UNIVERSITY OF NEVADA, LAS VEGAS

MANAGEMENT 301
PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

TEXTBOOK: 1) <u>**Management,**</u> <u>7th Edition</u>**,** by Angelo Kinicki and Brian K. Williams, published by McGraw-Hill Irwin, 2013. We will be using the Connect website from McGraw Hill. To access this, go to the following address and click the register now button: **http://connect.mheducation.com/class/d-mcallister-fall-semester-2016-1**

Nature of the Class: As you develop technical and professional skills, remember that because you are competent you will soon be managing. This class will assist you in your preparation for that reality. Specifically, this class will focus on the concepts, theories and case studies concerning the management of people in modern organizations. Topics will include planning, decision-making, leadership, motivation, organizational analysis, production management, control, administrative policies, and goal setting. The course will utilize a number of learning methods to develop both the knowledge and the skills required for effective management. These methods will include lectures and discussion, case investigation, research, and individual and group-based experimentation. The class discussions will provide a framework for observation and analysis. In order to be fully successful in your development of managerial skills, both the framework and the experience are crucial. I will do everything I can to help you increase your knowledge and skills. I need your commitment to prepare and to participate fully in our class and in the team projects.

Course Objectives:
- Gain an awareness of the history and foundations of modern management thought
- Learn how to use an ethical decision making model and apply it to ethical questions
- Be able to apply a strategic decision making model to analyze strategic business units
- Develop the ability to recommend the appropriate structure for an organization
- Develop the ability to apply change theory to manage organizational change
- Develop the ability to match the appropriate leadership style to a specific situation
- Be able to choose the appropriate motivation approach to lead in a specific situation
- Be able to choose the appropriate conflict resolution strategy
- Be able to lead a group in making a successful group decision

Prerequisites: BUS 101, admission to a business major, and junior standing

Schedule of Class Activities: See attached tentative schedule.

Grading Policy: **Relative weight of assignments or description of rubric to be used in calculating course grades:**

Participation, including Attendance   500

Four examinations   2000

Team projects-See Milestone Experience   500

Connect homework assignments   500
16 chapters; 25 questions and 25 points per chapter, plus 100 points for additional assignments

Total points available: 3500
Final grades: 90% and above   A and A-
               80% to 89.99%   B-, B, and B+
               70% to 79.99%   C and C+
               Below 70%, let's talk
Note that your success in this class will increase the value for everyone else.

Written and Oral Components of this class: It is the policy of the College of Business that all 300 and 400 level courses should contain a written component. For this class, that written component will include the required team project reports

ADDITIONAL INFORMATION:

1. Seating will be assigned during the first few weeks of class to allow the instructor to learn the names of class members.
2. Examinations should be taken when scheduled. Extenuating circumstances will provide for make-up exams but will generally result in a lower grade.
3. Due to privacy, grades will not be posted..
4. Peer evaluation will be used as part of this management class.
5. Exams will be closed book. Questions will be taken from class notes, the textbook, and from case discussion.
6. Participation is required for maximum success in the class. This also assumes full attendance.
7. High quality individual research papers will be accepted for extra credit after consultation with the professor.
8. Recording of lectures is generally not allowed. (Exceptions to this are allowed only by permission.) Students are expected to take notes; however, the lectures and discussions are not for publication or reprinting.
9. Visitors in the classroom are permitted with permission.

University Policies:

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: https://www.unlv.edu/studentconduct/student-conduct.

Copyright—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: http://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)—The UNLV Disability Resource Center (SSC-A 143, http://drc.unlv.edu/, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: http://catalog.unlv.edu/content.php?catoid=6&navoid=531.

Transparency in Learning and Teaching—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:
https://www.unlv.edu/provost/teachingandlearning
https://www.unlv.edu/provost/transparency

Incomplete Grades—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

Library—Students may consult with a librarian on research needs. For this class, the subject librarian is https://www.library.unlv.edu/contact/librarians_by_subject. UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at https://www.library.unlv.edu/.

Tutoring and Coaching—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit http://www.unlv.edu/asc or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

UNLV Writing Center—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: http://writingcenter.unlv.edu/.

Rebelmail—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.

Final Examinations—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: http://www.unlv.edu/registrar/calendars.

The Lee Business School MET Department Milestone Experience

UNLV has mandated that each program offered by the university includes a Milestone Experience for students in their junior year. * To fulfill this mandate, all Management 301 (Principles of Management and Organizational Behavior) sections will require the following assignment.

