# Course Description

This course requires an analysis of the managerial processes, with emphases on planning, organizing, directing, and control functions used by managers to accomplish the goals of the organization. Related behavior topics will be included in the discussions. Course requirements will include a research paper and Internet assignments.

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1:** The student will be able to prepare effective and clearly written business communications. (ULO 2, 4)
* **PLO2:** The student will display appropriate quantitative problem-solving abilities in the context of a business problem. (ULO 1, 2)
* **PLO3:** The student will be able to apply ethical and moral decision-making principles to business situations. (ULO 2, 3, 4)
* **PLO4:** The student will demonstrate proficiency in the business areas of accounting, management, marketing, and economics. (ULO 1, 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** To introduce the student to the increasingly complex role of the modern manager and to the many internal forces that affect that role
* **CLO2:** To familiarize the student with the functions and techniques of management and its associated terminology and to assist the student in relating these functions and techniques to current business events
* **CLO3:** To encourage the student to expand his or her interest in business organization and development, especially as it pertains to the practice of management

# Student Expectations

Students are expected to do the following:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Schermerhorn, Jr., J. R., & Bachrach, D. G. (2015). *Exploring management* (5th ed.). Hoboken, NJ: Wiley.

ISBN: 9781119117742

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion Question: Weekly Article Review | 25 |  |
| Discussion: Attributes of a Good Manager | 25 |  |
| Blog: Management | 50 |  |
| Management Style Self-Assessment | 50 |  |
| **Week 2** |  |  |
| Discussion Question: Weekly Article Review | 25 |  |
| Discussion: The Decision-Making Process | 25 |  |
| Case Study: Strategy and Strategic Management: Dunkin’ Donuts | 50 |  |
| Week 4 Interview Assignment (Rationale) | 25 |  |
| **Week 3** |  |  |
| Discussion Question: Weekly Article Review | 25 |  |
| Discussion: Drivers of Change | 25 |  |
| Performance Review Summary | 50 |  |
| Human Resources Scenarios | 100 |  |
| **Week 4** |  |  |
| Discussion Question: Weekly Article Review | 25 |  |
| Discussion: Leadership | 25 |  |
| Discussion: Must-See Videos for Managers | 25 |  |
| Mark Zuckerberg’s Leadership Presentation | 50 |  |
| Manager Interview | 50 |  |
| **Week 5** |  |  |
| Discussion Question: Weekly Article Review | 25 |  |
| Discussion: Crowd Funding | 25 |  |
| Small Business Presentation | 100 |  |
| Management Topic Paper | 200 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

|  |  |
| --- | --- |
| **Grade** | **Range** |
| A | 93–100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Course Schedule

|  |  |  |
| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |

# Weekly Learning Modules

|  |  |  |
| --- | --- | --- |
| **Week One: The Environment of Management** | | |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Describe historical perspectives on business management. | CLO1 | |
| * 1. Explain the manager’s functions and roles in addressing common workplace issues. | CLO2 | |
| * 1. Determine your own management style and preferred qualities in a manager. | CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 150 to 200 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least 1 substantive comment of 100 to 150 words to 3 of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback. |  |  |

