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Managerial Dynamics
20940
– MGT 348 – 01W

Instructor: Rhonda Arnwine, MBA
Phone: 972-768-1696 (No text messages please)
E-Mail: rarnwine@leo.tamu-commerce.edu
Time/Location Online - eCollege
Course Prerequisite Junior Standing

Course Description: An application of management principles to current business challenges. Current issues in management will be discussed, with an emphasis on critical thinking.

Course Objectives: After completing this course, students should be able to:
 Understand and apply management theories and concepts.
 Compare and utilize foundational and current management principles and functions.
 Conduct research and utilize scholarly journal articles to write papers utilizing the APA format.

Communication: I am here to help and guide you through this course. Please view the announcements on the course home page each time you login. Questions concerning the entire class should be placed in my virtual office. Once one student has posted the question there is no need for subsequent postings. If the question/situation is personal, please email me. The subject line for each e-mail should read Mgt 348 to ensure the message is received. !!!VERY IMPORTANT!!! E-mail communication for this course will be sent to your LEO account. Please check often!!

Attendance: This is an online course. Attendance means that you attend class on the designated evenings and participate in the bi-weekly discussions, assignments and exams.

Per University Procedure 13.99.99.R0.01, effective September 1, 1996, students are responsible for learning about and complying with the attendance policy stated in the catalog, Student’s Guidebook, and/or faculty syllabus. The student is responsible for providing the faculty member reason(s) for his/her absence. You will be allowed to make-up work for classes you miss only if your absence is excusable. Excusable absences are defined in the current University Catalog.

Classroom Demeanor: “All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conductive to a positive learning environment.” See Student’s Guide Book.

When participating in class discussions and teams, students are encouraged to share their understanding of subject matter and may possess varying interpretation and experience(s) of the topic. For this forum to remain an open arena for students to share their point of view on the topic(s) and to learn from each person’s experience please refrain from directing comments at a person, rather simply share your point of view.

Academic Honesty: Some seem to believe that anything found on the Internet is free to use as they please. The "cut and paste" option also makes it quite easy and tempting to plagiarize. Do not be tempted. Information found on the internet is not free to use as one pleases. Information on the web must be
properly cited, just as you would cite any hard copy periodical. In this course, APA style citation is expected. Any written assignments must include in text citations, as well as a separate reference page. To avoid plagiarism an individual must give credit wherever using:

- another individual’s idea, opinion, or theory
- facts, statistics, graphs, and drawings that are not common knowledge
- quotations of another individual’s spoken or written words
- paraphrase another individual’s spoken or written words

Please keep the following in mind.

1. Unless there is a compelling reason, **do not quote anything verbatim in your work.** If you find it necessary to use a particular phrase or sentence that illustrates a point well, you must place quotes around the text and properly cite the statement. Failure to place quotes around the statement and provide proper citation, leads the reader to believe this is your original work, this is plagiarism.

2. **Your work should be original** or a summary of the sources researched. Simply rearranging the words or making minor changes in the wording (i.e. adding the word very in front of the interesting) does not make it your original writing and is not the best use of your resources.

3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it is due. This does not make for a good original paper.

4. The real danger in the cut and paste approach is that you end up including a lot of information that is related to the topic, however do not address the question(s) you are trying to answer or fulfill the need for what you are trying to state. Putting things into your own words allows you to develop your skills and communicate more effectively on a given topic.

5. Any deviation from the guidelines concerning quotes and citations constitutes plagiarism, as it suggests that you are trying to submit someone else’s work and creativity as your own. Please refer to the APA manual for proper citation. If you have any questions regarding the use of resources, please contact me.

**PLAGIARISM:** Plagiarism and other forms of academic dishonesty will not be tolerated. Instructors are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. “Academic dishonesty includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one’s own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuses (destruction, defacing, or removal) of resource material.” See 13.99.99.R0.10 Academic Honesty at [http://www.tamu-commerce.edu/administration/Rules%26Procedures/rules_procedures.asp?RID=97](http://www.tamu-commerce.edu/administration/Rules%26Procedures/rules_procedures.asp?RID=97)

Please refer to the Academic Honesty section as well. In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include disciplinary probation, suspension, and expulsion. If you have any questions, please let me know. Anyone caught plagiarizing will receive an “F” for the course and will be referred to the Dean of the College of Business and Technology and/or the Dean of Students.

**STUDENTS WITH DISABILITIES:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

**Office of Student Disability Resources and Services**

**Texas A&M University-Commerce**
eCollege: Please complete the eCollege Tutorial to learn more about completing an online or web-enhanced course and use of Turn-it-In. eCollege is user-friendly. It is on the course home page. For any technical questions, contact the eCollege Help Desk at 1-866-656-5511 or by e-mail at helpdesk@online.tamuc.org. A Help button is also available at the top of each page.

Course Format: This is an online (eCollege) course that utilizes technology, research, virtual teams, and case analysis to assist students in gaining a deeper understanding of management and the capability to apply management theories and concepts. Additional readings may be assigned throughout the semester, to facilitate understanding and comprehension.

