

# Huntingdon College Adult Degree Completion Program

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**COURSE NUMBER:** MGMT312  
**COURSE NAME:** Foundations of Management  
Spring 2009, Session II, Center Point

**INSTRUCTOR'S NAME:** Gerald Weisenfeld

**CONTACT INFORMATION:** [jerry.weisenfeld@huntingdon.edu](mailto:jerry.weisenfeld@huntingdon.edu)

**COURSE DESCRIPTION:** The fundamentals of management, such as the process of planning, organizing, coordinating, and controlling in light of distinct schools and bodies of management thought.

**PREREQUISITE:** ECON 201 recommended, but not required.

**TEXT REQUIRED:** Lewis, P. et al Management: Challenges for Tomorrow's Leaders. Thompson/Southwestern (**see Huntingdon College booklist for edition and ISBN**)

## **COURSE LEARNING OUTCOMES:**

### **COURSE ASSIGNMENTS & GRADING CRITERIA:**

**Exams:** One **QUIZ** each class period for a total of four quizzes. Quiz scores will be averaged and will be equivalent to **65%** of your overall grade for the course. All quizzes cover the subject matter of their respective class session and are not cumulative. Quizzes are comprised of multiple choice and true/false questions. Each quiz will also include one discussion question which may be answered at your option. Answers will be evaluated and points earned will be "bonus" points for the quiz. Your final quiz score will be evaluated by dropping the lowest quiz score earned. Each quiz will be returned with a spreadsheet attachment showing your performance comparatives to the other students in the class (anonymously – no names appear on the spreadsheet). Included on the spreadsheet will be the correct answer and textbook reference to it. It is important to remember that the purpose of the quiz is to ensure you have read the text thoroughly. Questions appearing on the quiz may not necessarily be taken from the presentation and discussion of the material during the class. With the quiz returned to you in the last session will be a recap of your quiz scores and your final overall quiz score for the course.

<b>Grading Elements</b>	<b>Percentage:</b>
Written Assignments	25%
Participation	10%
Quiz Average	65%
<b>Total Points</b>	<b>100%</b>

## **GRADE POINT EQUIVALENTS -**

A = 90-100

B = 80-89

C = 70-79

D = 60-69

F = 59-below

## **ATTENDANCE POLICY:**

### **Absences and Tardiness – All students are required to attend the first session.**

Those who do not attend the first session will be automatically dropped from the course. Students with more than one absence will receive an "F" for the course. Since this class meets only five times, missing a single class meeting is equivalent to missing three weeks of a regular term. If you cannot attend a class you must let the instructor know via email as soon as possible. In case of absences you are responsible for obtaining all handouts and assignments. Tardiness may result in a deduction in your class participation grade. Excessive tardiness may count as an absence.

**Participation** –Participation is not the same as attendance. Participation requires students to come to class prepared to actively participate, which makes the classroom experience more meaningful. However, participation is not just speaking out in class. The contributions made by the student should be related to the course content and meaningful to the class discussion.

**Late Assignments** – Explain whether late assignments will be accepted and what penalty might be imposed if the assignment is late. Also specify what assignments can be turned in late. This will allow the student to make informed decisions.

**Accommodation of Special Needs-** Huntingdon College makes every reasonable accommodation for disabilities that have been processed and approved through our Disability Services Committee in accord with the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. In order to request disability-related services at Huntingdon College, students must self-identify to the Disabilities Intake Coordinator, Camilla Irvin, and provide appropriate and up-to-date documentation to verify their disability or special needs. After the accommodations have been approved by the Disability Services Committee, the 504 Coordinator, Dr. Lisa Olenik, will notify your professor(s) of the committee's decision. If you have any questions regarding reasonable accommodation or need to request disability-related services, please contact Disability Services at (334) 833-4432 or e-mail at [disabilityservices@huntingdon.edu](mailto:disabilityservices@huntingdon.edu).

**Academic Honesty** –Plagiarism is literary theft. Failure to cite the author of any language or of any ideas *which are not your own creation* is plagiarism. This includes any text you might paraphrase, as well. Anyone is capable of searching the Internet or any printed media; your research paper is intended to broaden your knowledge, stimulate your creativity, and make you think, analyze, and learn. It is not consistent with the College Honor Code, nor with scholarly expectations to submit work which is not the product of your own thinking and research. Severe penalties will result upon the submission of any work found to be plagiarized, including potential failure of the entire course. It is easy and simple to properly cite all sources used in your paper. Take no risks – cite your sources.

**Read Session #1 carefully and prepare and submit the Reaction Paper according to the “method for Submission of Work” found in this syllabus.**

**Method for Submission of Work:**

All work is to be submitted on the day it is due in class on paper or via email if previously arranged.

**Miscellaneous matters:**

Use the Web resources available through your text to intensify your learning experience. These resources will help you become even more familiar with word processing and spreadsheet software (Word and Excel), and with presentation software (PowerPoint). These applications are indispensable tools in business management – and they are not just for managers!

The *Management* text includes a StudentWebsite:[http://websites.swlearning.com/cgi-wadsworth/course\\_products\\_wp.pl?fid=M20b&product\\_isbn\\_issn=0324302592&discipline\\_number=416](http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&product_isbn_issn=0324302592&discipline_number=416) which you are encouraged to access and use as you read the text and do the class assignments. Although not required for your grade, it would be prudent of you to spend some time working with the online resources found on this site.

