

LINFIELD COLLEGE

Division of Continuing Education

BUS 301CM, The Management Process
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On-Line Summer Term 2007
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OVERVIEW AND OBJECTIVES:

"A learning organization is one that clearly sees its own vision and mission in the world and understands the importance of every single member and somehow operates to draw forth the best in them " Sue Miller Hurst, co-author, *Fifth Discipline Fieldbook*.

This course is a survey of the principles of management, its functions, practices, concepts and challenges in a changing local and global economy. The course analyzes and synthesizes historical and current theories in leadership, group processes, organizational structures, personnel policies, motivation, and training to build individual knowledge and skills to perform the managerial functions of planning, organizing, staffing, leading and controlling organizations.

COURSE DESCRIPTION:

Reduced to its simplest elements, this is a study of the key decision-making role of managers in modern organizations. It includes the study of organizations, management styles, and selected administrative problems. Linfield Prerequisites: College mathematics proficiency, 261, 271, and 272. Junior standing preferred. 3 semester credits.

PERFORMANCE-BASED LEARNER OUTCOMES:

With your active involvement, by the end of the course you will:

- be familiar with management and leadership theories and practices.
- have an understanding of the five basic management functions and how they are applied in organizational settings.
- understand the concept of mission statements and why they should drive organizational strategic planning and strategy critical activities.
- understand the evolving role and the challenges facing management in an environment characterized by uncertainty and change.
- understand how organizational change is initiated and the sources of resistance to change.
- explain the role of human resource management in strategic planning.
- understand how diversity and harassment issues affect the workplace.
- develop an insight into attitudes and human motivation and how these impact the organizational environment.

- have an understanding of the fundamentals of leadership, teamwork and group processes.

THESE OUTCOMES WILL BE ASSESSED BY:

Two written exams, regular quizzes, and four case write-ups. See details below.

EXAMS:

There will be a midterm and final exam. These exams will include both objective and subjective testing approaches (multiple-choice and essay). The midterm exam will cover Chapters 2-9 (along with 13), and the final will cover Chapters 10-16. The essay section of the exams will typically consist of written responses to three or four questions. A one-half page minimum to two page maximum, single spaced answer, for each part, will be required to adequately respond to a question.

CASE WRITE-UPS:

During the first week, I will divide you into groups of 3-5 for case study and analysis. I consider cases extremely important to your learning process because they are as close as we can get to real-life application of management concepts. After meeting either in-person or online, come up with a write-up of each case and “publish” it in the “Assignment Dropbox” section. The schedule for case write-ups is as follows:

<u>Cases from which your group can choose</u>	<u>Due date</u>
#1. “Elektra Products,” “Society of Equals,” “Unocal,” “Massengill’s Dept.. Store,”	July 1
#2. “H.I.D.,” “The Merger,” “Kimbel’s Dept. Store,” “Compensation Showdown”	July 15
#3. “Tucker Company,” “Southern Discomfort,” “Waterway Industries,” “Reflex Systems.”	July 29
#4. Any remaining cases, including any that haven’t been discussed online.	August 12

Under some circumstances, I will allow you to work alone. However, the sharing of ideas in a group is a valuable learning tool, one I would rather see you exercise if at all possible.

PRIMARY TEACHING METHOD AND COURSE ACTIVITIES:

- Web based introductions and lecture notes provided by your professor.
- Thorough textbook reading. (The book costs a lot; get your money’s worth.)
- On-line articles and Web pages related to this course.
- Questions, comments and discussions shared with class members and instructor.

A. A careful reading of the assigned materials by the due date is required in order to participate in on-line courses. This course is intended to stimulate thought and discussion as well as providing a body of management knowledge. We will be holding voluntary, un-graded, weekly on-line discussions to allow you to ask and respond to questions.

B. Rules of discussion: The classroom and forum should be a safe haven within which individuals can

discuss the widest possible range of topics without fearing retribution, ridicule, or attack. In order for this to happen, we must assume that we are all persons of intelligence and good will who may ultimately disagree, sometimes totally. We all need to assume as well that nobody's character will be impugned or intelligence disparaged because of this level of disagreement. These discussions are not a forum for proselytizing, nor are they a soapbox for diatribes by either students or faculty. For the academic endeavor to succeed, we must treat each other with civility, courtesy, and respect. All perspectives and questions are welcome, as long as they are motivated by a genuine desire for knowledge, can be articulated thoughtfully, and are supported by at least an honest attempt at sound reasoning.

C. On-line education is still a relatively new form of learning for many of us, including your instructor. Our primary purpose is to learn the course material. Computers, the web based technology and WebCT software are tools, and the better we understand and utilize our tools, the more we will get out of the process. However, do not lose sight of the primary objective of learning the course material. Please don't let any potential frustrations with technology issues prevent your successful completion of this course. Talk to your classmates and professor if you are having problems.

