

## BUS131: Management Principles

Welcome to BUS 131, Management Principles. I hope you find the class interesting and enjoyable, and that you learn some valuable lessons and concepts you can apply to current and future personal and business situations. Be sure to print a copy of this Syllabus for easy reference.

### Course Description

This course explores contemporary management application issues. Topics include management theories, finding and developing leaders, measuring and improving customer and employee satisfaction, strategic planning, hiring and training employees, developing workplace teams, and labor and legal issues.

### Course Details

**Semester:** Spring 2014: January 13 – May 19, 2014

**Units:** 3 hours; **Prerequisites:** None; **Acceptable for Credit:** CSU, UC

**Section:** 1260 **Meeting Times:** This class meets online

**Class Web Site:** <https://blackboard.miracosta.edu>

### Course Objectives & SLOs

**Discipline Mission Statement:** The business and accounting programs at MiraCosta educate, develop and prepare students to successfully meet the multidisciplinary, technological and ethical challenges of a dynamic global business environment.

To achieve this mission, MiraCosta is committed to providing you a coherent and meaningful education. To that end, the Business Administration faculty identified three outcomes that you should be competent in as a result of your studies with us. They are:

- Prepare a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the purpose of making business decisions.
- Differentiate among leadership styles and make recommendations based on effective leadership models.
- Characterize how managers use organizational resources to fulfill business and ethical responsibilities to all stakeholders.

**General Objectives:** My goals go beyond having you just learn the subject matter. I hope the course and the activities appeal to a variety of learning styles to keep everyone active and interested. As you proceed through the course, you will:

- Learn the subject matter and develop tools that will facilitate your professional development
- Develop a good overview of managerial decision-making in small and large organizations
- Be able to apply the concepts to your own business and personal situations
- Think about social and practical consequences of ethical decisions in the workplace
- Improve your oral and written communication skills
- Discover and explore some interesting web sites that will be useful to you

### Instructor Information

**Name:** Christina Hata; **Background:** MS (Management): University of LaVerne; BS (Business Administration): California State University

**Office:** Room 4810 in the Business Department (Oceanside Bldg. 4800) (shared with Tom Severance).

**Scheduled Office hours:** Tuesdays 11am-12pm and Wednesdays 12:30-1:30pm (unless other obligations interfere). I am in the office most other weekdays at various times. Feel free to stop in if you see me in the office at any time, even if outside the normal office hours, or email/call to arrange a meeting if necessary.

**E-mail:** [chata@miracosta.edu](mailto:chata@miracosta.edu); **Home Page:** <http://www.miracosta.edu/home/chata>

**Phone/message:** (760) 757-2121 x 6399; **Fax:** (760) 795-6770

**Important Note about Communication:** The best way to get in contact with me is by email. I receive email 24 hours a day and can frequently respond within a few hours. My communication policy is that I will respond to your initial message within 48 hours Monday – Saturday. Emails received over the weekend will generally be returned on Monday. Please do remember that I teach six classes and generally have approximately 250 students each semester, it is **VERY IMPORTANT** to include your full name, class and section number in all email communications. Failure to do so may result in your email being deleted without reading.

**Course Philosophy:** Together the students and instructor in this course will be creating a learning community. *All members of this community are responsible for ensuring that learning takes place.* Thus, preparation and **contribution** to discussion are very important. Students are expected to complete the assigned reading and preparatory assignments, contribute meaningfully and substantively and complete and submit all assignments by their due dates. The nature of the learning activities includes lecture, discussion, homework, simulations, and short writing assignments.

### Course Materials

**Required Text:** There is no required text to purchase. Reading materials will be provided on Blackboard. Reading assignments will consist of open resources – textbooks, articles, videos and cases available for download from the Internet.

### Course Content

#### Instructional Methods

Class format includes lectures; student discussions; guest speakers; reading, research and analysis; written assignments, student projects; service learning at community-based organizations; student presentations; and examinations.

