

Introduction to Management

Course code: MGT245

Semester and year: Fall 2021

Day and time: Monday/Wednesday 13:00-14:15

Instructor: Mark Wiedorn, MBA

Instructor contact: mark.wiedorn@aauni.edu

Consultation hours: Mondays 14:30, by appointment preferred.

Credits US/ECTS	3/6	Level	Introductory
Length	15 weeks	Pre-requisite	TOEFL iBT 71
Contact hours	42 hours	Course type	Bachelor Required

1. Course Description

A survey of organization management designed to present students with a broad view of the environment and techniques of management. It also provides an introduction to the various business disciplines including strategic management, planning, leading, organizing, controlling, marketing, human resource management, decision making and achieving competitive advantage. An overview of current and future trends in management will be part of the course. This course includes lectures, case analyses, and experiential learning.

2. Student Learning Outcomes

Upon completion of this course, students should be able to:

- Apply theoretical management concepts in practice.
- Demonstrate and describe an understanding of basic Management concepts.
- Understand and demonstrate the development and evolution of modern management theories and their relevance today.
- Be able to recognize and find positive solutions to various managerial problems and situations.
- Demonstrate their improved managerial and communication skills in presentations, "role playing" and working with peers.
- Understand and demonstrate their knowledge and experience of working in teams, both virtual and non-virtual, including the benefits and difficulties of working in groups.
- Understand the difficulties of cross cultural communication and demonstrate their understanding of how to communicate well across cultural boundaries.
- Articulate and demonstrate an understanding of the critical importance of clear communication for managers.
- Articulate and demonstrate a significant understanding of the many challenges and opportunities that global managers face today.
- Comprehend the importance for managers and corporations to continually strive for competitive advantage.
- Demonstrate their own business and managerial skills to function effectively in an international business environment

3. Reading Material

Required Materials

- TEXT: Contemporary Management, Jones, George, Hill, Global Edition 11th Edition 2020
- Articles will be assigned for pre-class reading as part of course and Assignment Descriptions

Recommended Materials

- Students are encouraged to read current business publications.
- Case studies, articles and other handouts will also be used and posted on course web sites.
- Slides will be used during lectures. Slides will be posted on the course web site usually 1-2 days before class.

4. Teaching methodology

Theoretical applications will be used as a foundation for discussion of “real-world” situations managers often face. The course will consist of lectures based on the text and other assigned reading materials. **Class participation is expected of all students.** This means **reading assignments in advance.** Students will be presented with situations, topics and concepts for discussion in class. In many cases there are no absolute right or wrong solutions. You will use your analytical and problem solving skills to come up with solutions.

5. Course Schedule

This course schedule may change; any changes will be announced in advance in class.

Note: Should the instructor miss a class there will be Make-Up class scheduled at a time that is convenient for the majority of students.

Date	Class Agenda
Class#1 W 09.01 and #2 M 09.06	Topic: Course Overview and Expectations Description: Review of Syllabus and course expectations, introduction to <i>Planning, Leading, Organizing and Controlling</i> , and introduction of what will be a recurring theme throughout the course: <i>The Components of Competitive Advantage</i> Reading: Ch1: Managers and Managing
Class#3 W 09.08	Topic: Managers and Managing Description: What do managers do and Why? Reading: CH 2, Case Study: <i>Welcome Aboard But Don't Change a Thing</i>
Class#4 M 09.13	Topic: <i>begin...Chapter 2 - The Evolution of Management Thought</i> Description: The development and evolution of modern management theory, including Fayol and Taylor amongst others Reading: study for quiz on Chapters 1 and 2
Class#5 W 09.15	Topic: Quiz: 5% of grade Description: finish Chapter 2 discussion Reading: Chapter 15: Effective Groups and Teams Assignments/deadlines: Assignment 1 Case Study Due electronically
Class#6 M 09.20	Topic: Groups and Teams Description: A key component of today's working and managerial environment is working in groups and teams and managing groups and teams. The basic concepts, definitions, and processes will be covered.