CLASS POLICIES:

A. **Contacting Your Professor:** The best way to contact me is either by-mail through Web CT or at COCC via llamberton@cocc.edu. Normally I will get back to you on the same day. However, I am a very busy person and not always on-line or at home. There may be times when you will not get a timely response. I will, however, try to let you know in advance if I will not be available for a few days. Also please e-mail (or phone) me if you are going to be unavailable. If this is a planned absence, try to get ahead and submit your work early.

B. **Completing Assignments:** Though we can be somewhat flexible, please strive to meet the required assignment due dates. You will be penalized for late work unless you contact me before the due date and an extension is granted. One of the major reasons that students do poorly or do not complete on-line courses is that they get too far behind. *Remember that this is not a "work-at-your-own-pace" course.*

C. **Academic Honesty:** Plagiarism is the use of the ideas and words of others in your writing and/or the failure to give credit to others when quoting from their work. A simple restating of the ideas of others using different words may not be adequate to prevent plagiarism. Remember that plagiarism includes "ideas and words." When in doubt, use quotation marks and give appropriate credit in your footnotes. Cheating and plagiarism will not be tolerated. It is the policy of Linfield College, and my policy, to penalize plagiarism.

D. **Incompletes:** A grade of Incomplete (I) is given only in emergency situations. The student must request an incomplete in writing and must obtain instructor permission. All uncompleted work must be completed within the time limits set. If you do not complete the missing work, your grade will be based on the work turned in with all missing work receiving no credit.

E. **Students With Disabilities:** While this is normally not an issue with on-line courses, students with documented disabilities who may need accommodations, who have any emergency medical information the instructor should know of, or who need special arrangements, should contact the instructor as early as possible, no later than the first week of the term.

TEXTBOOK:

Understanding Management. 5th Ed. Daft & Marcie. Thompson-Southwestern @ 2006. ISBN 0-0324-42171-0. This is a very good and readable text. It is very important that all text readings and other

assignments be completed by the date assigned in order to be able to actively participate in discussions and assignments. *Please don't assume that you can get by without reading the textbook.*

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Course Grading:

Midterm	100 points
Quizzes	75 points (15 @ 5 pts. each)
Case Write-ups	80 points (4 @ 20 pts. each)
Final Exam	<u>100 points</u>

Total possible points: 355 points

This point method of grading obviates the “weighted grades” that I have used in previous Linfield courses. Because you will be graded on a point basis, you will know where you stand in the course at any given time, based on the points earned vs. the points possible.

COURSE ASSIGNMENT AND READING SCHEDULE

Post Date	Due Date	Material to be Covered
June 17	June 24	Chapter 1 (pp. 4-43), The Changing Paradigm Case: “Elektra Products, Inc.” pp. 41-42. Chapter 2 (pp. 46-81), Environment and Culture Case: “Society of Equals” p. 79.

Post Date	Due Date	Material to be Covered
June 24	July 1	Chapter 3 (pp. 82-117), Global Environment Case: “Unocal Corporation,” pp. 114-115. Chapter 4 (pp. 118-153), Ethics and Social Responsibility Case: “Massengill’s Department Store,” p.151. Group Case #1 Due

Post Date	Due Date	Material to be Covered
July 1	July 8	Chapter 5 (pp.156-201), Goal-Setting & Planning Case: “H.I.D.,” p. 199.

July 1	July 6	Chapter 6 (pp. 202-251), Decision Making Case: "The Merger," p. 249.
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Post Date	Due Date	Material to be Covered
July 8	July 15	Chapter 12 (pp. 444-483), Motivation* Case: "Kimbel's Department Store," p. 481. ALSO: "Compensation Showdown," p. 480. Group Case #2 Due

Post Date	Due Date	Material to be Covered
July 15	July 22	Chapter 7 (pp. 254-289), Organizing Case: "Tucker Company," p. 287. Chapter 8 (pp. 290-321), Innovation & Change Case: "Southern Discomfort," p. 319.

Post Date	Due Date	Material to be Covered
July 22	July 29	Chapter 9 (pp. 322-367), Human Resources/Diversity Case: "Waterway Industries," pp. 365-366. Chapter 10 (pp. 370-409), Behavior in Organizations Case: "Reflex Systems," p. 407. Group Case #3 Due

Post Date	Due Date	Material to be Covered
July 29	August 5	Chapter 11 (pp. 410-443), Leadership Case: "DGL International," p. 442. Chapter 13 (pp. 484-521), Communication Case: "Pro-Form Manufacturing, Inc.," p. 520.

Post Date	Due Date	Material to be Covered
August 5	August 12	Chapter 14 (pp. 522-559), Teamwork Case: "Acme Minerals Extraction Co.," pp. 557-558. Chapter 15 (pp. 562-591), Mgt. & Quality Control Case: "Lincoln Electric," pp. 589-590.

Group Case #4 Due

Post Date	Due Date	Material to be Covered
August 12	August 22	Final Examination

*The motivation chapter is placed out of sequence because I need to separate it from Chapter 11, Leadership. Both chapters are extremely theoretical, i.e., you have to learn quite a few theories in each chapter. I have found over the years of teaching this course that when the chapters are presented one after the other, many students suffer from “theory overload.” The learning process is simply better when the two topics are separated.