Each week you will be required to read and watch all course materials and post to the class discussion board. Additionally, there are typically four to five additional writing assignments due over the course of the semester. This class also has a service-learning requirement, which means you'll need to complete 10 hours working at an approved community service organization.

### Course Grading

#### Course Evaluation:

Discussion Board Posts	75 points
Weekly Quizzes	75 points
Paper Assignments	100 points
Service Learning	30 points
Final Project	<u>20 points</u>
Total	300 points

**Subject to adjustment (lowering) by Instructor in her sole discretion at the end of the semester, the letter grading will be: (percentage of total possible points)**

- A (Excellent): 90% +
- B (Good) 80-89%
- C (Average) 70-79%
- D (Below Average) 60-69%
- F (Failure) less than 60%

**Incomplete Grade:** Students seeking an “Incomplete” grade must consult with me in person no later than the week prior to finals. Incompletes will only be considered for emergency or other unforeseeable justifiable reasons at the end of the term, and only upon agreement of clear conditions for completing coursework. Incompletes are rarely granted and only if the emergency or other unforeseeable justifiable reason occurs after the date for dropping the class. Work, vacation,

family concerns, class schedules, time management problems, and other normal issues all students deal with do not qualify.

**Pass/ No Pass Grading Option (for graded classes):** You have the option to choose Pass/No Pass grading for this class. If you choose this option, you must submit a Petition for Pass/No Pass to Admissions & Records before 30% of the class has elapsed. This option for grading is nonreversible once selected. The petition form is available online, or from Admissions & Records. Students planning to transfer should consult with a counselor before opting for Pass/No Pass to ensure this option is accepted by their intended transfer institutions. Check the MiraCosta College catalog or schedule for more detailed information.

## Course Rules & Expectations

**Expectations of Students:** All students are expected to be “present,” to be prepared, and to contribute actively to discussion in ways that enrich the quality of learning for all. Reading and project/written assignments specified on the course calendar are to be completed **prior** to the due date. Written assignments and projects are due on the dates shown.

We have a contract as joint participants in the course: we are responsible for coming together as prepared professionals, with ownership of our time and a stake in ensuring that it is spent in ways that are valuable to us both individually and as a group.

**Expectations of Faculty:** To be prepared; to return student papers promptly, with appropriate feedback; to be available during office hours and by appointment, to meet with students; to be frequently responsive to email messages (generally within 48 hours); to hold high standards for all of us. Faculty and students together are responsible for creating and sustaining a safe environment that facilitates learning, openness, personal growth, and mutual trust and respect. **The faculty is committed to the success of each student.** Information about student rights and responsibilities is available in the MiraCosta College Catalog.

**Late Work Acceptance Policy:** Late weekly assignments (discussion board and quizzes) are not accepted. I absolutely understand that sometimes things happen to inhibit your ability to complete assignments (work, personal matters, etc). However, this course is a business course and is designed in part to prepare you for the business world, where deadlines simply cannot be missed! I will accept late projects (cases, research papers, etc) with a penalty of 10% per each day late (1 day late = 10%, 2 days late = 20%, etc).

**Academic Honesty:** Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor, students are expected to maintain the following standards of integrity:

- All tests, term papers, oral and written assignments, recitations, and all other academic efforts are to be the work of the student presenting the material.
- Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the source; use of the exact wording requires a “quotation” format.

**Plagiarism and Ethics Policy:** Each student agrees to the following statements of student behavior:

- I agree that I, and only I, will be the one completing and submitting class materials (homework, quizzes, exams, written projects, etc.) in my name.
- I agree that I will not directly copy material from books, publications, the Internet, other students’ work, or any other source without proper attribution. I am familiar with, and I agree not to violate, copyright laws. If small amounts of material from other sources are used as part of any class assignment, I agree to clearly indicate such and properly cite the source. I understand that my failure to cite in accordance with the instructor’s guidelines will result in a score of 0 for the assignment.

