

Syllabus for
MHR/4430
PRINCIPLES OF MANAGEMENT

Management of
Human Relations Program



Instructor:
Craig A. Stevens

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Course: Principles of Management and Supervision

Schedules: Original Beginning Date: Jan 7, 2008, Ending Date Feb 11, 2008, Day Mondays/Time 6:00-10:00/ Place of Class: BBB 109.

Texts and other reading material: Optional Reading Material - www.geronimostone.com Electronic Copy of my book Geronimo Stone, His Music, His Love, and The Mobile of Excellent Management. Download a free eBook.

Handouts

1. Leader Behavior Analysis II (Self – A) and Scoring – A)

Textbooks:

1. Management of Organizational Behavior, 8th ed. By Hersey, Blanchard, and Johnson
2. The Deming Management Method, by Mary Walton

Website: Here is a website I put together for this class...

http://www.westbrookstevens.com/mhr_4430_princ_of_mangt.htm.

I try to update the site after each class. It may not help to read ahead, for our class will be a little different from the last class. This is just an extra service that I try to provide to you. You can find the information we talked about during class and possibly even use it to help solve future business problems. One thing that I do to help you share your experiences with classmates, co-workers, family, and bosses is to post your inputs and often, final papers.

For updated presentations, handouts, class Internet chat room (can be set up), and other class information you may go to the following link:

http://www.westbrookstevens.com/trevecca_students.htm

We will go over assignments on the first night. Do not print out pages from the website. They will be up-dated after each class...then you can

print them out.

POD Cast - I am trying to create POD casts of key material so you can look at it again, share it with others, or use it for makeup work. This is just a service I volunteer for your benefit.

Web Site

Disclaimer

One of the fun things we do is to publish a business newsletter, outline a book, or write a business paper for publication. In addition, we use the Westbrook Stevens Website to store information and tools for you and your company to use for decision making. Please note that all digital communication content exchanged as part of this course, including e-mail, online discussions, chat sessions, WebKF posts, other posts, and Web logs (blogs), are the responsibility of and owned solely by the author. You may ask in writing for information not to be published. All digital exchanges are submitted freely by each student.

Availability Married...just kidding. Normal working hours are from 7 a.m. to 6 p.m. six days a week. If you need to contact the instructor outside of these hours, please use electronic mail or voice mail at his home.

Plagiarism “Plagiarism (from a Latin word for “kidnapper”) is the presentation of someone else’s ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious and often punishable offense” (Aaron, 1998, p. 258). When in doubt spell it out, “Whom, where and when.”

Cite all reference material in all reports and projects, just to be safe and honest.

Requirements

Attendance / Participation I understand that things happen and you may have to miss a class sometime. However, at each class meeting I will take and report attendance, absences and tardiness to the MHR office. If you accumulate two absences within one module, you will receive a "F" for the course. You are allowed one absence in the module for unavoidable reasons (illness, employment). I will assign a make-up assignment, which compensates the student for four contact hours. This will be the equivalent of 12 or more hours of work.

OK here is the mean sounding stuff:

We start on time and leaving early is not acceptable. It is against the rules. Coming late or leaving early forfeits your participation points for that day.

All missed assignments must be “made-up” by the next session. Penalty for late submissions is a 10-point reduction. Assignments not submitted by or during the next session may receive a zero on that paper.

Participation is also important to your grade. Do not work on other work or homework during the class period and participate in discussions and you will do fine.

Preparation Prepare for each module session via assigned readings in text, MHR notebook, and other assigned activities. We will have a short quiz everyday over reading assignments.

Participation in class discussions and activities is crucial to the learning experiences of this course. Much of the learning will be experiential in nature and therefore, will require your involvement to a maximum degree.

Make yourself known to me by your informed participation, not a lack of commitment. Some of my favorite participation comes when you challenge our reading or what I say in class. The real value in education is when the students add information. Help keep me up to date. We all will learn a great deal from you when you share your experiences. Just do it in a respectful way and everyone is happy.

**Critical
Synthesis
Paper**

Critical Synthesis Paper due one week after last class. See website for more directions. (Week 6)

Grading

Please Submit Your Homework at the Beginning of Class.

Method of Evaluation: We will cover rules for grades in class and record them on the website for reference. We will all agree on this as a class.

Trevecca's grading system is: A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D-, F, I, and W.