Assignments: Submitted assignments must be correctly formatted and free of grammatical, spelling, punctuation and stylistic errors. Students should have at least some skill with Microsoft Office (especially Word), as well as with web browsers and search engines.

Completed assignments must be submitted to the appropriate dropbox by the due date listed on the schedule. All assignments are due by Saturday at 11:59 p.m. on the week listed in the schedule. Late work will receive a zero. The rare exception to this policy will result in the deduction of 10 points from the grade.

Formatting: All written assignments:
- One-inch margins (top, bottom, left and right)
- Times New Roman, 12 font
- Use block left with jagged right margins
- Double spaced.
- Other than for team papers, the first line of the paper should include your name, assignment number and/or assignment name. Example: Rhonda Arnwine, Assignment 1, Informational Presentation.
- It is important to proofread carefully without relying solely on spell-check and grammar-check.

Final Grade Assignment: Your final course grade will be assigned according to the grading scale and rubric below. This grading scale is the University standard, and NO EXCEPTIONS will be made. Unless an error was made in grading, please do not ask for your grade to be changed from the points you earned. Extra credit work is not available.

Grade Components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Type</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Paper (10 pages, double spaced)</td>
<td>Team</td>
<td>100 points</td>
</tr>
<tr>
<td>Research Paper (5 pages, double spaced)</td>
<td>Individual</td>
<td>100 points</td>
</tr>
<tr>
<td>1 Page Article Reviews (7)</td>
<td>Individual</td>
<td>100 points</td>
</tr>
<tr>
<td>Case (5 pages)</td>
<td>Team</td>
<td>100 points</td>
</tr>
<tr>
<td>Case (2 pages)</td>
<td>Individual</td>
<td>100 points</td>
</tr>
<tr>
<td>Course Total</td>
<td></td>
<td>500 points</td>
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</table>
**Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Your supervisor would gladly send this message with no edits. This document would make you stand out among other employees. You might even get a raise or promotion!</td>
</tr>
<tr>
<td>B</td>
<td>Your supervisor would send this message with minor edits; document has a few grammatical, mechanical, and/or format errors.</td>
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<tr>
<td>C</td>
<td>This document contains several grammatical, mechanical, and/or format errors. It needs major editing before it could be sent.</td>
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<tr>
<td>D</td>
<td>This document shows some understanding of the assignment, but it must be completely rewritten before your supervisor would send it to the recipient.</td>
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<tr>
<td>F</td>
<td>The document does not show an understanding of the assignment. It would put you in serious jeopardy on the job.</td>
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</tbody>
</table>

**General Grading Rubric for Each Written Assignment**

<table>
<thead>
<tr>
<th>Criterion</th>
<th>A-level qualities (90%–100%)</th>
<th>B-level qualities (80%–89%)</th>
<th>C-level qualities (70%–79%)</th>
<th>D- or F-level qualities (69 % or below)</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completeness 10 points</td>
<td>9 to 10 pts.</td>
<td>8 to 8.9 pts.</td>
<td>7 to 7.9 pts.</td>
<td>Incomplete in most respects; does not reflect requirements. One point deducted for each missing element.</td>
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<tr>
<td>Analysis, evaluation and recommendation 75 points</td>
<td>67-75</td>
<td>60 to 66</td>
<td>53 to 59</td>
<td>Below 53</td>
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<tr>
<td>Writing mechanics (This includes grammar, punctuation and spelling) 10 pts</td>
<td>9 to 10 pts.</td>
<td>8 to 8.9 pts.</td>
<td>7 to 7.9 pts.</td>
<td>6.9 or below</td>
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</table>
TEAMS: Teams will be assigned by the instructor. Each team member should equally participate in the project. See the “Successful Teams” document on the docSharing tab. If you choose to not participate in the team assignments you will receive a zero for the grade.

RESEARCH PAPER (TEAM) (100 points If you choose to not participate in the team assignments you will receive a zero for the grade): The team will submit a 10-page research paper. Note: I stop reading at this point. The page count does not include the title page, reference pages or any appendices.

Research Paper: This should be a Word document. The topic for the paper will be related to managerial functions: Planning, Organizing, Directing (now includes leading and empowerment), and Controlling, as first discussed by Henri Fayol and compared with current theories. Find and use scholarly articles on management functions. One article discussing Fayol is in doc sharing. Students are expected to discuss each area thoroughly, using at least 4 peer-reviewed references from scholarly articles for each section (total of 20 references). Please use the appropriate heading for each section and proper APA citations within the article and for the reference page. The title page should include the name of each team member who participated in the project. If the team member did not participate please omit their name from the title page. Seek current trends and business challenges for each of the sections to include in your paper.

RESEARCH PAPER (INDIVIDUAL): Individually, you will complete a 5-page research paper following the formatting on page 3 of the syllabus. The topic for the paper should be chosen from the list of research topics in document sharing. At least 10 scholarly references should be used in developing this paper with proper APA citation within the paper and for the reference page. You should use your critical thinking skills to identify the current issues in this management area and apply management principles.