- I agree that, unless approved by the instructor, I will not share answers to homework assignments, quizzes, exams, or any other course material with fellow classmates.
- I acknowledge that failure to comply with any of the above statements may result in failure of an assignment, removal from the course, failure in the course, and discipline action deemed appropriate by the instructor in her sole discretion and/or policies and procedures set forth by the Board of Trustees of the MiraCosta Community College District, fully described in the College Catalog.

**Class Withdrawal Rules:** Students are responsible to complete all necessary paperwork if they decide to withdraw from class. The Instructor must take strong steps to insure all students are attending and active. Therefore, the Instructor retains complete discretion to process a Withdrawal (Drop) for students without additional notice for any of the following (unless discussed with Instructor and approved in advance):

- Failure to complete the syllabus quiz and first Discussion Board assignment (Introduction) by Thursday 11:59pm of Week 1.
- Failure to complete any assignment during the first two weeks of the semester
- Failure to log into Blackboard for more than 7 days
- Failure to complete 2 consecutive or 4 total Assignments of any type
- Failure to complete ANY project or exam

### Special Notes for Online Section

**The “Class Week” for this online class will go from Friday 11am through THURSDAY 11:59pm.** Holidays have no effect on the scheduling of assignments due for this online class. You can work on your assignments at any time but realize the final due day/time for the weekly assignments is THURSDAY 11:59pm. The reason for ending on Thursday rather than Saturday or Sunday is two-fold: Human nature has many students doing their work on Sunday and often about 11:55pm on Sunday. Obviously the school and the library are not open on Sunday, and the instructor is not available, so this adds to problems if there are questions or issues, either substantive or technical. Also Sunday should be a time to refresh for the upcoming week and not a stressful “get an assignment done” time at the end of a weekend.

Certainly students can still work as much as they want on assignments on Saturday or Sunday if that works best for them, and now they will be done earlier in the “week;” if problems come up, they can deal with them on Monday which is still before the due date. Also, on THURSDAY, the due day, MiraCosta and the libraries are open. Make sure to adjust your calendars and schedule for this approach.

Most weeks we will cover one topic. You will be responsible for the assigned reading, reviewing the lecture and other related documents or web sites, and completing all assignments within that week (the week runs Friday 11AM through Thursday 11:59PM). The assignments will consist discussion board postings, responses to prompts from the lecture or readings, and short papers.

Although the course is entirely online, it is not self-paced. You complete the assignments for each week generally on your own time schedule within that week. You may read ahead, but you will only be able to respond to the discussion board and submit assignments during the current week. Your first priority is to be sure all assignments for each week are completed on time. If time and scheduling permit, we may have some opportunities for optional in-person or online group meetings to discuss content and issues.

Typically, it takes about a week to grade and provide feedback on assignments. The nature of the online course tends to be that feedback is provided to the entire class through announcements, discussion board posts or audio/video messages. **Be proactive in your learning. If you feel you need substantial individual feedback, this online class may not be for you!**

**Be sure to check the Gradebook weekly. Any claimed errors or discrepancies in grades must be brought to the Instructor’s attention within two weeks of the due date. Point postings are final after that.**

***Students are expected to:***

1. Access their email and the Blackboard class site **at least three times per week** and read completely and carefully the syllabus along with all Announcements posted and emails sent to them.
2. Accept the consequences, without complaining or making excuses related to text access problems, computer problems, internet problems, work schedule, family schedule/health, personal schedule/health, travel. If they miss a due date, they should learn from it and move on.
3. Accept the fact that some “answers” to assignments may not be directly found in the readings, and some videos may not directly apply to the chapter being covered. Students are still expected to use their own knowledge, common sense, and research capabilities to formulate an appropriate answer or response. Pretend its “real life,” where the “answers” are not always laid out in front of you and not always clear. Students have access to the assigned readings, videos, the internet and more with no time limits.
4. Be respectful, polite, understanding, and well-mannered in all correspondence with instructor and other students and in the Discussion Boards.
5. Share their knowledge, participate with a view to learning and growing, and enjoy the process. Maintain a sense of humor and keep things in perspective.