	Reading: Virtual Team Module
Class#7 W 09.22	Topic: finish Groups and Teams, begin Virtual Teams Description: Continuing with the theme of working in groups and teams, we will cover working in "virtual teams". The use of "virtual teams" is quite common now and brings new managerial challenges and rewards. Reading: Chapter 16: Promoting Effective Communication
Class#8 M 09.27	Topic: Effective Communication for Managers Description: A manager is only as efficient and effective as the quality of their communication skills. Basic concepts and practices of effective communication will be examined. Reading: Communication Skills Questionnaire, Ch. 6: Managing Global Diversity Assignments/deadlines: take survey in questionnaire
Class#9 W 09.29	Topic: finish with Communication, Managing in a Global Environment Description: The current, ever-changing global environment offers unique managerial challenges. Reading: Cross Cultural Communication Module Assignments/deadlines: Review Hofstede website (home country)
Class#10 M 10.04	Topic: Cross Cultural Communication - Hofstede's Cultural Dimensions Description: Cross Cultural Communication is a critical skill for today's manager as is an understanding of cultural differences in the workplace. Cross Cultural Communication concepts and Hofstede's Cultural Dimensions will be reviewed in this and next class Reading: Chapter 5, Managing Diverse Employees in an Multi-Cultural Environment
Class#11 W 10.06	Topic: Continue with Cross Cultural Communication Cross Cultural Survey and Discussion Hofstede Assignment handed out Description: Continue with the CCC theme including a survey done in class. Hofstede assignment given in class followed with discussion. Assignments/deadlines: Hofstede assignment due Tuesday
Class#12 M 10.11	Topic: Hofstede Presentations Description: Discussion of Cross Cultural Dimensions Reading: Chapter 13: Motivation and Performance Assignments/deadlines: Hofstede assignment due
Class#13 W 10.13	Topic: Motivation and Performance Description: Managers need to understand what motivates employees today. Daniel Pink offers a different view from commonly accepted theory. Daniel Pink video in class. Reading: Chapter 14: Leadership, Watch Two videos on Jack Welch and his management style
Class#14 M 10.18	MID TERM EXAM
Class#15 W 10.20	Topic: Leadership in Real Life: The Pirates of Silicon Valley , film in class Next Week: ***MID TERM BREAK No Class M 10.25 or W 10.27**

<p>Class#16 M 11.01</p>	<p>Topic: Virtual Teams Group Project, Presentation Resources and Guidelines First VT Team meeting (<i>after class VT teams may not meet face to face</i>) Description: The group project on Virtual Teams to be introduced and discussed. Teams will be assigned and teams will have first team meeting in class Reading: Chapter 7 Decision Making Assignments/deadlines: <i>Teams will follow the schedule in VT Team Project Assignment description</i> <i>Prepare for Quiz</i></p>
<p>Class#17 W 11.03</p>	<p>Topic: Manager as Decision Maker, Dell: Good Decisions and Bad Description: A key role and task of managers is that of decision making. Various aspects of the Manager as Decision Maker will be covered. Dell will be used as case study to highlight both good and bad decision making, and how managers act as planners and strategists. Reading: Dell Module Assignments/deadlines: <i>see VT project description</i></p>
<p>Class#18 M 11.08</p>	<p>Topic: DELL: Good Decisions and Bad Description: Dell is used as a case study for both managerial decision making and managers roles in planning and strategy. Reading: Chapter 8: The Manager as Planner and Strategist Assignments/deadlines: <i>see VT project description</i> QUIZ #2 5% of Grade</p>
<p>Class#19 W 11.10</p>	<p>Topic: Manager as Strategist and Planner Description: Strategy and Planning at all levels of the organization will be examined and the important role of strategy and planning in establishing and maintaining competitive advantage will also be discussed. Reading: Strategy Module, Chapter 9 Value Chain Management: Functional Strategies for Competitive Advantage Assignments/deadlines : <i>see VT project description</i></p>
<p>Class#20 M 11.15</p>	<p>Topic: Strategy and Developing a Competitive Advantage cont'd Description: Value Chain and Strategic Activities Reading: Chapter 12 Human Resource Management Assignments/deadlines: <i>see VT project description</i> NO CLASS WEDNESDAY 11.17 no make-up</p>
<p>Class#21 M 11.22</p>	<p>Topic: open, finish Strategy etc. if needed or guest speaker/excursion Reading: HR Module: How to Prepare and Shine in an Interview Assignments/deadlines: follow VT Project</p>
<p>Class#22 W 11.24</p>	<p>Topic: Human Resource Management Description: Managers must work well with the Human Resource Departments of organizations. Human Resources can also play a critical role in developing and maintaining competitive advantage. Assignments/deadline <i>see VT project description</i> Topic: VT Presentations, Discussion</p>

	Reading: Chapter 10: Managing Organizational Structure and Culture Assignments/deadlines: <i>see VT project description</i>
Class #23 M 11.29	Open for Catch-up , Guest Speaker
	Topic: Managing Organizational Structure and Culture Description: Managers play a key role in developing and maintaining both structure and culture of an organization, Simon Sinek video Assignments/deadlines: VT Project Preparation for Presentations, Analog Outline Handed In
Class#24 W 12.01	Description: Open for catch-up, Final Exam Review
Class#25 M 12.08	Final Exam (will be 2 hours) No Class W 12.10 (because of two 2 hour exam periods)
Class #26, 27 M,W 12.13, 12.15	VT Final Presentations in Class

