

Syllabus for

**MHR/4410**

**SYSTEMS MANAGEMENT**

Management of  
Human Relations Program



Instructor:  
Craig A. Stevens

**Instructor:**

**Craig A. Stevens, PMP, CC**

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For updated presentations, handouts, and other class information you may go to the following link:

[http://www.westbrookstevens.com/trebecca\\_students.htm](http://www.westbrookstevens.com/trebecca_students.htm)

**Course: SYSTEMS MANAGEMENT**

**Designated Weeks**

Beginning Date: 5/15/08

Ending Date: 6/12/08

**Schedules:**

Day/Time/Place of Class: Thursday / 6:00-10:00 p.m. / Roane State

**Texts and other reading material:**

1. Bartol and Martin, Premise Catalog (From Management Text)
2. Bolman and Deal, Reframing Organizations: Artistry Choice, and Leadership
3. MHR Course #4410 Notebook material
4. Optional Reading Material - [www.geronimostone.com](http://www.geronimostone.com) Electronic Copy of my book Geronimo Stone, His Music, His Love, and The Mobile of Excellent Management. Download a free eBook. You may share the eBook with everyone you know.

**Learning Objectives:**

I am here to serve you (the student). At the end of this module students should be able to:

1. Identify the basic concepts associated with systems analysis
2. Using systems analysis, examine an organization or agency (preferably the one associated with your project thesis).
3. Apply concepts of “systems theory” to the preparation of your project thesis.
4. Explain the four functions of management and identify the other major elements in the management process.
5. Identify several early innovative management practices and explain the basic evolution of management theories.
6. Explain the concept of mega environment and outline its major elements.
7. Describe the four elements that make up organizational structures.
8. Explain the importance of organization charts and the chain-of-command concept.
9. Develop a mission/vision statement for an organization.

10. Contrast the roles of management and leadership.  
 11. Describe the four “frames” for viewing and organization.

**Availability** 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.”

## **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 "W" 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.

Coming in late or leaving early is not acceptable.

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

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.

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. A portion of the grade is contingent on your level of participation.

**Preparation** Prepare for each module session via assigned readings in text, MHR notebook, and other assigned activities. Note the list of assignments due in the Module Two Notebook. Completing assigned readings is vitally important to the learning process in this course. It will also affect your ability to make worthwhile contributions to the class discussions.

**Participation****Weekly  
Journal:**

You are required to complete two journal entries. Journal entries should reflect your learning from the class. These are writings reflecting on the reading assignments and classroom activities of the week, including your analysis and reactions. Classroom concepts learned and discussed each week that can be applied in practical ways to your everyday life and work situations are most appropriate for journal entries. Anything that makes classroom concepts “come alive” is journal material. Journals are to be a minimum of 2 typed pages in length, based on the prior week’s material, and turned in at the beginning of each class session. A regurgitation or summary of text or class material is not acceptable for a journal entry.

**Application  
Paper:**

Each student will submit a paper that applies principles presented in this module or similar principles found in research. In the paper, explain a concept and the steps required to use the concept and then apply it to an organization of which they are a part (work, church, home, class, etc.) An example would be using force field analysis to plan and implement a needed process change at work. These papers will be presented in class and some may be published on the website. In class, we will decide one which concepts we should present.

**Critical  
Synthesis  
Paper**

A 6 page minimum typed systems analysis of the organization where you will be doing your project thesis will be due one week following the completion. The systems analysis will include most of the following components:

1. Open Systems Model,
2. Six Box Model,
3. Input/Out Model, Boundaries and Environments
4. Organization Climate Questionnaire,
5. Organizational Structure,
6. A description of Formal and Informal Systems,
7. Rewards Offered,
8. Change Agent Checklist,
9. Storms of Chaos Model,
- 10.SWOT Analysis,
- 11.Force-Field Analysis.

Include diagrams or charts of your organization of system as appropriate. Describe any organizational interventions you are proposing as well as anticipated reactions.

**Grading**

Please Submit Your Homework by Email by Midnight the day of Class.

Trevecchia'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

I found these definitions (or ones like them) at different universities where I have attended or taught. Therefore, here are some grade definitions and criteria for you to think about.

**A=** Clearly stands out as an excellent performer. Has unusually sharp insight into material and initiates thoughtful questions. Sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines; anticipates next steps in progression of ideas. Example: "A" work should be of such a nature that it could be put on reserve for all students to review and emulate. The "A" student is, in fact, an example for others to follow.