CASES (1 team and 1 individual)

Team – The team should complete a case study on one business bailed out by the U.S. Government. The goals are to: 1) Determine the management principles and theories that were in place at the time of failure, 2) Discuss the issue(s) that caused the company to fail (This should be deeper than simply stating granted loans to people who should not have been granted the loans.) Also, keep in mind that in addition to banking, many other industries were bailed out. 3) Determine the management principles and theories that should be used to turn the company around, 4) Additional information you feel should be address in analyzing this company. APA formatting should be used within the paper and on the reference page. At least 10 sources should be used for this 5 page paper.

Individual – Complete a case study of the company of your choice featured on Undercover Boss. The goals are: 1) Determine the management principles and theories that are in place at this time, 2)
Are these the appropriate principles and theories for this business? 3) According to the management theories and principles researched, are there issues that should be addressed? 4) Are the employee dynamics affected by the rewards given to the select few? 5) Additional information you feel should be addressed in analyzing this company. Shows may be viewed at www.hulu.com. APA formatting should be used within the paper and on the reference page. At least 5 sources should be used for this 2 page paper.

SYLLABUS SUBJECT TO CHANGE STATEMENT: I anticipate that we will follow the schedule I have outlined in this syllabus, but I may make adjustments if necessary. All changes will be announced in announcements section on the course home page and by email.
All assignments are due by Saturday at 11:59 p.m. for the week listed on the schedule. Example: Week 2 – The 1 page paper is due by Saturday, January 28th at 11:59 p.m.

<table>
<thead>
<tr>
<th>DATE</th>
<th>ASSIGNMENT(S)</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>What is managerial dynamics? Familiarize yourself with:</td>
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<tr>
<td>Jan 14</td>
<td>• Syllabus</td>
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<td>• Library and access the library database (see DocSharing)</td>
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<td>• Teams</td>
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<td>• Introduce yourselves in Student Lounge.</td>
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<td>• Communicate with team members.</td>
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<tr>
<td>Week 2</td>
<td>1st – 1 page paper</td>
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<tr>
<td>Jan 20</td>
<td>Read in doc sharing: Fayol article in doc sharing: Pryor, M. and Taneja, S.</td>
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<td>(2010). Henri Fayol, Practitioner and Theoretician – Revered and Reviled,</td>
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<td>Journal of Management History.</td>
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<td>Week 3</td>
<td>2nd – 1 page paper</td>
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<td>Jan 27</td>
<td>Read section from Mary Parker Follett’s book <em>The New State</em> 1918 @</td>
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<td><a href="http://sunsite.utk.edu/FINS/Mary_Parker_Follett/Fins-MPF-01.html">http://sunsite.utk.edu/FINS/Mary_Parker_Follett/Fins-MPF-01.html</a></td>
</tr>
<tr>
<td>Week 4</td>
<td>3rd – 1 page paper</td>
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<td>(2009, August). Teaming as a Strategic and Tactical Tool: An Analysis with</td>
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<tr>
<td>Week 5</td>
<td>4th – 1 page paper</td>
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<tr>
<td>Feb 10</td>
<td>Read in doc sharing: Pryor, M.G., Anderson, D., Toombs, L.A., and Humphreys,</td>
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<td></td>
<td>J. (2007, April). Strategic Implementation as a Core Competency: The 5P’s</td>
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<tr>
<td>Week 6</td>
<td>Work on Team Research Paper, due next week.</td>
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<td>Feb 17</td>
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<td>Week 7</td>
<td>Team Research Paper</td>
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<td>Feb 24</td>
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<tr>
<td>Week 8</td>
<td>Individual Case Study</td>
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<td>Mar 3</td>
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<td>Week 9</td>
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<td>Mar 10</td>
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<tr>
<td>Week 10</td>
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<td>Mar 17</td>
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<td></td>
<td>SPRING BREAK</td>
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<tr>
<td>Week 11</td>
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<td>Mar 24</td>
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<tr>
<td>Week 12</td>
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<td>Mar 31</td>
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<td>Week 13</td>
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<td>Apr 7</td>
<td>Work on team case study, due week of April 22th</td>
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<td>Week 14</td>
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<tr>
<td>Apr 14</td>
<td></td>
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<tr>
<td></td>
<td>6th – 1 page paper</td>
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<td></td>
<td>(2010, August). Workplace Fun and Its Correlates: A Conceptual Inquiry,</td>
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<td>Week 15</td>
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<tr>
<td>Apr 21</td>
<td>Team Case Study due</td>
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<td>Week 16</td>
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<tr>
<td>Apr 28</td>
<td>7th – 1 page paper</td>
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<tr>
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<td>(2010, Summer). The 4R’s Model for Nurturing Creative Talent, International</td>
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<td>Week 17</td>
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<tr>
<td>May 5</td>
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<td>GRADING</td>
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</tbody>
</table>

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