**First Night Assignment -**

Read Week #1 carefully and prepare and submit the Reaction Paper according to the “method for Submission of Work” found in this syllabus.

**CLASS SCHEDULE:**

**Week One - *Meeting the Challenges of the 21st Century***

**Reading Assignment**

Chapter 1: Management and Managers

Chapter 2: Evolution of Management Thought

Chapter 3: Social Responsibility and Ethics

Case Study: Cutting Jobs at General Motors (Chapter 3)

**Written Assignment #1 – Reaction Paper (due at the beginning of this session):**

Go to this link: [http://www.amazon.com/gp/reader/0740704532/ref=sib\\_dp\\_pt/104-8500447-2291940#reader-link](http://www.amazon.com/gp/reader/0740704532/ref=sib_dp_pt/104-8500447-2291940#reader-link)

1. What is the title of this book?
2. Describe your reaction to it, and why Scott Adams would select it.
3. Write a 3-4 page reaction to this title as it relates to your personal experiences.
4. Choose the vignette you like best.
  - a. What is it saying to you?
  - b. Why does it strike you more so than the others?
  - c. Does it have any personal application to you as a manager? as an employee?

**Case discussion: Cutting Jobs at General Motors.**

1. Based on GM's current condition, do you think it is ethical to reduce the number of employees? Why or why not?

2. What responsibility does GM have towards its employees? Does GM have the same responsibility to the employees of its suppliers?
3. Should GM have taken any additional steps to save money before announcing the restructuring plans?
4. In light of these actions, can GM still be a socially responsible company? If so, how?

**Quiz #1 at the end of the session.**

### **Summary and Review**

**Written assignment #2-** Read and complete the discussion questions for TIXtrader.com at the end of Chapter 5.

## **Week Two – *Planning Challenges in the 21st Century***

### **Reading Assignment**

Chapter 4: Strategic Management and Planning in a Global Environment

Chapter 5: Planning in the Contemporary Organization

Chapter 6: Managerial Decision Making

Case Study: Beacon Cleaners (Chapter 6)

**Written assignment #2 is due at the beginning of this session.**

### **Case discussion: Beacon Cleaners.**

1. Describe how BCG analysis could be used to classify each of the Beacon Cleaners dry cleaning establishments.
2. Develop a BCG Matrix and determine what you feel to be the proper position of each Beacon establishment on the matrix.
3. Based on your analysis, what recommendations would you make to Spilling?

**Quiz #2 at the end of the session.**

### **Summary and Review**

**Written assignment #3-** Read and complete the discussion questions for Carolina Carpets at the end of Chapter 8.

## **Week Three – *Organizing Challenges in the 21st Century***

### **Reading Assignment**

Chapter 7: Organizing for Effectiveness and Efficiency

Chapter 8: Organizational Design

Chapter 9: Strategic Human Resource Management

Chapter 10: Organizational Culture and Change

Case Study: Should JJ Be Hired? (Chapter 9)

**Written assignment #3 is due at the beginning of this session.**

### **Case discussion: Should JJ Be Hired?**

1. Is the university's decision not to hire JJ appropriate? Is it legal?
2. Discuss this question: What does appearance have to do with doing a good job?
3. Expand your discussion to include appearance that is based on someone's race. Is it legal to not hire someone based on his or her appearance then?

**Quiz #3 at the end of the session.**

**Summary and Review**

**Written assignment #4:** Read and complete the discussion questions for A Performance Review at the end of Chapter 11.

**Week Four – *Leadership Challenges in the 21st Century***

**Reading Assignment**

Chapter 11: Communicating Effectively within Diverse Organizations

Chapter 12: Leading in a Dynamic Environment

Chapter 13: Exploring Individual Differences in Team Dynamics

Chapter 14: Motivating Organizational Matters

Case Study: TigerEye Tech Builds a Team

**Written assignment #4 is due at the beginning of this session.**

**Case discussion: TigerEye Tech Builds a Team.**

1. Did the TigerEye Tech team go through the normal stages of group development? If you believe that it did, categorize the events into the “right” stage. If you believe that it did not, explain.
2. The TigerEye Tech managers believed that the individual differences could be strengths for the team. Explain how that is possible.
3. Under what circumstances would individual differences probably lead to weaknesses for the team?

**Quiz #4 at the end of the session**

**Summary and Review**

**Written assignment #5:** Read and complete the discussion questions for Safe Haven House at the end of Chapter 17.

**Week Five – *Control Challenges in the 21st Century***

**Reading Assignment**

Chapter 15: Organizational Control in a Complex Business Environment

Chapter 16: Productivity and Quality in Operations

Chapter 17: Information Technology and Control

Case Study: Motorola’s Control of Quality (Chapter 15)

**Written assignment #5 is due at the beginning of this session.**

**Case discussion: Motorola’s Control of Quality.**

1. What benefits was Motorola likely to achieve by instituting a common performance measure across all divisions of the organization?
2. Describe the control philosophy adopted by Motorola when it assigned front-line workers the task of tracking defects and solving problems.
3. What evidence do you find that Motorola made use of feed forward controls as the company tried to improve the quality of its outputs?

**Course review: No quiz this session**