An incomplete (I) can be given only for sickness or extreme emergency reasons near the end of the module and not simply to allow the student more time to complete the module. Incompletes must be removed by the

end of the next module or the grade becomes a permanent "F." You may obtain a request for incomplete forms from the MHR office. This will also require approval of the professor, MHR Director, and the Academic Vice-President of the College. It is easier to just do the work.

GRADING SCALE:

A+	99-100
A	93-98
A-	91-92
B+	89-90
B	83-88
B-	81-82
C+	79-80
C	73-78
C-	71-72
D+	69-70
D	63-68
D-	61-62
F	60-Below

**Mobile
Phone
Policy
During
Class:**

You should normally not take personal calls during class. In rare situations, it may be appropriate to take a personal call, but arrange for those calls in advance with me when possible. Even in these situations, please use the vibrate mode or silent mode if you have one.

Also, do not use your computer in class for anything that is not class related. That is just rude.

Sometimes students have to leave. Make up missed parts of class in the same way as absences. Report only on those things you missed.

**Academic
Honesty
Policy:**

To protect the integrity of your university degree, we expect academic honesty from all students at Trevecca Nazarene University. You as a TNU student will be held to high standards of academic ethics, personal honesty, and moral integrity. Trevecca enforces these standards by dealing with academic dishonesty fairly and firmly. Plagiarism (using another's statements or thoughts without giving the source appropriate credit), cheating on an exam, and falsifying documentation are just a few of the infractions that are grounds for course failure and/or program termination. Please refer to the MHR Catalog for a more comprehensive list of academic violations.

For further information about MHR policies, consult the MHR catalog, which is accessible online:

<http://www.trevecca.edu/schools/business.management/mhr/catalog.html>

Week	Assignment Due	Points
Week 1	Paper 1	2
	Quiz	5
	Participation	3
Week 2	Charter	2
	Quiz	5
	Participation	3
Week 3	Outline of Team Paper	2
	Quiz	5
	Participation	3
Week 4	Draft of Team Paper	2
	Quiz	5
	Participation	3
Week 5	Final Draft of Team Paper	2
	Quiz	5
	Participation	3
Week 6	Final Team Paper	20
	Team Presentation	5
	Participation	5
Week 7	Critical Synthesis (Summary) Paper	20

Written Presentation Self-Evaluation Guidelines

Group/Individual Name: _____ Date: _____

I'll expect the following check list is followed (we will cover all this in class):

1. _____ Every paper needs a business cover letter in the same file as the report; (just like a cover letter that one would send with a resume) -10 points if not there.
2. _____ No more than 17 words per sentence; -10 points for more than 17 words per sentence.
3. _____ No spelling or Grammar Errors; -10 points for any spelling or grammar errors.
4. _____ No more than 5% Passive Voice; -10 points for more than 5% passive voice.
5. _____ The paper has to be within scope of the assignment and cover all the assignment; Could be zero if ignored.
6. _____ The paper has to have a citations page; -10 points for no citation page and the paper will get a zero for plagiarism.
7. _____ Name the file "TNU 4430 HW# Your Name," (i.e., **TNU 4430 HW1 Stevens**) so I can track them (-10 points for wrong file name)

General stuff for you to think about.

1. Development of Concepts and Topics:

y/n

- __ a. I covered All key elements of the assignment in substantive way.
- __ b. Content is comprehensive, accurate, and/or persuasive.
- __ c. Major points are stated clearly, are supported by specific details, examples, or analysis, and are organized logically.
- __ d. Where appropriate, the paper supports major points with theory relevant to development of the ideas, and uses the vocabulary of the theory correctly.
- __ e. The content and purpose of the writing is clear (e.g., Critique, research, sample memo, business plan, etc.).

2. Application of Principles to Analysis:

y/n

- __ a. There is integration of theory and practice whereby the writer is able to link theories to practical experience (i.e., application to the "real world" work setting).
- __ b. Research is adequate and timely for the topic. All key elements of the assignment are covered in substantive way.