**CLASS RULES: Points may be lost if these are violated. Memorize them. (Specific rule numbers will be cited if necessary in instructor replies.) *Students are required to:***

1. **By 11:59pm, Thursday, January 16 (due date for Week 1), Week 1 required items: Complete syllabus quiz and Discussion Board post. Any student who fails to do so will be DROPPED as an online class “no show.”**
2. Complete and submit all assignments (quizzes, homework, discussion board, etc.) on a timely basis (**generally by THURS 11:59pm**) to the instructor according to the instructions, the syllabus schedule, and any Announcements or emails that amend the syllabus or schedule. Since the assignments can be completed any time within the week, **NO EXCUSES** for late submissions are acceptable, including but not limited to not having access to the text, computer problems, internet problems, work schedule, family schedule/health, personal schedule/health, travel. Good time management and planning for unforeseen contingencies is expected from online class students.
3. **On all email messages sent to the instructor, always put “BUS131:”section#” (e.g. BUS131:1297) and NOTHING ELSE in the Subject Line, and clearly list their FIRST and LAST Name and email address in the body of the message.** Failure to do so subjects the message to being deleted without being read.
5. **Submit all homework assignments using ONLY any of these three possible formats: Word (.doc or .docx), Adobe Reader (.pdf), or rich text (.rtf) format.** Submissions in WordPerfect (.wpd) format, Works (.wps) format, Open Office (.odt) format or any other format will receive no credit. No matter what program is used, the document can be saved in .rtf format at a minimum.
6. Complete and submit **original work** with original answers and thoughts, and act and behave ethically, honestly, and politely throughout the course. If there is evidence of sharing of answers, using publisher model answers, or using another current or former student’s answers, the student will be subject to appropriate discipline according to MiraCosta College rules.
7. Check the Online Gradebook regularly and inform the instructor of any claimed errors **within two weeks of the assignment’s due date.** Point postings are final after that.
8. Understand and accept the Class Withdrawal and Drop rules.

**ONLINE CLASS CONSIDERATIONS:**

You must be proactive to succeed in an online course. Postings in the Assignments and Announcements sections will keep you updated as much as possible; however, do not rely on being reminded of upcoming events and due dates by the instructor. You are responsible for all activities and deadlines listed in this syllabus. Read it thoroughly and make note of important dates and deadlines. Make sure you have a backup plan if your computer or Internet has problems. Do not wait until the last minute to submit assignments. Remember Murphy’s Law: Anything that can go wrong will go wrong. Take responsibility and plan accordingly.

Remember also, that, although you have likely chosen an online class format for the time and location advantages, there are clearly disadvantages and limitations in online classes. They aren't for everyone and some aspects of a live in-person

class cannot be duplicated.

Specifically, for an online class:

- You need regular access to an efficient computer with substantially fast online access and reliability.
- There will be no extended class discussions on topics.
- There will be less opportunity to clarify instructions; you are expected to timely and carefully read the syllabus, class documents, and all Announcements.
- If you need further assistance or clarification from the instructor, you need to promptly email, call, or visit and be very clear with your questions and comments.
- There will be minimal instructor participation in discussion boards; students will discuss and learn from other students; summary comments by the instructor will be made at the end of the week.
- You will not have the student-student camaraderie that can develop in an on-campus class.
- You need to be technologically proficient and need to take full responsibility for completing online submissions timely.
- There will not be in-class “oral” reminders; you need to know all rules and deadlines, develop a clear and consistent schedule for completing and submitting assignments, and be skilled at time management.

## College Policies & Services

**Verified Disability:** A student with a verified disability may be entitled to appropriate academic accommodations. Please contact me and/or the Disabled Students Program & Services Office at (760) 795-6658, or the office of the ADA Coordinator at (760) 795-6866.

