowledge and skill for responsible management and leadership, (4) demonstrating legal, ethical, and behavior skills for effective job performance

throughout the semester. Students will be responsible for completing those readings as assigned. Exams will also cover material from other readings.

Short Paper Assignments:

There will be two short paper assignments. Failure to turn in a paper will result in an "F" for both paper assignments, an "F" for the Final Assignment, and an "F" for Attendance & Participation. Tentative due dates are available in the COURSE SCHEDULE.

Short Paper #1: Goal Setting for Skill Development (max length 5 pages)

ILO #1 & #4; DLO #1, #3, & #4; CLO #1 & #3; SLO #3 & #6

Students will provide a brief personal assessment of their current professional skills and talents. This assessment will be used as the basis for setting goals towards enhancing their professional skills and talents for their future professional career. Specific details on goal setting as well as guidelines and grading criteria for Short Paper #1 will be provided during the lecture on Management Planning (tentative scheduled September 17th). A handout will also be posted on Lulima after the lecture on Management Planning.

The assignment will be due three weeks after assignment (tentative scheduled October 11th). Students must turn in the assignment via DROP BOX in Lulima by the start of class on the due date. Rewritten papers will be accepted up to one week after papers are returned to students. Rewritten papers should be turned in via DROP BOX in Lulima. Grades for rewritten papers will be the average of both drafts.

Short Paper #2: Design of Control Systems (max length 5 pages)

ILO #1 & #4; DLO #1, #3, & #4; CLO #1 & #3; SLO #3 & #6

Short Paper #2 (3-5 pages) has been designed to assess students ability to understand the controlling process. Details will be provided after Exam #3 during the Enhancing Effectiveness lecture (November 19th). A handout will also be posted on Lulima after the lecture on Enhancing Effectiveness.

Short Paper #2 will be due at 12:00 pm on the last day of instruction for the semester (December 6th). Students must turn in the assignment via DROP BOX in Lulima. Late assignments will receive a significant deduction as detailed in the handout. There will be no rewritten papers unless a student receives a grade below a D- on the assignment.

Exams:

There will be four exams during the course of the class. Exams will consist of multiple choice questions and short essays. Material for the exam will come from the textbook and class lectures.

	Tentative Date	Book Chapters	Materials from Lectures
Exam #1	September 19 th	Chapters 1-4	August 27 th – September 12 th
Exam #2	October 11 th	Chapters 5-8	September 17 th – October 3 rd
Exam #3	November 7 th	Chapters 9-12	October 8 th – October 31 st
Exam #4	December 5 th	Chapters 13-16	November 5 th – December 3 rd

ILO #4; DLO #3; CLO #3; SLO #5, #6, & #7

Administration of make-up exams will only be available for two reasons: illness, or a university-sponsored trip. Make-up exams for illness require a signed physician's note. Make-up exams for university-sponsored trips require written verification by a designated university official. If a student is unable to take an exam within one week of the original exam date, the professor

In accordance with the Management Concentration Learning Outcomes (CLO) of UHWO, this course will provide opportunities for (1) Demonstrative effective writing about management in APA format, (2) Demonstrate an understanding of methods of managing in a dynamic, global environment, (3) Demonstrate an understanding of how the principles of management are applied in organizations.

Course specific Student Learning Outcomes (SLO) for this course include: (1) critical thinking skills (ILO #3, DLO #1), (2) research skills (DLO #1), (3) written communication skills (ILO #1, DLO #1, CLO #1), (4) oral communication skills (ILO #1, DLO #1), (5) cultural understanding of the global environment (ILO #2, DLO #2, CLO #2), (6) disciplinary knowledge for responsible management (ILO #4, DLO #3, CLO #3), (7) understanding of ethics in the business world (DLO #4).

Key objectives will be offered at the start of each lecture. These objectives are NOT ILOs, DLOs, or SLOs.

Credit Hour Policy:

The UHWO Credit Hour Policy states that students in a 3-credit course are expected to devote a minimum of 9-hours a week (135 hours/semester) on course related work (see UHWO General Catalog). The work assigned in this course meets the stated student learning outcomes in the UHWO Credit Hour Policy. To achieve adequate learning in this course, it is expected that students will need to devote a minimum of 9 hours a week attending scheduled class meetings, completing assigned readings, working on the study questions, researching and writing the reaction papers, and studying for scheduled exams and quizzes.