3. **Structure, Flow, Grammar, Spelling and Punctuation**

a. **Organization**

y/n

- a. The structure of the paper is clear and easy to follow.
- b. The paper's organization emphasizes the central theme or purpose and is directed toward the appropriate audience.
- c. Ideas flow in a logical sequence.
- d. The introduction provides sufficient background on the topic and previews major points.
- e. Paragraph transitions are present and logical, and maintain the flow of thought throughout the paper.
- f. The conclusion is logical and flows from the body of the paper.
- g. The conclusion reviews the major points.
- h. Use one file for homework, and include the cover letter in this file.
- g. Use the correct file name.

b. **Format:**

y/n

- a. The paper, including citations and reference page, follow program guidelines for format.
- b. The paper is laid out effectively and uses reader-friendly aids (e.g., section summaries, tables of contents, indices, appendices, etc.) when appropriate.
- c. The paper utilizes references appropriately.
- d. Headings, the use of italics, etc., aid the readability of the paper.
- e. The paper is neat, with attention given to format requirements.

c. **Grammar/Punctuation/Spelling:**

y/n

- a. Rules of grammar, usage, and punctuation are followed.
- b. Spelling is correct.
- c. No more than 5% passive voice.
- d. No more than 17 words per sentence.

d. **Readability/Style:**

y/n

- a. Sentences are complete, clear, and concise.
- b. Sentences are well constructed, with consistently strong, varied structure.
- c. Sentence transitions are present and maintain the flow of thought.
- d. Words used are precise and unambiguous.

__ e. The tone is appropriate for the content and assignment.

Oral Presentation Guidelines

Group/Individual Name: _____ Date: _____

1. Content of Presentations:

y/n

- a. Content of presentation clearly follows the written paper on which it is based (if applicable).
- b. The topic is relevant and addresses the specifications of the assignment.
- c. The content presented is comprehensive, accurate, and believable.
- d. Key points are noted and presented logically.

2. Organization/Structure:

y/n

- a. Presentation is well organized, clear, and effectively structured.
- b. If this is a group presentation, it is integrated rather than a disjointed series of individual presentations.
- c. Topic is researched adequately.
- d. Presentation sequence includes the following elements:
 - Motivate: Why is this important to your audience?
 - Preview: What specific points/topics are going to be covered?
 - Discuss: cover each point/topic with adequate support.
 - Review: this is what we covered and here's how you may apply it.

3. Style/Presentation:

y/n

- a. Non-verbal gestures are appropriate to the purpose of the presentation and flow of ideas.
- b. Confidence and knowledge of content are evident.
- c. Audience is engaged, when appropriate, in a professional manner.
- d. Delivery time is used well. Presentation is not rushed.
- e. Speaker adheres to the time limit.

4. Effective Use of Visual Aids:

y/n

- a. Visual aids are clear and effective.
- b. Visual aids contribute to a focused and integrated presentation.

5. Questions/Comments:

y/n

- a. Audience feedback is solicited.
- b. Audience questions are effectively addressed and correctly answered.

Week One Assignment

1. Read Chapters 1-4 in Management of Organizational Behavior by Hersey, Blanchard & Johnson, 8th edition
2. Look up (find) and **bring one additional article on motivation to class**. Be ready to discuss how it fits. Write a short summary paper on the article you bring. Tell me how this article and the readings compare or differ.
3. Quiz over reading assignment.
4. Find a group to work with and decide of a paper, investigate project charters and bring write a charter to bring to class on week 2.
 - Teams will be between 2 or 3 people.
 - Write a paper or overhaul a web page - to turn in on week 6 related to one of the following subjects that will be assigned in class. Managing Chaos, Strategy, Managing Unexpected Events, Managing Trends, Managing Relationships, Competition, Planning.

All of these readings will be very important the first night. Each of you will give an oral presentation based on these people. We will do this in groups (as assigned in class) and we will have some time to prepare. So come prepared and don't let your group down.

Here is what to expect when I grade the papers.

- The shorter the paper the better but hit all the points. Put some meat in the report from the readings and class materials.
- Send the paper to me by email at craigastevens@westbrookstevens.com
- The papers are due by midnight the day of class. I subtract 10 points a week for late papers (for the last paper 10 points a day).
- Name the file "TNU 4430 HW# Your Name," (i.e., **TNU 4430 HW1 Stevens**) so I can track them (-10 points for wrong file name)
- Provide a Cover letter (-10 Point for no cover letter). Not a coversheet, but a real business letter. Tell me what you are sending me in detail.
- You may use graphs and pictures to make your points (no more than 50% of the space).
- Do not use Passive Voice (-10 point for excessive passive voice)
- Do not use 1st Person in the report (just the cover letter).