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| **Readings**  **Read** the following:   * Ch. 1 & 2 of *Exploring Management* * [Frazzled and Frayed](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=115912953&site=ehost-live)[Frazzled and Frayed](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=115912953&site=ehost-live) * Howard, J. A. (2009, August). [Forgotten dimension](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=43678675&site=ehost-live). *Leadership Excellence*, *26*(8). [Forgotten dimension](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=43678675&site=ehost-live) * Edinger, S. (2011, Harvard Business Review). [Become an extraordinary leader](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=121749263&site=ehost-live).[Become an extraordinary leader](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=121749263&site=ehost-live) | | 1.1, 1.2, 1.3 |  |
| **Videos**  **Watch** the following:   * [Classical History of Management - Management Whiteboard Series](https://youtu.be/kNrvxh8R1KU) (1:36) * [Classical Management Theory](https://youtu.be/d1jOwD-CTLI) (10:48)   **Post** any questions, comments, or observations to share with the class in the General Q & A discussion forum. | | 1.1, 1.2, 1.3 | Video = 1 hour |
| **Discussion: 8 Things About Me**  Let’s build a sense of community by sharing a little bit about ourselves.  **List** 8 nouns that describe you, and for each noun **write** a paragraph explaining each one.  **Discuss** what you hope to learn or achieve by taking this course.  *Note*: Initial answers are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 2students with what you agree or disagree within their post. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | |  | Discussion: one post and replies to three other posts = **1 hour** |
| **Week 2 Interview Assignment (Rationale) Preparation**  In week 4 you will complete an interview with a manager or someone with management experience. In preparation for the week 2 interview rationale assignment, start thinking about someone you would like to interview. | | 2.1, 2.3 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | |  | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion Question: Weekly Article Review**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** a current event article (within the last 4 weeks) that relates to this week’s topic from one of the following publications or another source approved by your instructor:   * *The New York Times* * *Bloomberg Businessweek* * *The Wall Street Journal* * *The Economist* * *Forbes* * *Fortune* * *Barron’s* * *Investor’s Business Daily* * *Harvard Business Review*   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | Discussion: one post and replies to three other posts & Library research = **2 hours** |
| **Discussion: Attributes of a Good Manager**  **Watch** the following:   * [Steve Jobs talks about managing people](https://youtu.be/f60dheI4ARg) (2:25) * [Peter Drucker: An Enduring Legacy](https://youtu.be/HhE2eCqdovw) (12:07) * [Peter Drucker’s Basic Concepts of Self-Management](https://youtu.be/BnZIexgtNFY) (9.59) * [Henry Mintzberg’s Managerial Roles](https://youtu.be/XFShUgphzHU) (5:43) * [Evolution of Management](https://youtu.be/EobeHwOw3S4) (10:37)   **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * What characteristics make a good leader? Describe the behavioral attributes of the best manager you have ever had. Which article or video should be considered a must-see for a manager? Why?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Blog: Management**  **Imagine** you are a consultant to a professional organization for managers, and you have been asked to write an article for a management and HR blog.  **Write** 1- to 2-page article with a title, addressing the following:   * How has the definition of *management* changed over time? * How is *management* defined today? * What are at least 2 kinds of crises that managers encounter in today’s market? Are these new or old crises? What causes these issues to occur? * What are some strategies or resources managers can implement to minimize problems and respond to crises?   **Provide** links to any recommended materials, strategies, or other resources.  **Submit** your blog post by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2 | Blog = 1 hour |
| **Management Style Self-Assessment**  **Complete** 3 self-assessments from the Skill-Building Portfolio section on pp. SB2–SB11 of *Exploring Management.*  **Write** a 1.5- to 2-page paper in which you explain the following:   * What is your management experience? * What are your observations about what it means to be a manager? How has the concept of management changed since you started at your first job? * Identify your potential strengths and weaknesses as a manager. Be honest! * How can you develop your strengths to become an effective manager? What could you do to improve your weaknesses? * Consider a situation from your work experience in which a manager did not demonstrate effective leadership or decision making. Describe this situation from both the manager’s perspective and his or her employee’s perspective. Why do you think the manager acted the way he or she did? How might a more effective manager have handled the situation?   **Support** your paper with at least 2 references. One reference may be the course textbook.  **Attach** the results of your 3 self-assessments as appendices to your paper.  **Format** your paper according to APA guidelines.  **Submit** your paper by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.3 | Reflection paper & feedback review= 1.5 hour |
| **Total** |  |  | **8.5 hours** |

# Faculty Notes

**Course Setup**

**Week 5 Management Topic Paper Preparation:** You will want to give students a heads up about this assignment due in week 5 by posting an announcement during week 1 and discussing this assignment in the Adobe Connection session. Here is a sample announcement you could post about this assignment:

Dear Class,

If you haven’t looked through the entire Syllabus yet. I want to bring to your attention the week 5 Management Topic Paper. It’s a fairly large paper due the last week of class. In this paper you will select one topic that we covered during the course that resonates with you or you find interesting to write about in more depth. Keep this in mind as we go through each week and plan accordingly to make sure you have enough time to complete this assignment on time.