6. Course Requirements and Assessment (with estimated workloads)

Assignment	Workload (average)	Weight in Final Grade	Evaluated Course Specific Learning Outcomes	Evaluated Institutional Learning Outcomes*
Attendance and Class Participation	42	10%	Demonstrate and describe an understanding of basic Management concepts.	1,2,3
Virtual Team Project: Presentation and Paper	28	20%	Identify key issues, subject knowledge, Apply theoretical management concepts in practice, demonstrate their improved managerial and communication skills in presentations, "role playing" and working with peers, Understand and demonstrate their knowledge and experience of working in teams, both virtual and non-virtual, including the benefits and difficulties of working in groups.	1,2,3
Mid-Term Exam	20	25%	All	1,2
Quizzes	10	10%	All	1,3
Hofstede Assignment	20	10%	Apply theoretical management concepts in practice.	1,2,3
Final Exam	30	25%	All	
TOTAL	150	100%		

*1 = Critical Thinking; 2 = Effective Communication; 3 = Effective and Responsible Action

7. Detailed description of the assignments

Hofstede Assignment:

This assignment is for the student to demonstrate and articulate an understanding of the tenets of Hofstede's cultural dimensions and how these can be applied to "real-life" situations. A 2 page memo will be written and a short 3-5 minute presentation to the class. *Complete and detailed description, guidelines and assessment guidelines are provided for students.*

Assessment breakdown

Assessed area	Percentage
Memo content and analysis	70%
Clarity and relevance of presentation	30%
Total	100

VT Group project:

Students are assigned to teams by instructors. For the first four weeks or so of the project, teams may ONLY meet virtually. They will write a series of memos describing the process of working virtually and the teams will be given scenarios to discuss and come up with suggested solutions. After four weeks the teams may meet face to face. They will prepare drafts of slides and the paper per schedule. There will be a final presentation. Please be clear that no aspect of this project is a "research paper". It is an experiential exercise to allow students to combine theory with practice in the Digital Age. Students are expected to write in their own words about their experiences.

Complete and detailed description, guidelines and assessment guidelines are provided for students

Assessment breakdown

Assessed area	Percentage
Final Paper	50%
Final Presentation	50%
	100%

8. General Requirements and School Policies

General requirements

All coursework is governed by AAU's academic rules. Students are expected to be familiar with the academic rules available in the Codex and Student Handbook and to maintain the highest standards of honesty and academic integrity in their work.

Electronic communication and submission

The university and instructors **shall only** use students' university email address for communication. It is strongly recommended that any email communication between students and instructors take place in NEO LMS.

Each e-mail sent to an instructor that is about a new topic (meaning not a reply to an original email) shall have a new and clearly stated subject and shall have the course code in the subject, for example: "COM101-1 Mid-term Exam. Question".

All electronic submissions are carried out through NEO LMS. No substantial pieces of writing (especially take home exams and essays) can be submitted outside of NEO LMS.

Document Naming: For any documents submitted electronically the file name must include the following:

Name of Assignment, Project or Presentation
Course Number
Your Last Name
Example: **Starbucksmemo_MKT248_Smith.doc**

For all hard copies submitted **Student Name, Course# and Assignment** should be clearly visible on the first page.

Attendance

Attendance is required. Students who are absent 35 percent of classes will be failed (or administratively withdrawn from the course if most absences are excused). Students might also be marked absent if they miss a significant part of a class (by arriving late or leaving early) as specified in the syllabus.

COVID 19 UPDATE S21:

Attendance, i.e., **presence in class in real-time, is required.**

Students who are absent 35 percent of classes or more cannot complete the course. Those with a majority of unexcused absences will be failed; those with a majority of excused absences will be administratively withdrawn from the course. Students may also be marked absent if they miss a significant part of a class (for example by arriving late or leaving early).

Absence excuse and make-up options

Should a student be absent from classes for relevant reasons (illness, serious family matters), s/he must submit to the Dean of Students an Absence Excuse Request Form supplemented with documents providing reasons for the absence. The form and documents must be submitted within one week of the absence. If possible, it is recommended the instructor be informed of the absence in advance. Should a student be absent during the add/drop period due to a change in registration this will be an excused absence if s/he submits an Absence Excuse Request Form along with the finalized add/drop form.

Assignments missed due to unexcused absences cannot be made up which may result in a decreased or failing grade as specified in the syllabus.

Students whose absence has been excused by the Dean of Students are entitled to make up assignments and exams provided their nature allows for a make-up. Students are responsible for contacting their instructor within one week of the date the absence was excused to arrange for make-up options.

Assignments missed due to unexcused absences cannot be made up.

Late work: No late submissions will be accepted – please follow the deadlines.