For MS 2003 (2007 is different) Here's a tip...In MS Word go to "Tools" in the menu bar. Then select "options" and find the spelling and grammar tab. Look at all of the style and grammar checks and select the most formal options. This will help you check your papers. You may have to reset your spell checker to find all of the suggestions (the second time you check your paper). When I grade, I use the software to check what it will and then I read the document. If you do the same. You will find mistakes before I do and get a better grade.

Week 7 assignment The Critical Synthesis (Summary) Paper

During the class we will talk about the critical synthesis paper due on the seventh week by email. Address all five points (the last class had other assignments).

1. The Significance of Motivational Theories and Theorists in Management
2. Today Leadership Models (a) Gung-Ho, (b) MBO, (c) TQM and (d) Situational Leadership
3. Insight into Cross-Cultural (Diversity) in today's work force
4. The Importance of Sound Christian Values
5. Your Own Leadership Style: LBAII

Relate your critical synthesis paper to:

1. Personal Life/Family
2. Career Enhancement
3. Relationship with God and Others and/or
4. Your Thesis

Week Two Assignments

1. Read article, "The Values and Pitfalls of MBO" by James Owens
2. Read Chapters 6-7 in Management of Organizational Behavior by Hersey, Blanchard & Johnson, 8th edition.
3. Quiz on Readings
4. Bring to class: The Team Project Charter:
 - Publication Title or Webpage Overhaul,
 - Ideas for Publication,
 - Name of 2 to 3 team members,
 - Log from the team meeting where you came to decisions (email, phone, or in person).

- A plan for conflict resolution. All in a formal team report. You may use the class electronic Q and A board to decide on teams.

Below is a list of the possible subsections for a project charter. You could use some of these in your charter.

Maybe the following will help:

1. Name of your group
2. Name of the people in your group
3. Mission of your group
4. Scope and goals of your group
5. Responsibilities
6. Subject of your paper
7. Publications you are targeting
8. Rules of the group and/or conflict resolution plan

Week Three Assignments

1. Read chapter 8-11 in Management of Organizational Behavior by Hersey, Blanchard, and Johnson, 8th Edition
2. Read Part 1 and 2 of the Deming Management Method by Mary Walton.
3. Quiz on Readings
4. Turn in an annotated outline of paper or Webpage Overhaul.

Week four Assignments

1. Read part 3 of *The Deming Management Method* by Mary Walton
2. Read *Building Molecular Support* by Oncken
3. Complete Leader Behavior Analysis II and bring to class
4. Turn in first draft of paper to be published or webpage overhaul
5. Come prepared to talk about MBO vs 360 Performance
6. Keep working on your Critical Synthesis Paper

7. Quiz on Reading Assignments

Week Five Assignments

1. Complete the final draft of the paper for publication or Webpage overhaul and turn it in by midnight the night of class.
2. Read Chapters 19-21 in the Management of Organizational Behavior by Hersey, Blanchard & Johnson, 8th edition (you probably already read 21)
3. Quiz
4. Review of (online) Harvard Business Review Articles:
 - How to Fix Knowledge Management, by Gilmour, David Oct 2003, Vol. 81, issue 10, P16. 2P.
 - What do Managers Know Anyway? by Mezias John M.; Starbuck, William, H May 2003, Vol. 81 issues 5, P16. 2P

Week Six Assignment

1. Work on Critical Synthesis Paper --- turn in by week seven.
2. Turn in and present final Paper for Publication or Webpage Overhaul.
3. **Last Night Party for the Spring of 05 Class**

Here is our agenda:

Meet at a local restaurant at 6pm.

1. Networking and talk about work you have to do on Thesis.
2. Open with Prayer
3. Order food and eat when appropriate
4. Talk about our Management Scenario – to be completed on last night of class
5. Presentation on your Paper for Publication
6. We will go around the tables, someone will stand and talk about
 - a. Appropriate questions
 - b. The thing you enjoyed most about Trevecca and something that should be fixed

- c. One thing that you will use from our class and something I can improve on
 - d. A good bye and something you enjoyed about the people you have spent so much time with.
7. Awards ceremonies...you may bring a surprise award (for fun) for someone you have appreciated from class.
 8. Come prepare to be photographed having fun.