**General Questions and Discussion Forum:** This course includes a discussion forum for general questions, comments, and concerns. This forum is intended for any course-related commentary not found within a specific weekly discussion. This forum is not graded. Make sure to monitor this forum for student posts. You are encouraged to make an announcement advertising this forum and monitor and post regularly to build engagement.

**Adobe Connect:** Consider posting an announcement asking students to submit any questions or topics they'd like addressed ahead of time. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: Planning and Controlling | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the management process in setting and meeting general organizational goals. | | CLO1, CLO2 | |
| * 1. Differentiate between management tools and strategies used for business planning and decision making. | | CLO2 | |
| * 1. Analyze management considerations in business planning and decision making. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 3–6 of *Exploring Management.* | | 2.1, 2.2, 2.3 |  |
| **Videos**  **Watch** the following:   * [Episode 105: The Management Process](https://youtu.be/90hcYLB32B0) (11:39) * [How to Write a Mission Statement](https://youtu.be/XtyCt83JLNY) (4:04) * [What’s the Difference Between Mission and Vision?](https://youtu.be/b2MyaR0gMo0) (5:08) * [The Five Competitive Forces that Shape Strategy](https://youtu.be/mYF2_FBCvXw) (13:11) * [BCG Matrix](https://youtu.be/TXKU7gVnBqs) (9:54)   **Post** any questions, comments, or observations to share with the class in the General Q & A discussion forum. | | 2.1, 2.2, 2.3 | Video = 1 hour |
| **SWOT Analysis**  SWOT Analysis is a helpful resource for you to learn and practice doing a SWOT Analysis. You might find this resource helpful with the following assignments:   * Week 2 Case Study: Strategy and Strategic Management: Dunkin’ Donuts * Week 4 Mark Zuckerberg’s Leadership Presentation * Week 5 Small Business Presentation and Management Topic Paper | | 2.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion Question: Weekly Article Review**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** a current event article (within the last 4 weeks) that relates to this week’s topic from one of the following publications or another source approved by your instructor:   * *The New York Times* * *Bloomberg Businessweek* * *The Wall Street Journal* * *The Economist* * *Forbes* * *Fortune* * *Barron’s* * *Investor’s Business Daily* * *Harvard Business Review*   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated in the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to this week’s topic: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.2, 2.3 | Discussion: one post and replies to three other posts & Library research = **2 hours** |
| **Discussion: The Decision-Making Process**  **Review** Figure 3.3, “What Are Five Steps in the Decision-Making Process?”, on p. 54 of *Exploring Management*.  Decision making can be viewed as a series of steps:   1. Find and define the problem. 2. Generate and evaluate solutions 3. Choose a preferred alternative. 4. Implement the decision. 5. Evaluate the results.   It is important to conduct an ethical analysis at all steps in the decision-making process—from initial problem identification all the way to the evaluation of results. When the ethics of a decision are questioned, it is time to stop and rethink the entire process. This helps the decision maker to be confident that all underlying moral problems have been identified and dealt with in the best possible ways.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Analyze an important business decision you have made within the last year using the five steps of the decision-making process. * Describe each step as it applies to your decision, and then answer the following questions:    + How did your personal ethics affect your decision?   + Do you think a formal decision-making process helps or hurts your decisions? Explain why or why not.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Week 4 Interview Assignment (Rationale)**  **Review** the requirements of the Interview assignment due in Week 4.  **Select** a person to use for this assignment, and **write** a short paragraph giving rationale for your choice.  **Submit** your paragraph by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.3 | Reflection paper & feedback review= 1.5 hour |
| **Case Study: Strategy and Strategic Management: Dunkin’ Donuts**  **Resources:**   * [Investor Relations Dunkinbrands](http://investor.dunkinbrands.com/) * [Investor Relations Starbucks](https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Finvestor.starbucks.com%2Fir-home%2Fdefault.aspx&data=02%7C01%7Ccsalemma%40synergiseducation.com%7C24f1f44afd2d40b8157608d5586f19de%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636512156566080845&sdata=XdVBuXXXeim5cKSU%2FUstB0J1hnMDnFcMinDmay4wH2w%3D&reserved=0)   **Read** “Case 6: Dunkin Donuts – Growth Feeds a Sweet Tooth” on pp. C-8 & C-9 of *Exploring Management.*  **Complete** the Case 6: Dunkin’ Donuts – Growth Feeds a Sweet Tooth worksheet.  **Post** your worksheetby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students discussing how the tool or strategy could be applied or integrated by the organization to respond to the issue highlighted in the scenario. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.2 | Case study & feedback review = 3.5 hours |
| **Total** |  |  | **10 hours** |