### Important Dates and Drop Information:

- January 24, 2014 (Friday): Last day to ADD classes.
- January 24, 2014 (Friday); Last day to DROP classes with no grade and no “W”.
- February 13, 2014 (Thursday): Last day to file Petition for Degree/Certificate and to file for Credit/No Credit; Consider this option if you do not need a letter grade.
- April 18, 2014 (Friday): Last day to Drop class with “W” grade; Drops after that receive a letter grade (generally an “F”); If you discover this course is not for you, make sure to drop by this date. **Students are responsible to complete all necessary paperwork if they decide to withdraw from class.**

**Tutoring and Academic Support Center (TASC):** offers free tutoring for this course (and others) at the HUB. For more information call (760) 944-7748 ext. 7748 or just drop by the HUB. I urge you to take advantage of this valuable resource.

**The Writing Center:** The Writing Center offers assistance with any writing assignment. It has been my experience that writing skills are a critical component of success in the workplace. Develop good skills now! You can drop in for a 15 minute consultation or make an appointment for one-on-one help. Like the TASC, the Writing Center is located in the HUB. For more information call (760) 795-6861. These people are here to help you – take advantage!

**Library Resources:** The MiraCosta College faculty librarians assist students with their research questions, whether academic or personal. Students may obtain assistance from librarians either one-on-one at the reference desk, through class orientations, group workshops, individual appointments, or online. I strongly encourage you to take advantage of library resources. More information regarding the library may be found at their webpage: [www.miracosta.edu/library](http://www.miracosta.edu/library).

**IMPORTANT NOTICE:** This syllabus is subject to change at any time at the discretion of the instructor; notice will be given to the students through an announcement in class, by email, or with an announcement on the class Blackboard site.

BUS131: Management Principles  
 SPRING 2014 Class Schedule

Week 1 and Week 2	Due 01/16	Introductions, syllabus, course layout, and organization <b>Due: Introduce yourself on the discussion board, syllabus quiz – This assignment is due no later than Thursday, January 16, 11:59PM. Failure to make this deadline will result in you being dropped from the class as a “no show.”</b>
	Due 01/23	Lecture: <u>Role of the manager</u> Read: <i>Management Basics</i> , Chapters 1 and 2, pgs 8-15. Read: Mintzberg, <i>Managing Exceptionally</i> . <b>Due: Quiz</b> <b>DB #1. One original post and two replies to other students.</b> <b>Suggested: Chapter 2 Questions: 1,2,3,5,6</b>
Week 3	Due 01/30	Lecture: <u>Evolution of managerial thought</u> Read: <i>Understanding Organizations: Part I</i> , Chapter 2. The Nature of Managerial Work, pgs 18-26. <b>Due: Quiz</b> <b>Due: DB #2. One original post and two replies to other students.</b>
Week 4	Due 02/06	Lecture: <u>Communication</u> Read: <i>Effective Communication Skills</i> : <b>Due: Quiz</b> <b>DB #3. One original post and two replies to other students.</b> <b>Suggested Assignment:</b> Using the matrix on page 29 of your reading, estimate your preferred communication style. What, in your opinion are the strengths and weaknesses to this style? What will you specifically work to do to leverage strengths and mitigate weaknesses in your interactions with others?
Week 5	Due 02/13	Read: Froschheiser, <i>Communication, Communication, Communication the Most Important Key to Success in Business Leadership</i> Read: Phoel, <i>Feedback that Works</i> Read: Edelman, <i>Take Your Feet Out of Your Mouth: Avoiding the Most Common Managerial Communication Pitfalls</i> Read: Donnelly, <i>How to Deliver Bad News</i> <b>Due: Quiz</b> <b>Due: DB #4 One original post and two replies to other students.</b> <b>Due: Professional Skills</b>
Week 6	Due 02/20	Lecture: <u>Managing groups and teams</u> Read: <i>Understanding Organizations: Part I</i> , Chapter 7. Managing Groups and Teams, pgs 69-80. <b>Due: Quiz</b> <b>Due DB #5. One original post and two replies to other students.</b> <b>Due: PS Feedback</b>
Week 7	Due 02/27	Lecture: <u>Planning and strategy</u> Read: <i>Strategic Management</i> , Chapters 6-8. External Analysis, Internal Analysis, SWOT Analysis, pgs 32-46. Read: <i>Management Basics</i> , Chapters 3-4. Read: Wieners. <i>Lego is for Girls</i> <b>Due: Quiz</b> <b>Due DB #6. One original post and two replies to other students.</b> <b>Suggested Assignment: Chapter 4 questions #s 1, 2, 4, 5 on pages 28-29</b>
Week 8	Due 03/06	Lecture: <u>Organizational structure</u> Read: <i>Understanding Organizations: Part I</i> , Chapter 3. Organizational Structure, pgs 28-36. Read: <i>Strategic Management</i> , Chapter 2. Structure, pgs 8-15. Read: <i>Management Basics</i> , Chapters 5-6. <b>Due: Quiz</b> <b>Due: DB #7: One original post and two replies to other students.</b>

