

Sul Ross State University
Department of Business Administration

Seminar in Management

MGT 5304
Fall 2014
Section 1: TR 9:30 – 10:45AM
BAB 318

Professor: Dr. William C. Green
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Office Hours: By appointment and
MW 1:45 – 4:45
T, Th. 10:30 – 12:00

Course Description:

Study of the management discipline. Includes an overview of management, the environment in which managers function and the functions managers perform; the manager and the organization, and other topics related to advanced management concepts and processes. Course is developed around text cases, readings, assignments, exams and other appropriate material(s).

Prerequisite(s):

Graduate Standing or Instructor Permission

Course Material(s):

Bateman & Snell; *Management - Leading & Collaborating in a Competitive World* 10th ed.; New York-McGraw Hill; 2013; ISBN: 978-0-07-802933-2

Program Learning Objective(s):

- PLO 1 Analyze & solve complex business problems across major business functions, using advanced business principles and strategies
- PLO 2 Communicate in-depth business information through written, oral and other delivery processes
- PLO 3 Identify and discuss the impact of ethical and social responsibility issues in business
- PLO 4 Identify and describe the major and minor components of the external business environment

Course Objectives:

An advanced understanding of pertinent areas of management, their function, objectives, and interrelationships

A refined and expanded appreciation of the complex and dynamic nature of the business environment

An enhanced appreciation for making decisions under uncertainty in dynamic market conditions

Development of an advanced vocabulary of management terminology, especially as used in industry

Appreciation of how the management area fits with and is related to other functional areas within the organization

In sum, an advanced yet practical working knowledge of management as an aid in further graduate study and career pursuits

Course Grades:

Grades in this course will be determined on a percentage/points basis. Percentages and (points) for course requirements follow:

Class Participation	20%	(200)
Chapter Discussion Questions - other	20%	(200)
Cases	20%	(200)
Midterm	20%	(200)
Final	<u>20%</u>	<u>(200)</u>
TOTAL	100%	(1000)

Grades in the course will be assigned as follows:

A =	90 - 100%
B =	80 - 89%
C =	70 - 79%
D =	60 - 69%
F =	Below 60

Note: It is my expectation that satisfactory work in this course is at the B level or above. Thus, unless you perform less than satisfactorily for what I expect to be the minimal performance level for an M.B.A., you should not have to lay awake at night and worry about your grade!

Class Participation:

This class is conducted on a lecture/discussion type format. Therefore, attendance and active participation are mandatory. Deviations from this will reflect negatively on your performance. If you are not prepared, admit it and be ready the next time. One or two instances of non-preparation will be overlooked but repeated instances of this will not enable you to meet the course objectives.

You are urged to participate at your own initiative and participation grades will be based upon both quantity and quality of comments. Thus, your attendance is at a premium and repeated absences from class can only hurt your class standing. If you must miss class, please let me know before class begins. Also, it should be noted that the reading assignment is heavy at times. Finally, if you are having difficulty with any aspect of the course, please let me know as early as possible. I will work with you on fixing whatever may be broken but I have no way of knowing this unless you tell me. Remember that 20% is a large part of your grade. And, it is a part of your grade in which you may exercise considerable control. So please try to be in class and come to class ready!

Chapter Discussion Questions & Other:

At the end of each chapter, there are various discussion questions which provide an opportunity to link chapter content to specific situations much as a manager might do. Thus, these are appropriate for a graduate course in management. When responding to these, make sure you answer the question as you think a working manager would answer rather than what you think I might be after or how I might be leaning. And, I do like to see practicality and thoughtfulness revealed in your responses. I will break these up into groups of questions and will make all question groups available if you wish to work hard and get ahead. These and/or other similar types of assignments will be available over the semester.

Finally, your responses to these questions should not need to be supplemented with outside inquiries except in a very few instances. In short, most of your responses should flow from what you have learned from reading the chapter and the other elements of the class.

Question groups should be single spaced. Length will be dependent on the number of questions assigned and the depth of your answer. Needless verbosity will not be rewarded so in-depth and accurate substance wins out over length!! In fact, I will not put a *minimum page limit* on these but may place a maximum limit!! Any question group with excessive mechanical errors (misspellings, typos, etc.) will be penalized. These will be evaluated on the thoroughness of your response.

You must work in a group of no fewer than two or no more than three class members. And, submit these as a group rather than as individual assignments – that is, only one document should be submitted for each group but with group/team members clearly noted on the document. Please know that the grade is for all individuals so ensure all work is high quality and of graduate caliber. And, please make certain that each group member appreciates what they did not do as well as what they did do for the group.