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| Week Three: Organizing and Change | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Relate an organization’s structure to its culture. | | CLO1, CLO2 | |
| * 1. Describe how managers interact with HR to meet organizational goals. | | CLO1, CLO2 | |
| * 1. Explain managers’ considerations in leading organizational change. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 7–9 of *Exploring Management*. | | 3.1, 3.2, 3.3 |  |
| **Week 4 Interview Assignment Preparation**  In week 4 you will complete an interview with a manager or someone with management experience. In preparation for the week 4 interview assignment, schedule your interview. | | 2.1, 2.3 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the following:   * Boaz, & Fox. (2014). [Change leader, change thyself](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=102092405&site=ehost-live). *McKinsey Quarterly*, 2, 56–67. [Change leader, change thyself](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=102092405&site=ehost-live) * Srinivason, & Kurey. (2014, April). [Creating a culture of quality](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=95092560&site=ehost-live). *Harvard Business Review, 92*(4), 23–25. [Creating a culture of quality](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=95092560&site=ehost-live) | | 3.1, 3.2, 3.3 |  |
| **Videos**  **Watch** the following:   * [What is Organizational Culture? Why Culture Matters to Your Organization](https://youtu.be/Rd0kf3wd120) (5:51) * [LSBF Global MBA: Introduction to Organizational Structure & Design](https://youtu.be/NxJvS92uCus) (10:22) * [Do You Know the Basics of Employment Law?](https://youtu.be/Yn6MK_blDck) (5:33) * ["How to do Effective Performance Appraisals"](https://www.youtube.com/watch?v=E34Zt1cEpFA) (4.20) * ["How to Deliver a Negative Performance Review"](https://www.youtube.com/watch?v=0yZFjVP7d1Y) (2.50)   **Post** any questions, comments, or observations to share with the class in the General Q & A discussion forum. | | 3.1, 3.2, 3.3 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion Question: Weekly Article Review**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** an article about an organization known for its positive culture from [*Forbes*](http://www.forbes.com/) or another source approved by your instructor.  **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated on the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing what makes your chosen organization a desirable company to work for. [Netflix](https://jobs.netflix.com/culture) and [Starbucks](https://www.starbucks.com/responsibility/community/diversity-and-inclusion/culture) are two examples of desireable companies to work for. * Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Discussion: one post and replies to three other posts & Library research = **2 hours** |
| **Discussion: Drivers of Change**  **Review** [The new organization: Different by design](https://www2.deloitte.com/insights/us/en/multimedia/infographics/2016-human-capital-trends.html).  **Select** one of the four drivers of change from the infographic:   * Demographic upheaval * Technology everywhere, digital everything * Speed in the exponential economy * New social contract between employer and worker   **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * How is the driver you selected changing the workplace? Include at least 2 resources outside of the text that support your answer.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Performance Review Summary**  **Read** one of the following:   * Thompson, & Dalton. (1970, January/February). [Performance appraisal: Managers beware](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=3866795&site=ehost-live). *Harvard Business Review, 48*(1), 149–157. [Performance appraisal: Managers beware](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=3866795&site=ehost-live) * Messmer, M. (2000, December). [Performance reviews](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=3908802&site=ehost-live). *Strategic Finance, 82*(6), 10–12. [Performance reviews](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=3908802&site=ehost-live) * Darling, J. (2013). [Reframing performance reviews for greater impact](http://libproxy.gmercyu.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=90060984&site=ehost-live). *People & Strategy*, *36*(2), 66–76. [Reframing performance reviews for greater impact](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=90060984&site=ehost-live)   **Write** 100 to 150 words for each of the following:   * Briefly summarize the article you chose from the three provided, and apply it to what you have learned in this week’s readings from *Exploring Management*. * What would you do to make a performance review a productive meeting if you were the manager?   **Format** your answers according to APA guidelines.  **Submit** your answers by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Reflection paper & feedback review = 1.5 hour |
| **Human Resources Scenarios**  **Part 1: Employment Law**  **Research** one of the following employment laws, and **summarize** the main concepts in a paragraph:   * Family and Medical Leave Act (FMLA) * Occupational Safety and Health Act (OSHA) * National Labor Relations Act (NLRA) * Fair Labor Standards Act (FLSA) * Civil Rights Act, Title VII * Americans with Disabilities Act (ADA)     **Part 2: Scenario Review**  **Select** one of the following topics:   * Recruiting, selecting, and hiring qualified candidates: The HR director has requested that you conduct Internet searches on candidates’ Facebook, twitter, and Instagram accounts, in addition to professional accounts such as LinkedIn. Candidates’ personal images and posts are to be considered as part of the interview process. * Incentives, punishments, and performance reviews: The HR director has proposed a new reward system. The top two performers in each department are rewarded with 2 days per week of telecommuting. * An employee has informed you, the operations manager, that they believe that a recent promotion was discriminatory and improperly made. What would you include in your report to the board of directors?   **Interpret** your chosen scenario from the perspective of the operations manager, and **answer** the following:   * What problems does the issue attempt to solve? * What problems might arise with the proposed strategy? * What recommendations would you make to HR and executive team? * What are the applicable laws? * How might this affect the culture at the organization?   **Part 3: Recommendations**  **Develop** a set of 4 to 6 recommendations for the HR department and executive team on how to handle or respond to the scenario.  **Write** a 50- to 75-word rationale for each recommendation.  **Format** your employment law summary, answers to the questions, recommendations, and rationale in a concise, organized, and attractive format. A 1- to 2-page paper is recommended, but you may use another format such as PowerPoint or Prezi.  **Submit** your employment law summary, answers to the questions, and recommendations by 11:59 p.m. (Eastern time) on Sunday. | | 3.2, 3.3 | Library research & feedback review = 2.5 hours |
| **Total** |  |  | **8 hours** |

