

***Management 330***  
***Understanding the Individual in the Organization***  
***(Section 0001)***  
***Spring Semester 2009***  
***University of Missouri-Kansas City***

**Instructor:** Bob Waris, Ph.D.

**Class Location:** Bloch School of Business, Room 2

**Class Time:** Mondays and Wednesdays from 11:00 a.m. – 12:15 p.m.

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**Office Phone Number:** (816) 235 - 5553

**Office Location:** Bloch School of Business, Room 303

**Office Hours:**

I will hold office hours on Mondays and Wednesdays from 8:00 a.m. – 10:45 a.m. I will also hold office hours on Thursdays from 1:00 p.m. – 5:00 p.m. I usually get to class early and I am willing to stay after class to meet with students as well. If my office hours or meeting before or after class does not fit into your schedule, I will be happy to set up a time that does.

**Textbook and Coursepack:**

Kinicki & Williams (2009). Management: A Practical Introduction (4<sup>th</sup> ed.).  
Publisher: McGraw-Hill Irwin.

MGT 330 Coursepack: Includes chapters addressing: 1) Diversity at work, 2) The legal environment of business, and 3) Conflict management and negotiation.

**Course Description:**

The dynamic, global environment of business has never been more challenging than it is today. As a result, the need for individuals possessing effective managerial skills has never been more important and can give an organization a competitive advantage over other firms. This course is designed to introduce students to the concepts and principles which are the foundation of the field of management. This course addresses the opportunities and challenges of managing an organization, as well as the specific knowledge, skills, and abilities needed by today's managers. This course not only aims at providing students with an introduction to managerial concepts and skills, it also encourages students to apply these concepts and skills into practice.

This class is the first part of a two-course management sequence and will focus primarily on managing the individual and the “micro” dynamics of organizations: the individual and his/her relationship to other people, teams, and work groups. Topics that will be addressed in this course include theories of management, planning, strategy, managing diversity, motivating employees, the legal environment of business, and career/professional development, just to name a few. The lists of specific topics to be covered are addressed under the course schedule section of the syllabus.

**Course Objectives:**

The overall purpose of this course is twofold: 1) to develop students understanding of the concepts, research, and theories that constitute the field of management, and 2) the application of concepts, research, and theory to the “real business” world. Application of course material to the “real business” world will include case studies, critical thinking/discussion questions, videos, and interactive simulation exercises.

**Expected Course Outcomes:**

Upon completion of this course students should have a better understanding and comprehension of the following:

1. The broad range of concepts, theories, and research relevant to the field of management.
2. To apply the concepts and theories of management within an organizational context.
3. The importance of successfully managing organizational behavior related to organizational performance and success.
4. To describe the classical, behavioral, and quantitative foundations of management.
5. How individual differences in personality, attitudes, emotions, and perceptions influence employee behavior in organizations.
6. The legal environment of business.
7. The importance of successfully understanding and managing diversity in organizations.
8. The importance of planning in relation to the determination of an organization’s goals and establishing an overall strategy for achieving those goals.
9. How to apply the various theories or approaches of decision making to organizational issues, with an emphasis on ethical decision making.

10. How to apply the various theories or approaches concerning motivation to the role of a manager in motivating employees.
11. How communication affects organizational processes and what makes for effective communication.
12. How to apply the various types of conflict resolution and negotiation strategies.
13. The difference between functional and dysfunctional conflict.
14. The key principles of group dynamics.
15. The peer-reviewed management literature.
16. Career planning and the development of professional skills.

**Attendance Policy:**

Although attendance will not be recorded every class session, regular attendance is expected in this course and will benefit students in several ways. First, a good portion of the examination questions will come from material we will discuss in class. Second, some examination questions will come from outside material presented in lecture but not found in the textbook. Third, participation in small group exercises in class will provide students a better understanding of the material as it applies to the “real business” world. Finally, if you don’t come to class on the days we have an in-class exercise, you will not receive any points for that assignment.

Students should come prepared to class. Readings assigned for each chapter should be read prior to the class so that you may participate effectively in class discussions. Be sure to access and print the PowerPoint lecture notes prior to class. If there are any doubts about the class meeting because of bad weather, logon to the University of Missouri-Kansas City’s Website to find out if classes have been cancelled. If for some reason I have to cancel a class, the information will be posted on Blackboard’s Announcement area. It is the responsibility of the student to officially withdraw from the class by the published deadline. Please make sure and turn off all electronic devices before the start of lecture.

**Students with Disabilities:**

The University of Missouri-Kansas City is committed to providing equal access to its learning environment. If you are an individual with a disability, you may be eligible for support services. Students with disabilities should contact Scott Laurent, Coordinator of the Office of Services for Student Disabilities at (816) 235-5696 as soon as possible to make any special arrangements needed for this class. Students who anticipate they will need any special assistance or accommodations due to a disability should see me prior to the second class meeting so we can make those special arrangements.

**Course Link on the BlackBoard E-Learning System:**

Blackboard is an online learning system that will be integrated into the course this semester. Course materials will be posted on Blackboard at <http://blackboard.umkc.edu>. The username and password to access the course site on Blackboard is the same as for your UMKC e-mail account. The PowerPoint lecture notes for each chapter will be posted on the Course Content area. Material downloaded from the Internet and presented in class can be accessed from the Web Resource section. Student examination scores, assignment scores, and final grades can be obtained from the Grade Center section. Any course announcements will be posted on the Announcement section. The links described above and any further information concerning the Blackboard E-Learning System can be accessed through the Blackboard link on the University of Missouri-Kansas City's Website or at <http://blackboard.umck.edu>.