		<b>Paper Due: Challenger Disaster</b> <b>Suggested Assignment: End of chapter questions on page 47 (1-5) of the Management Basics text.</b>
Week 9	Due 03/20	Lecture: <u>Ethics and social responsibility</u> Read: <i>Strategic Management</i> , Chapter 5. Stakeholder Theory, pgs 29-31. Read: Gentile, <i>Keeping Your Colleagues Honest</i> Read: Moss Kanter. <i>How Great Companies Think Differently</i> . Read: Balfour and Culpan. <i>The Man Who Makes Your iPhone</i> . <b>Due: Quiz</b> <b>Due: DB #8: One original post and two replies to other students.</b> <b>Due: Self and group evaluation</b>
Week 10	Due 03/27	Lecture: <u>Motivation</u> Read: Armstrong, <i>Motivating People</i> Read: <i>Management Basics</i> , Chapter 8, pgs 49-63. <b>Due: Quiz</b> <b>Due: Reflection paper</b> <b>DB #9: One original post and two replies to other students.</b> <b>Suggested Assignment: End of chapter questions on page 64 (1-5) of the Management Basics text.</b>
Week 11	Due 04/03	Lecture: <u>Leadership</u> Read: <i>Understanding Organizations: Part I</i> , Chapter 6. Effective Leadership, pgs 59-68. Suggested Review: Read: <i>Management Basics</i> , Chapter 8, pgs 49-63. Read: Yemm, <i>Influencing Others</i> Read: Bennis, <i>Why Lead</i> Read: Moore, <i>How Leaders Get Heard</i> <b>Due: Quiz</b> <b>DB #10: One original post and two replies to other students.</b>
Week 12	Due 04/10	Lecture: <u>Human resource management</u> Read: <i>Understanding Organizations: Part II</i> , Chapters 2 and 3, Human Resource and Performance Management, pgs 17-52. <b>Due: Quiz</b> <b>DB#11 One original post and two replies to other students.</b>
Week 13	Due 04/17	Lecture: <u>Change and conflict</u> Read: <i>Understanding Organizations: Part II</i> , Chapter 7. Change Management, pgs 101-110. <b>Due: Quiz</b> <b>DB#12: One original post and two replies to other students.</b> <b>Paper Due: Professional Skills</b>
Week 14	Due 04/24	<u>The 21<sup>st</sup> Century Workplace</u> Lecture: <u>Diversity</u> Lecture: <u>Globalization</u> Read: Bristow, <i>Make Way for Generation Y</i> Read: Vertreace, <i>History of Employment Discrimination in America</i> Read: Del Castillo, Ramon and Zalenski, <i>Is Your Organization Culturally Competant?</i> Read: Hyatt, <i>Found in Translation: How to Make the Multicultural Work Force Work</i> Schueffel and Istria, <i>Winning Through Diversity</i> <b>Due: Quiz</b> <b>DB #13: One original post and two replies to other students.</b> <b>Due: PS Feedback</b>
Week 15	Due 05/01	<b>Due: Final project</b>
Week 16	Due 05/08	<b>Paper Due: Service Learning</b>



Week 17	15/15	<b>Due: Reflection paper</b>
------------	-------	------------------------------