# Faculty Notes

**Week 5 Management Topic Paper:** If you would like, this week would be a good time to post a thread in the General Q & A discussion forum asking students how they are coming along with picking their topic for this paper and having students share what they have chosen. This would be optional for students to participate in this thread.

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| Week Four: Leading | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the foundations of effective leadership. | | CLO1, CLO2 | |
| * 1. Discuss current issues and directions in leadership development. | | CLO1, CLO2 | |
| * 1. Describe how to leverage (promote) individual characteristics to enhance job performance. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following:   * Ch. 10–14 of *Exploring Management* * [15 Books Every First-Time Manager Should Read](https://www.inc.com/jessica-stillman/15-books-every-new-first-time-manager-should-read.html?cid=mustread2) * [Likert's Characteristics Of An Effective Work Group](http://www.people.vcu.edu/~rsleeth/Likert01.html) * [Organizational design: The rise of teams](https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2016/organizational-models-network-of-teams.html) * [What Drives the Greatest Leaders?](https://www.linkedin.com/pulse/what-drives-greatest-leaders-marshall-goldsmith/) | | 4.1, 4.2, 4.3 |  |
| **Videos**  **Watch** the following:   * [Operation Next Level – Video 2 – Employee Perception](https://www.youtube.com/watch?v=t9VagbOUiM8) (6:27) * [Get Your Employees Engaged](https://www.youtube.com/watch?v=9buGE_vKxcc) (5:36) * [Six Hidden Factors of Motivation](https://www.youtube.com/watch?v=GZ_VuA_noYk) (4:19) * [Episode 27: Expectancy Theory of Motivation](https://www.youtube.com/watch?v=Wm5ypcltyvI) (6:20) * [Building Effective Teams](https://www.youtube.com/watch?v=vtCwNhZ1MQ0) (5:28) * [Conflict Resolution Strategies Video](https://www.youtube.com/watch?v=rpnh9EECMOg) (9:10) * [Team Management Skills](https://www.youtube.com/watch?v=I857YQYgAvA) (15:14)   **Post** any questions, comments, or observations to share with the class in the General Q & A discussion forum. | | 4.1, 4.2, 4.3 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion Question: Weekly Article Review**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** a current event article (within the last 4 weeks) that relates to this week’s topic from one of the following publications or another source approved by your instructor:   * *The New York Times* * *Bloomberg Businessweek* * *The Wall Street Journal* * *The Economist* * *Forbes* * *Fortune* * *Barron’s* * *Investor’s Business Daily* * *Harvard Business Review*   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated on the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to topics relate to the class, such as business strategy, management, business environment, financial management, or the global economic or political climate: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2, 4.3 | Discussion: one post and replies to three other posts & Library research = **2 hours** |