Attendance & Participation Policy:

Attendance and preparation are important aspects of this course. Daily attendance may be taken at the beginning of class. If chronic absenteeism or tardiness becomes a problem, random quizzes may be given at the beginning of class. Preparation includes, but is not limited to, the reading of assignments, the completion of assigned homework, and the bringing of appropriate materials to class.

Active participation is strongly recommended for successful learning. Participation may take the form of in-class participation and/or as written journals demonstrating an understanding of course material. Because students have the option of participating through written journals, attendance will **NOT** serve as a proxy for participation. Students who do not participate in discussion should submit at least one journal (double-spaced two pages) per week to receive full credit for attendance & participation. Those who do not submit journals are expected to actively contribute to class discussions. Participating in breakout sessions or activities is not considered part of participation. It is strongly recommended that students do both to maximize their learning. **It is recommended that students turn in journals throughout the course. Turn in all journals via DROP BOX in Laulima before Exam #4 (December 5th).**

Actions which detract from the learning process or which distract other students will not be tolerated. Offending students may be asked to leave the classroom. An appropriate deduction may also be taken from the student's Attendance/Participation score.

Textbook assignments as listed in the COURSE SCHEDULE are only a suggested reading guide. Students will not be responsible for textbook material for in-class participation. However, a significant portion of the exams will come from the textbook. Other readings will be assigned

reserves the right to create a new exam which may or may not follow the same format as the original exams.

Individual Presentations:

ILO #1; DLO #1, #3, & #4; SLO #2; #4, & #6

Students will present a book review of a book related to a specific interest in business management. Students may use additional materials for their presentation (including but not limited to PowerPoint), but all material must be ready (uploaded) prior to the start of class. Any presentation materials must also be submitted to the professor the day/night of the presentation.

The book review presentation should consist of two parts.

Part I. Summarize the key lessons from the book and critique the author's findings, opinions, conclusions, and/or recommendations. Would you recommend this book to other readers? Why, or why not? If you were to recommend this book, who would benefit the most from this book?

Part II. Discuss why the book topic is relevant to you and your interest in business management. How does the book applied to your past, present, and future work experiences.

Presentations will be assessed by both the class and the instructor. 75% of the grading will be done by peer-review, with the remaining 25% of the grading done by the instructor. Peer-review grading will focus primarily on oral communication and presentation skills. Instructor grading will equally weight the content of the presentation and oral communication skills.

Individual presentations are scheduled to begin on September 24th. A detailed schedule of presentation dates will be determined once the class size has been confirmed by the registrar (end of the first week of classes). It is anticipated that there will be 3-5 presentations per class day excluding exam days and special classes. There will be a strict time limit for presentations. Once the class size has been confirmed by the registrar, the instructor will set the time limit.

More information, including grading criteria, will be presented on September 3rd.

Group Project:

ILO #1; DLO #1, #3, & #4; SLO #2; #4, & #6

Students will organize themselves into teams (up to six people per team, up to eight teams) for a group project. The instructor will NOT get involved in the organization of teams. The project will be an oral presentation (ILO #2) strictly limited to 20 minutes. Time must be allowed for questions from the class and instructor. Tentative presentation dates are available in the COURSE SCHEDULE. Details will be provided in a separate handout.

Grading Policies:

Attendance & Participation	10%
Goal Setting (Short Paper #1)	5%
Individual Presentation	10%
Exam #1	15%
Exam #2	15%
Exam #3	15%
Exam #4	15%
Control System (Short Paper #2)	5%
Group Project	10%
TOTAL	100%

A.....	100% - 94%
A-.....	93% - 90%
B+.....	89% - 87%
B.....	86% - 83%
B-.....	82% - 80%
C+.....	79% - 77%
C.....	76% - 73%
C-.....	72% - 70%
D+.....	69% - 67%
D.....	66% - 63%
D-.....	62% - 60%
F.....	Below 60%

Students will be required to provide a four (4) character personal identification code (PIC). The code will be used when posting point totals for students' review. Students are strongly encouraged to check their scores against the posted information. Any discrepancies should be reported immediately to the instructor. It is strongly recommended that students DO NOT use their UH student ID#, SSN, or other confidential information for their PIC. It is also recommended that students do not share their PIC with other students.