**Course Assessment and Grading Policy:**

Students course grade will be based on three examinations worth 50 points each, a comprehensive final examination worth 80 points, a team literature analysis project worth 60 points, five in-class exercises worth a total of 50 points, and a self-reflection paper worth 15 points. The team literature analysis project paper is due on April 8<sup>th</sup> and the self-reflection paper is due on April 22<sup>nd</sup>. All exams will consist of multiple-choice questions and will be comprised of lecture and textbook material. This includes outside material(s) not included in the textbook that will be incorporated into the lecture and/or class discussion. I do not grade on the +/- system. There will be a total of 355 points possible for the course.

**Course Grading Scale:**

The grading scale used for this course is as follows:

"A"	90% - 100%	(319 - 355 points)
"B"	80% - 89%	(284 - 318 points)
"C"	70% - 79%	(248 - 283 points)
"D"	60% - 69%	(213 - 247 points)
"F"	Below 60%	(Below 213 points)

**Make-up Examination and Late Assignment Policy:**

Students are expected to take all exams and will be given a score of zero on any exam not taken. I DO NOT like giving make-up examinations or assignments! However, if an emergency arises and you need to take the test early or can't make it to class the day of an in-class exercise, let me know and we can try to work something out. If a student has a legitimate excuse he/she can't make class the day of an in-class exercise, he/she needs to contact me to make arrangements. Students have one week from the original due date to turn the assignment they missed in to me. University of Missouri-Kansas City Athletes that will be out of town for a sporting event the day of a test or in-class exercise should contact me at least one week in advance to set up a time to take the test early or get the assignment early. I will give a make-up exam or accept a late assignment only in rare circumstances. The reasons for giving a make-up exam or accepting a late assignment are the following:

- a medical emergency
- a serious acute illness
- a car accident
- a police emergency
- jury duty
- military deployment
- funerals

**Academic Honesty:**

The Missouri Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Cheating and plagiarism will not be tolerated. Students are expected to adhere to the standards of academic honesty listed in the University of Missouri-Kansas City Catalog under Student Conduct. Any violations of academic dishonesty will be pursued according to the UMKC Student Conduct Code.

**Course Schedule:**

The following attached pages contain the course schedule for the semester. Time and schedule considerations may prompt modifications of this schedule. Any changes to the course schedule will be mentioned in class.

## Management 330 Course Schedule

<u>Date</u>	<u>Lecture Topic</u>	<u>Readings</u>
1/12	Course Overview	
1/14	Introduction to Management	Chapter 1
1/19	NO CLASS: Martin Luther King's Birthday	
1/21	Literature Analysis Team Project & 16-PF Overview	
1/26	Theories of Management	Chapter 2
1/28	In-Class Exercise #1	
2/2	The Legal Environment of Business	Coursepack
2/4	Planning & Strategic Management	Chapters 5 & 6
2/9	In-Class Exercise #2	
2/11	NO CLASS: Students take 16-PF	
2/16	<b>Examination #1</b>	
2/18	Global Management	Chapter 4
2/23	Managing Diversity	Coursepack
2/25	In-Class Exercise #3	
3/2	Individual Differences	Chapter 11
3/4	In-Class Exercise #4	
3/9	Motivation	Chapter 12

## Management 330 Course Schedule

<u>Date</u>	<u>Lecture Topic</u>	<u>Readings</u>
3/11	In-Class Exercise #5	
3/16	<b>Examination #2</b>	
3/18	Communication	Chapter 15
3/23	NO CLASS: Have an enjoyable Spring Break	
3/25	NO CLASS: Have an enjoyable Spring Break	
3/30	Right Management Consultant to Discuss 16-PF Interpretation of Results	
4/1	Literature Analysis Project Team Presentations	
4/6	Literature Analysis Project Team Presentations	
4/8	Literature Analysis Project Team Presentations Literature Analysis Project Papers due	
4/13	Individual & Group Decision Making	Chapter 7
4/15	Groups and Teams	Chapter 13
4/20	Conflict and Negotiation	Coursepack
4/22	Professional and Career Development 16-PF Self-Reflection papers due	
4/27	<b>Examination #3</b>	
4/29	Review for Final Examination	
5/5 (Tuesday)	<b>Final Examination at 1:00 p.m.</b>	

## ***Team Literature Analysis Project Overview***

The purpose of the team literature analysis project is to introduce and familiarize students with the peer-reviewed research published the past seven years on one topic of your choice in the discipline of management. The article must be a research study and come from a peer-reviewed academic journal. The project paper should be between 5 - 7 typed pages (12 point font, double-spaced, 1 inch margins). Each literature analysis project will consist of four sections: 1) Introduction to the study, 2) The research methodology/procedure, 3) The results of the study; and 4) The discussion of the findings of the study. There will be a total of 60 points possible for the literature analysis project. Listed below is a very brief overview of each project section, including the number of points possible for each section. A more detailed discussion and outline of the project will be provided to students the second week of class.

**10 pts.** The introduction section details the specific purpose and rationale of the study. For example, what was the hypothesis? Why was the study conducted? What questions did the study address? What research has been conducted in this area or related areas in the past?

**10 pts.** The research methodology/procedure section of your project should address the procedure and materials used in the study.

**5 pts.** The results section addresses the statistics used to analyze the data and the actual results of the study.

**15 pts.** The discussion section of your review should state a brief answer to the research question(s) with which the study dealt. Did the researchers find what they expected to find? How do the study results compare to past results found in similar studies? What are the implications of the study to the discipline of management? How does the study relate to lecture and textbook material? What were some limitations to the study? What are some areas of future research you would suggest related to your topic?

**10 pts.** Peer evaluation

**10 pts.** Literature Analysis Project presentation

**Please make sure to get your research article approved by me before beginning the Literature Analysis Project.**