| **Discussion: Leadership**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * What do you think makes a great leader? * Do women lead differently than men lead? * Provide an example of each of the following that are not in the text, and discuss why you think that they represent this quality:   + Charismatic leader   + Transactional leader   + Transformational leader   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Must-See Videos for Managers**  **Watch** the following:   * [Operation Next Level – Video 2 – Employee Perception](https://www.youtube.com/watch?v=t9VagbOUiM8) (6:27) * [Get Your Employees Engaged](https://www.youtube.com/watch?v=9buGE_vKxcc) (5:36) * [Six Hidden Factors of Motivation](https://www.youtube.com/watch?v=GZ_VuA_noYk) (4:19) * [Episode 27: Expectancy Theory of Motivation](https://www.youtube.com/watch?v=Wm5ypcltyvI) (6:20) * [Building Effective Teams](https://www.youtube.com/watch?v=vtCwNhZ1MQ0) (5:28) * [Conflict Resolution Strategies Video](https://www.youtube.com/watch?v=rpnh9EECMOg) (9:10) * [Team Management Skills](https://www.youtube.com/watch?v=I857YQYgAvA) (15:14)   **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Which should be considered a must-see for a manger? Why?   *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2, 4.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Mark Zuckerberg’s Leadership Presentation**  **Read** the following:   * [Can Mark Zuckerberg Bend Facebook Without Breaking It?](https://www.wsj.com/articles/bending-facebook-without-breaking-it-1516185181) * [Mark Zuckerberg Promises to Make Your Facebook Feed ‘More Meaningful”](http://fortune.com/2018/01/11/mark-zuckerberg-facebook-meaningful/) * [Mark Zuckerberg Has Lost This Much Money for Changing Facebook’s Feed](http://fortune.com/2018/01/15/mark-zuckerberg-3-billion-loss-facebook-feed/)   The articles present that Mark Zuckerberg’s main challenge is now fixing the social media network without breaking it. That dilemma was apparent when the 33-year-old chief executive announced changes to the company’s News Feed tool.  **Create** a presentation addressing the following questions:   * What are the changes at Facebook? * What are two challenges facing Mark Zuckerberg and the future of Facebook? * How is Mark Zuckerberg attempting to change Facebook without a radical shift? Offer two ideas from the articles. * What do you think about the shift? Is it a good idea? Why or why not? * On Thursday, January 11, 2018, Facebook’s stock closed at $187.77 per share. Shortly after the announcement of the news feed change, on January 17, 2018, Facebook’s stock closed at $177.60 per share. Where is Facebook’s stock price at the time you are completing this assignment? Do you think this announcement has had any positive or negative ramifications?   **Use** as many slides as you need to create a visually interesting presentation. Using additional references is encouraged.  **Cite** your sources in APA format.  **Submit** your presentation by 11:59 p.m. (Eastern time) on Sunday. | | 4.3 | Library research & feedback review = 2.5 hours |
| **Manager Interview**  **Identify** a manager (or someone who has management experience), and **schedule** at least 15 minutes to interview him or her.  **Conduct** an interview that covers the following topics:   * Who determines the organization’s goals and policies? * How much influence do frontline managers have? * What tools were used to help develop or monitor the goals and policies? * What are the underlying factors that shaped the goals and policies? * How are they being implemented? * Do you have any recommendations?   **Summarize** the interviewee’s responses in a concise and organized format.  **Submit** your interview by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.2, 2.3 | Feedback Review = .5 hour |
| **Total** |  |  | **8 hours** |