UHWO Access Services Policy (The following is taken from the UHWO General Catalog):
Students with disabilities who will require auxiliary aids and/or special services must contact the Disability Specialist in the Student Services Office at (808) 689-2689 to ensure timeliness of services.

Academic Integrity:

Cheating, plagiarism, failure to properly cite sources, and/or other actions which constitute academic dishonesty will not be tolerated. Punishment for violators may include a grade of "F" for the course. The instructor also reserves the right to implement measures to deter and/or detect academic dishonesty.

The following is taken from the UHWO General Catalog:

The University is an academic community with high professional standards. Its teaching, research and service purposes are seriously disrupted and subverted by academic dishonesty. Such dishonesty includes cheating and plagiarism.

Cheating: *Cheating includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (3) the acquisition, without permission, of tests or other academic material belonging to a member of the UH faculty, staff or student (4) engaging in any behavior specifically prohibited by a faculty member in the course syllabus or class discussion.*

Plagiarism: *Plagiarism includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.*

Use of Turnitin:

UH West Oahu has a license agreement with iParadigms, LLC for the use of their plagiarism prevention and detection service popularly known as Turnitin. The instructor may use Turnitin when reading and grading assignments. By taking a course where Turnitin is used, you agree that your assigned work may be submitted to and screened by Turnitin. Turnitin rates work on originality based on exhaustive searches of billions of pages from both current and archived instances of the internet, millions of student papers previously submitted to Turnitin, and commercial databases of journal articles and periodicals. Turnitin does not make a determination if plagiarism has taken place. It makes an assessment of the submission's originality and reports that to the course instructor. These Originality Reports are tools to help the instructor locate potential sources of plagiarism in submitted papers.

All papers submitted to Turnitin become part of Turnitin's reference database solely for the purpose of detecting plagiarism. Use of Turnitin is subject to the Usage Policy as posted on the Turnitin.com web site.

Tentative Course Syllabus and Schedule:

This syllabus and following course schedule are tentative drafts. After students have had an opportunity to provide feedback, a final syllabus and set schedule will be posted on the course website. Once a final syllabus and set schedule have been posted, this syllabus and schedule will be out of date.

Tentative Course Schedule

Week	Date		Class Description
1	August 27 & 29	T Th	<u>Part 1: Introduction & Foundations</u> The Exceptional Manager Entrepreneurship
2	September 3 & 5 Chapter 2 & 3	T Th	Management Theory Business Ethics & Corporate Social Responsibility
3	September 10 & 12 Chapter 4 & Handouts	T Th Th	Global Management Global Environment & Non-Business Risk Individual Presentation Sheet Due THURSDAY
4	September 17 & 19 Chapter 5	T Th	<u>Part 3: Planning</u> Management Planning Exam #1 (Part 1 & 2) THURSDAY
5	September 24 & 25 Chapter 6	T Th	Strategy Strategy 2
6	October 1 & 3 Chapter 7 & 8	T Th	Decision Making <u>Part 4: Organizing</u> Organizational Structure & Culture
7	October 8* & 11*	T Th Th Th	e-Library Day Paper #1 Due THURSDAY Exam #2 (Part 3 & Chapter 8) THURSDAY Group Project Teams Due THURSDAY
8	October 15 & 17 Chapter 9	T Th	Human Resource Management Organizational Review (Special Class)
9	October 22 & 24 Chapter 10 & Handouts	T Th	Organizational Change & Innovation Special Topic
10	October 29 & 31 Chapter 11 & 12	T Th	<u>Part 5: Leading</u> Individual Differences Motivation
11	November 5 & 7 Chapter 13	T Th	Groups & Teams Exam #3 (Ch. 9 - 12) THURSDAY
12	November 12 & 14 Chapter 14 & 15	T Th	Power & Leadership Communication
13	November 19 & 21 Chapter 16 & Handouts	T Th	<u>Part 6: Control</u> Enhancing Effectiveness TBA
14	November 26	T	Presentations: Groups 1, 2, & 3
15	December 3 & 5	T Th Th	Presentations: Groups 4, 5, & 6 Exam #4 (Part 5 & 6) THURSDAY Journals Due THURSDAY via Drop Box
*	December 6	F	Short Paper #2 Due FRIDAY before Midnight Group Project Peer Evaluations Due FRIDAY

