

Sul Ross State University
Department of Business Administration

Seminar in Management

Mgmt. 5304
Fall 2018
Section 1: MW 2:00 – 3:15PM
BAB 318

Professor: Dr. William C. Green
Office: BAB 313; 316
Office Phone: 432.837.8066; 8067 (D)
Email wgreen@sulross.edu
Office Hours: By appointment and
MW 3:30 – 4:30
T, Th. 8:00 – 9:00

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* 12th ed.; New York-McGraw Hill; 2017; ISBN: TBA

Student Learning Outcomes:

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

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	15%	(150)
Chapter Discussion Questions - other	20%	(200)
Peer	05%	(050)
CONNECT – LS	15%	(150)
CONNECT – other & BB	15%	(150)
Cases	15%	(150)
Discussion Forums	15%	(150)
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 or other assignments 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 (within reason) 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. Identify the person responsible for each and every question.

Learn-Smart on Connect:

There are actually two Learning Management Systems (LMS) in this course – CONNECT (C) & Black-Board (BB). There are some assets with C which are valuable learning aids. One is *Learn-Smart*. At first glance, some think “big deal,” but after doing the work, it becomes clear that the Learn-Smart approach helps with both focus and time management (two valuable assets in summer school). ***We will not cover every chapter but you should note two things.*** To receive credit for the particular chapter, it (the assignment) must be completed before the end date. Second, as there will be plenty of time to do the reading, no extensions will be granted excepting very unusual circumstances. By the way, BB does not offer anything close to this type of learning asset which is part of the reason for the use of two LMS. Plus, as there is considerable material to cover, C is an effective way to assist. There are also things associated with BB that help with the online format of the course. Most of the C assignments will be individually based which is another reason it (C) is useful. ***C Assignments will not be linked to BB as to grading.*** So, the points on C do not really matter as percentages will be computed from C and uploaded to BB.

CONNECT – Other & BB:

There are other assets with CONNECT which also are valuable learning aids. One, which is easily administered and applied is the quiz component based on individual chapter content. Variations on this are some homework modules which are also important. As there is variation as to chapter importance, assignment numbers and emphasis will reflect such variation. Further, such things as article assignments and chapter illustration capsule analyses lend themselves to BB. Thus, both LMS systems are useful tools. Once again, assignments will be announced in advance and as noted above, the assignments must be submitted on time or a late deduction will be applied. The deduction will not be excessive but enough to underscore the importance of meeting deadlines in graduate school. Most, if not all of the assignments will be assigned and due within a relatively short window (time span). The quizzes and/or homework assigned (unless noted otherwise) are intended to be completed on an individual basis and should be completed entirely on such basis. As we get started, do not hesitate to ask if something does not make sense to you or you notice I made a mistake on an assignment date, for example. There are lots of moving pieces to these type courses and I encourage your input.

Cases Assignments: (Individual Assignment – No Groups)

You will write three (3) chapter cases. The purpose of these is to provide more linkages between what we are studying and the application to management. 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 Wednesday at class in the week they are due. Late submissions will be penalized (no exceptions) and not accepted beyond Wednesday 5PM of the following week. This constraint may be relaxed in the first week or so but beyond that, this will be the policy.

Discussion Forums:

As this class is conducted on a lecture/discussion basis, it changes several things but leaves many things intact. One element that does not change is that proper preparation and class involvement are important. Discussion forums are an effective device for keeping high levels of motivation and/interest in the course and thus, are an important component of the course. As there is only one section of this course and it is small in number, forums are enhanced somewhat and we avoid too much repetition of thought or posts to others but we give up some variability. In short, class size helps reduce redundancy but does not help increase breadth of discussion. Discussion forum topics will be posted on the announcement page but you may not know the topic until close to when the forum begins. One objective with these is to get almost a reaction rather than a carefully and well developed and non-risky response. Some courses seem to be more suited for forums than others. Seminar in Management is such a course that lends itself to discussion forums as there is so much subjectivity in how to manage! One last thing - you are urged to contribute at your own initiative and online discussion grades, for example, will be based upon quality of comments more than on quantity. Thus, your ***thoughtful contributions*** are more compelling than your frequency of input! More detail will be included with the individual forum(s).

Final Point(s):

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.

Other:

My personal position on dishonesty is as follows: if I suspect that there is even a hint or any probability (greater than 0.0), that anyone in the course is violating the policy on academic honesty (plagiarism, copying without appropriate credit, using the work of other students - even with their permission, cheating) I will take the following steps. I will take every means possible to ensure that such individual does not pass the class; and I will apprise the Head of Student Affairs; College Dean; Provost and others in an attempt to have the individual dropped from the MBA program. If this is not clear, let me know and I will be happy to clarify my position. Very simply, this is graduate school and your conduct should be consistent with all that entails. That is, you get out of graduate school in large part based on what you put into it (sort of like life). That is what I think is the graduate school "mindset." Finally, do not take this personally – this is only to make certain that my position is clear and there is no confusion as to what it is!

Tentative Course Outline

<i>Week</i>	<i>Topic</i>	<i>Assignment</i>
Aug. 27	Introduction	
Sept. 03	Management Foundations <i>Monday – Labor Day Holiday</i>	Ch. 1 – 3
10	Management Foundations – Decision Making	Ch. 1 – 3
17	Planning - <i>Case #1 Due</i>	Ch. 4 - 7
24	Planning (cont.)	Ch. 4 - 7
Oct. 01	Organizing	Ch. 8 - 11
08	Organizing – <i>Case #2 Due</i>	Ch. 8 - 11
15	Organizing – other	
22	Leading -	Ch. 12 – 15
29	Leading -	Ch. 12 - 15
Nov. 05	Controlling - <i>Case #3 Due</i>	Ch. 16 - 18
12**	Controlling (cont.)	Ch. 16 - 18
19	Controlling (cont.) - other topics <i>CDQ Due</i> <i>Thanksgiving Holidays (21-23)</i>	TBA
26	<i>Interview Presentations -</i>	
Dec. 03	Wrap up & review – <i>Final Exams Begin 12/07</i> 12/06 – Dead Day - NA	TBA
	<i>Final Exam – TBA</i>	

** Nov. 16th - Last Day to Drop with a "W"