Electronic devices

- **Laptop computers and tablets** may NOT be used during class time unless approved by the lecturer. Unauthorized usage of said devices will result in a lowering of class participation grade by 5%

- **Mobile phones** should be on silent and placed on the floor or in bags. They may not be left on the desktop. No calling or texting during class meetings (wait until the break). Unauthorized usage of said devices will result in a lowering of class participation grade by 5%

Eating is not allowed during classes.

Cheating and disruptive behavior

If a student engages in disruptive or other conduct unsuitable for a classroom environment of an institution of learning, the instructor may require the student to withdraw from the room for the duration of the activity or for the day and shall report the behavior to the Dean.

Students engaging in behavior which is suggestive of cheating (e.g. whispering or passing notes) will, at a minimum, be warned. In the case of continued misbehavior the student will be expelled from the exam and the exam will be marked as failed.

Quality of Written Assignments:

All written assignments including in-class quizzes, exams, exercises, assigned papers etc **must be written at an acceptable university level of quality**. This means students **must** proofread exams, assignments, papers etc. and make sure they are free of grammatical, spelling, sentence structure and other errors. Papers with a high level of errors of this type (meaning more than one per page) will be graded down substantially.

This means students **must take ownership of the works they submit**.

For students who need assistance with writing skills the school now offers the Academic Tutoring Center. Students who are unsure of their writing abilities should work with the writing lab **before assignments are due**. Most if not all assignments with a significant writing component are given with enough advance time for students to work with the lab **before submitting work**.

Plagiarism and Academic Tutoring Center

Plagiarism is “the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one’s own original work.” (Random House Unabridged Dictionary, 2nd Edition, Random House, New York, 1993)

Turnitin’s White Paper ‘The Plagiarism Spectrum’ (available at <http://go.turnitin.com/paper/plagiarism-spectrum>) identifies 10 types of plagiarism ordered from most to least severe:

1. CLONE: An act of submitting another’s work, word-for-word, as one’s own.
2. CTRL-C: A written piece that contains significant portions of text from a single source without alterations.
3. FIND-REPLACE: The act of changing key words and phrases but retaining the essential content of the source in a paper.
4. REMIX: An act of paraphrasing from other sources and making the content fit together seamlessly.
5. RECYCLE: The act of borrowing generously from one’s own previous work without citation; To self plagiarize.
6. HYBRID: The act of combining perfectly cited sources with copied passages—without citation—in one paper.
7. MASHUP: A paper that represents a mix of copied material from several different sources without proper citation.
8. 404 ERROR: A written piece that includes citations to non-existent or inaccurate information about sources

9. AGGREGATOR: The "Aggregator" includes proper citation, but the paper contains almost no original work.
10. RE-TWEET: This paper includes proper citation, but relies too closely on the text's original wording and/or structure.

As the minimum policy the types of plagiarism from 1 through 8 results in the failing grade from the assignment and must be reported to the Dean. The Dean may initiate a disciplinary procedure pursuant to the Academic Codex. Allegations of bought papers and intentional or consistent plagiarism always entail disciplinary hearing and may result in expulsion from AAU.

If unsure about technical aspects of writing, students are encouraged to consult their papers with the tutors of the AAU Academic Tutoring Center. For more information and/or to book a tutor, please contact the ATC at: <http://atc.simplybook.me/sheduler/manage/event/1/>.

Students with disabilities

Students with disabilities are asked to contact their instructor as soon as possible to discuss reasonable accommodation.

9. Grading Scale

Letter Grade	Percentage*	Description
A	95 – 100	Excellent performance. The student has shown originality and displayed an exceptional grasp of the material and a deep analytical understanding of the subject.
A–	90 – 94	
B+	87 – 89	Good performance. The student has mastered the material, understands the subject well and has shown some originality of thought and/or considerable effort.
B	83 – 86	
B–	80 – 82	
C+	77 – 79	Fair performance. The student has acquired an acceptable understanding of the material and essential subject matter of the course, but has not succeeded in translating this understanding into consistently creative or original work.
C	73 – 76	
C–	70 – 72	
D+	65 – 69	Poor. The student has shown some understanding of the material and subject matter covered during the course. The student's work, however, has not shown enough effort or understanding to allow for a passing grade in School Required Courses. It does qualify as a passing mark for the General College Courses and Electives.
D	60 – 64	
F	0 – 59	Fail. The student has not succeeded in mastering the subject matter covered in the course.

* Decimals should be rounded to the nearest whole number.

Prepared by and when: Mark Wiedorn 06.25.2021

Approved by and when:

Karel Kubias, Chair of Department of Management, July 7th 2021

Jan Vašenda, Dean, School of Business Administration, August 26th,2021