Paper and Journals must be submitted as MS-Word or PDF documents via Drop Box
Presentations must be submitted as MS-PowerPoint or PDF documents via Drop Box

Class Goals and Objectives

Week	Class	Goals & Objectives
1	The Exceptional Manager SLO #6	1. Understand the four principle functions of management 2. Understand management as a “practice”
1	Entrepreneurship SLO #6	3. Learn the key aspects of being an entrepreneur
2	Management Theory SLO #6	4. Learn the key historical figures of management and their respective contributions
2	Business Ethics & CSR SLO #6 & #7	5. Learn the four basic approaches to ethics and Kohlberg’s stages of ethical development 6. Understand the differences between internal/external environments and shareholders/stakeholders
3	Global Management SLO #5 & #6	7. Learn different international entry strategies 8. Gain a brief introduction to Kluckholn & Strodtbeck, Hofstede, and GLOBE cultural dimensions
3	Global Environment & Risk SLO #1, #5, & #6	9. Analyze the impact of global events on the world of business 10. Assess political risk factors and impacts
4	Management Planning SLO #6	11. Learn the fundamentals of planning and apply SMART goal setting
4	Exam #1	SLO #1, #5, #6, #7
5	Strategy #1 SLO #6	12. Learn Porter’s Four Competitive Strategies and Porter’s Five Forces
5	Strategy #2 SLO #6	13. Conduct a SWOT Analysis on an existing organization
6	Decision Making SLO #6	14. Learn and apply the Rational Decision-Making Model 15. Learn the 6 Methods of Group Decision-Making 16. Discuss different heuristics for decision biases
6	Organizational Structure & Culture SLO #6	17. Understand the basics of organizational culture and the three levels of organizational culture 18. Examine the differences between espoused and enacted values 19. Learn basic organizational structures (simple, functional, divisional, matrix, horizontal, & hollow)
7	Library Day	SLO #2
7	Exam #2 & Paper #1	SLO #1, #2, #6
8	Human Resource Management SLO #6	20. Briefly examine the EEOC and the legal definitions of sexual harassment (quid pro quo vs. hostile environment)
8	Organizational Review	Formative Assessment; SLO #6
9	Organizational Change & Innovation SLO #6	21. Understand the differences between reactive and proactive change 22. Evaluate the various forces for change 23. Introduce Lewin’s Change Model
9	Special Topic	
10	Individual Differences SLO #6	24. Understand the implications of individual differences and the ecological fallacy

		25. Take a personality test (Big 5) and understand its managerial implications
10	Motivation SLO #6	26. Learn the motivational concepts of reinforcements, punishments, and extinctions. 27. Apply the job characteristics model to the concept of job design
11	Groups & Teams SLO #6	28. Understand the differences between groups and teams by analyzing real groups/teams 29. Learn the Tuckman & Jensen Model of group development 30. Examine the causes for conflict in groups and determine one's conflict management style
11	Exam #3	SLO #1, #2, #6
12	Power & Leadership SLO #6	31. Define leadership VS management 32. Understand the bases of power 33. Examine different approaches to leadership (behavioral, contingency, etc)
12	Communication SLO #6	34. Learn the basic model of the communication process 35. Identify barriers to communication (personal, verbal and non-verbal)
13	Enhancing Effectiveness SLO #6	36. Understand the four basics steps, the basic processes, the basic levels, and basic areas of management control 37. Design a control strategy for personal success 38. Briefly consider the balance scorecard method of control
13	TBA	
14	Presentations	SLO #1, #2, #4, #6,
15	Presentations	SLO #1, #2, #4, #6,
15	Exam #4	SLO #1, #2, #4, #6,
	Paper #2 & Peer Evaluations	SLO #1, #2, #3, #6, #7,

*To simplify matrix only the SLO will be designated. For alignment purposes, see pages 1 & 2 of the syllabus