Cases Assignments:

You will be asked to write four (4) chapter cases. The purpose of these is to provide more linkage between what we are studying and its application. As well, as is the case with the discussion question groups, this element also helps you start and/or improve your ability to "think" like a manager. This will also help you appreciate the nuances among management issues and certainly help you make decisions under uncertainty. Finally, these are a primary component in helping us achieve the course objectives.

"Cases" should be typed and single spaced. Length will be dependent on the number of questions assigned to address the issues of the case. However, typical length usually falls somewhere between 1 and 2 pages. Any case with excessive mechanical errors (misspellings, typos, etc.) will be penalized. Cases will be evaluated on thoroughness, creativity and practicality revealed in your responses and the quality of organization, writing and clarity.

Remember that cases are written to inform in a professional and succinct way. Thus, verbosity should be avoided. Again, **the case analysis you submit must be independently written.** These are actually straight forward and I think you will enjoy this component. **Note – Please Read:** The chapter question groups and case assignments will each be due on Thursday at class in the week assigned. Late submissions will be penalized (no exceptions) and not accepted beyond Thursday at 5PM CT of the following week. This constraint may be relaxed in the first week or so but beyond that, this will be the policy.

Exams:

The format of the exams may be comprised of both objective (multiple choice) and subjective (short answer and/or essay) type questions. Regardless of format, you will be responsible for all course content on the exam. This includes lecture materials, reading assignments from book, outside readings that may be assigned from time to time and any other areas which are course related. In other words, any topic is "fair game."

The purpose of this area is to make sure that each of you leaves this course with sufficient background and foundation in the content areas of the course. A review sheet of some sort on areas to emphasize will be provided. And, at least part of the exam will be a timed, online or in-class component. Any remainder of the exam will consist of short answer or essay type questions for which you will be provided sufficient

time to complete. More than a class period may be allowed for this component. In short, the exams will be, in part, a function of how well the other components of the class seem to be accomplishing the stated objectives. In other words, a final determination of what exam components need emphasis will be made at a later date after I see how the class is progressing and what progress we have made.

A Final Point:

This syllabus represents the plan of action for the course. It is, in many respects, a contract between us. Should you lose this document or not understand any part of it, please let me know immediately and I will help you fix the problem. Make sure to modify the schedule contained in this syllabus as necessary.

Students with Disabilities

Qualified students with disabilities needing academic or other accommodations to ensure full participation in the programs, services and activities at Sul Ross State University should contact the Office of Student Support Services, Ferguson Hall Room 112, Box C-117, Alpine, Texas 79832 (915) 837-8203.

Tentative Course Outline

<i>Week</i>	<i>Topic</i>	<i>Assignment*</i>
Aug. 25	Introduction	
Sept. 01	<i>Monday – Labor Day Holiday</i> Management Foundations	Ch. 1 - 3
08	Management Foundations <i>Case #1 Due</i> <i>Outside Assignment for Thursday</i>	Ch. 1 – 3
15	Planning	Ch. 4 - 7
22	Planning (cont.) <i>Case #2 Due</i>	Ch. 4 - 7
29	Organizing	Ch. 8 - 11
Oct. 06	Organizing – CDQ #1 Due	Ch. 8 - 11
13	Leading -	Ch. 12 – 15
20	<i>Midterm Exam</i>	
27	Leading - <i>Case #3 Due</i>	Ch. 12 - 15
Nov. 03	Controlling	Ch. 16 - 18
10*	Controlling (cont.) <i>Case #4 Due</i>	Ch. 16 - 18
17	Controlling (cont.) - other topics	TBA
24	<i>Thanksgiving Holidays (26-28)</i>	
Dec. 01	Wrap up & review - CDQ #2 Due	TBA
08	<i>Final Exam – Tuesday 12/09/2014 @ 8AM</i>	

* Nov. 14 - Last Day to Drop with a "W"

Assignments

Chapter Discussion Questions - * To Be Announced

Cases*

#1 - *Wild Water* Ch. 2 - p. 79

#2 - *Shoes with Soul* Ch. 7 - p. 266

#3 - *Rocky Mountain* Ch. 9 - p. 334

#4 - *Green Mountain* Ch. 13 - p. 481

#5 - *S & Z East Coast* Ch. 17 - p. 613 (Q. #1 only)

****Unless notified by me, all assignments for each question group and case are due at class time on Thursday of that week - assignments turned in late will be counted off for each day late and will not be accepted after one week from the original due date. No exceptions!!***