Milestone Experience Assignment: Organize into teams and through working as a team provide meaningful service that will make a difference in our community. Following the completion of the service project, write a full analysis for the team's project.

Essentially, this assignment asks you to make a meaningful difference in someone's life. The goal is to use the knowledge and skills of the team members and make Las Vegas a better place. At the completion of your service project, you should be able to specifically identify one or more individuals who have a better life because of your service.

The resulting team reports should discuss what the team accomplished, how the team was able to be successful, who made significant contributions as team members, what those significant contributions were, and how the team used the skills of management. In other words, the report should focus on the successful group process as well as the successful group task. Be sure to include an examination and analysis of management concepts as they apply to your team's successful team project.

The Team Process Analysis Report

In creating the Team Process Analysis Report, one of the goals is to continue team building. The discussion for the report should be scheduled soon after the successful completion of the project. The team should meet together for about an hour. The team should discuss the details of the report in a relaxed comfortable atmosphere. One member of the team should be assigned to take copious notes of the discussion on a computer, and these notes then become the basis of the report. The notes are typed into a word document, polished, and distributed to the members of the team for correction and expansion. Then the final report is created including the additional information from team members. The outline for the report is as follows.

The Plan

- What did you plan to do, and how is this significant?
- Who will directly benefit from the team project?
- Why is this fun for the team members?
- How is this a total combined team experience?

The Execution

- What did the team do and accomplish?
- Are there any differences between what was planned and the actual result?
- What were the challenges or obstacles encountered in the planning and execution of the project, and how did the team overcome these?

The Process Analysis

Analyze the experience of the team, **using the principles of management**.

Include in your analysis the topics of leadership, decision making, communication, planning, motivation, control and other appropriate topics of management as they apply to your specific team experience.

Identify and analyze what the individual members of the team did to facilitate the team's success. Name names and give credit. The report should be an overall team statement of success, not individual members' statements of success. Once again, one of the benefits of this analysis should be greater team cohesion and capability. Overall, this experience should help you understand what you will learn as a Management major in the Management, Entrepreneurship and Technology Department of the Lee Business School.

Be sure to include pictures illustrating your projects

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*The Milestone Experience orients students to the expected learned outcomes of their major field(s) of study and reinforces the University Undergraduate Learning Outcomes (UULOs). UULOs define what all UNLV students should know and be able to do when they graduate).

Management 301, Section 1
Tentative Schedule, Fall Semester, 2016

Date	**Topic**	**Reading**
August 29	Introduction and Principles of Management: Fayol	Ch. 1, 2
August 31	Principles of Management: Weber	Ch. 1, 2
September 6	Principles of Management: Taylor and Mayo	Ch. 1, 2
September 8	Systems and Contingency Theory	Ch. 1, 2
September 13	Managerial Ethics and Corp. Responsibility	Ch. 3
September 15	Team development assignment	
September 20	Global Management	Ch. 4
September 22	**Examination One on Chapters 1-4**	
September 27	The Basis of Planning	Ch. 5
September 29	Strategic Management	Ch. 6
October 4	Decision Making and Creative Problem Solving	Ch. 7
October 6	Decision Making and Creative Problem Solving	Ch. 7
October 11	Organizations: Effectiveness, Design, and Cultures	Ch. 8
October 13	Human Resources Management	Ch. 9
October 18	Organizational Change and Innovation	Ch. 10
October 20	**Examination Two on Chapters 5-8**	
October 25	Motivation: Maslow, Alderfer and McClelland	Ch. 11 and12
October 27	Motivation: Herzberg, Adams and Vroom	Ch. 11 and 12
November 1	Reinforcement Theory	Ch. 12
November 3	Community Service Assignment	
November 8	Managing Conflict	Ch. 13
November 10	**Examination Three on Chapters 9-12**	
November 15	Managing Power and Influence	Ch. 14
November 17	Leadership Trait Theory, Managerial Grid	Ch. 14
November 22	Leadership Contingency Theory, Path Goal Theory	Ch. 14
November 24	*Thanksgiving Recess, Nov 24*	
November 29	Interpersonal and Organizational Communication	Ch. 15
December 1	Team Project Writing	
December 6	Control Techniques for Effectiveness	Ch. 16
December 8	Examination preparation	

Team Projects are due on Tuesday, December 6
Examination 4 on Chapters 12-16 Thursday, December 15, 8:00 am