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| Week Five: Entrepreneurship and Small Business | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the nature of entrepreneurship and entrepreneurs. | | CLO1, CLO2 | |
| * 1. Discuss small businesses and how to start one. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 17 of *Exploring Management*. | | 5.1, 5.2 |  |
| **Videos**  **Watch** the following:   * [Jon Taffer: The Biggest Reason Businesses Fail | Inc. Magazine](https://youtu.be/E3UNTyMAamo) (2:31) * [Alex Osterwalder | Talks at Google](https://youtu.be/ynQasjpBTCk) (49:47)   **Post** any questions, comments, or observations to share with the class in the General Q & A discussion forum. | | 5.1, 5.2 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion Question: Weekly Article Review**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** a current event article (within the last 4 weeks) that relates to this week’s topic from one of the following publications or another source approved by your instructor:   * *The New York Times* * *Bloomberg Businessweek* * *The Wall Street Journal* * *The Economist* * *Forbes* * *Fortune* * *Barron’s* * *Investor’s Business Daily* * *Harvard Business Review*   **Write** a summary of your chosen article that includes the following:   * A link to the article * The name of the article, date published, and author if not stated on the article * Four bullet points summarizing the article * 1 to 2 paragraphs discussing the connection to topics relate to the class, such as business strategy, management, business environment, financial management or the global economic or political climate: Make insightful comments that connect the real world to the article information. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines  **Post** your article reviewby 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Discussion: one post and replies to three other posts & Library research = **2 hours** |
| **Discussion: Crowd Funding**  As a potential investor, you want to take advantage of crowdfunding to put some excess cash to work.  **Select** a company or a product on a crowdfunding website like [Kickstarter](https://www.kickstarter.com/) or [Indiegogo](https://www.indiegogo.com).  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * What company and/or product did you select? * Why you selected that company and/or product? * Would you personally use crowdfunding to start a business? Why or why not?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Small Business Presentation**  **Resources:**   * [U.S. Small Business Administration](https://www.sba.gov/) * [SWOT Analysis Examples](https://articles.bplans.com/swot-analysis-examples/?_ga=2.109288581.1691960411.1517504445-1631176865.1517504444) * [Business Model Canvas Explained](https://youtu.be/QoAOzMTLP5s)   **Create** a presentation that addresses the following:   * Answers the question, “How can the SBA help someone who wants to start a business?” * Reviews a business plan * Includes a Business Model Canvas   **Use** as many slides as you need to create a visually interesting presentation. Using additional references is encouraged.  **Cite** your sources in APA format.  **Submit** your presentation by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Library research & feedback review = 2.5 hours |
| **Management Topic Paper**  **Select** a management topic of interest that has been covered in the material presented in this class.  **Write** a 700- to 1,050-word paper addressing the following:     * What are the main management topics from this course that are related to your paper? * Relate the topics to a company or industry. * What is management’s responsibility relative to the subject? * What would you do if you were the business owners or managers in charge? * How could you or a company avoid a similar issue or take advantage of an opportunity in the future based on what you have learned from this course? * How does the subject of your paper relate to your major?   **Include** at least 2 references that support your paper and its ideas.  **Format** your paper according to APA guidelines.  **Submit** your paper by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Library research & feedback review = 2.5 hours |
| **Total** |  |  | **9 hours** |

# Breakdown of Academic Instructional Equivalencies

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|  | **AIE Hours** |
| **Week 1** |  |
| Required | 7.5 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 10 |
| Supplemental |  |
| **Week 3** |  |
| Required | 8 |
| Supplemental |  |
| **Week 4** |  |
| Required | 8 |
| Supplemental |  |
| **Week 5** |  |
| Required | 9 |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 42.5 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 43.5 |