**B=** Grasps subject matter at a level considered to be good to very good. Participates actively in class discussion. Writes well. In on-ground environments, speaks well. Accomplishes more than the minimum requirements. Produces high quality work. Example: "B" work indicates a

high quality of performance and is given in recognition for solid work; a “B” should be considered a high grade.

**C=** Demonstrates a satisfactory comprehension of the subject matter. Accomplishes only the minimum requirements, and displays little or no initiative. Communicates orally (on-ground environments) and in writing at an acceptable level for a college student. Has an acceptable understanding of all basic concepts. Example: “C” work represents average work. A student receiving a “C” has met the requirements, including deadlines, of the course.

**D=** Quality and quantity of work is below average and barely acceptable. Example: “D” work is passing by a slim margin.

**F=** Quality and quantity of work is unacceptable. Academic credit is not earned for an F. Example: “F” work does not qualify the student to progress to a more advanced level of course work.

**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.

**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>

<b>Week</b>	<b>Assignment Due</b>	<b>Points</b>
Week 1	Quiz	5
	Participation	3
Week 2	Organization Climate Questionnaire/Quiz	5
	Participation	3
Week 3	Quiz	5
	Participation	3
Week 4	Group Presentations/Quiz	5
	Participation	3
Week 5	Force Field Analysis/Quiz	5
	Participation	3
Week 6	Application Paper and Web-Publication	25
	Final Quiz	5
	Participation	5
Week 7	<b>Critical Synthesis (Summary) Paper</b>	25

## Written Presentation Self-Evaluation Guidelines

**Group/Individual Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**This sounds bad, but it will help you in future business writings. Here is a helpful checklist for your writings (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) Not a coversheet, but a real business letter. Tell me what you are sending me in detail.
2. \_\_\_\_\_ The paper has to be within scope of the assignment and cover all the assignment; could be zero if ignored.
3. \_\_\_\_\_ The paper has to have a citations page.
4. \_\_\_\_\_ Name the file "TNU 4430 HW# Your Name," (i.e., **TNU 4430 HW1 Stevens**) so I can track them.
5. \_\_\_\_\_ The shorter the paper the better but hit all the points. Put some meat in the report from the readings and class materials.
6. \_\_\_\_\_ Send the paper by email to [craigastevens@westbrookstevens.com](mailto:craigastevens@westbrookstevens.com)
7. \_\_\_\_\_ The papers are due by midnight the day of class.
8. \_\_\_\_\_ You may use graphs and pictures to make your points (no more than 50% of the space).
9. \_\_\_\_\_ Do not use 1st Person in the report (just the cover letter).

**The good news is this; much of this can be checked using MS Word spell, style, and grammar checker.** 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 most of your mistakes before I do and get a better grade.

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 is 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.

## Assignments Due

### Week 1:

1. Read Bartol and Martin, Management Pages 1-27, “the Challenge of Management.”
2. Read Mintzberg, “The Manager’s Job: Folklore and Fact.”
3. Read Barlow and Martin, Management, “Pioneering Ideas in Management.”
4. Read the following from MHR 4410:
  - a. “Introduction Essay,”
  - b. “Using the Open System Model,”

### Week 2:

1. Bring to class a copy of your organization’s (site of your project thesis) mission statement/vision statement.
2. Bring to class a copy of your organization’s (thesis site) structure chart.
3. Read Bartol and Martin, Management Pages 60-92, “Understanding External and Internal Environments.”
4. Read Bartol and Martin, Management Pages 93-121.
5. Complete the “Organizational Climate Questionnaire,” MHR 4410.

### Week 3:

1. Be prepared to discuss the reward systems of your Organization.
2. Read Zaleznik, “Managers and Leaders – Are They Different?”
3. Read Kanter, “The New Managerial Work.”
4. Read through the “Alcohol Rehabilitation Case,” MHR 4410

### Week 4:

1. Review. Bolman and Deal, Reframing Organizations. Structural Frame, pp. 43-116; and Human Resource Frame, pp. 119-180.
2. Prepare for group presentations.

3. Submit SWOT Analysis on the Storms of Chaos.
4. Read, "Assessing the Feasibility of Change and Choosing Appropriate Interventions," MHR 4410.

**Week 5:**

1. Review Bolman and Deal, Reframing Organizations. Symbolic Frame, pp. 243-305; Political Frame, pp. 183-240.
2. Submit "Force Field Analysis."

**Week 6:**

1. Read Library Module.
2. Finish Critical Synthesis Paper.