

Syllabus – Fall 2014
Management Concepts
MGMT 3820D - Section 090 – Class #14578
Tuesday – 4:00 to 6:50 PM – UNT-D -- Building 2 - Room Dal2-304
Peter Jay Sorenson CMC®, Adjunct Professor
University of North Texas – Dallas
Version 4, 26 August 2014

Course	Management Concepts - MGMT 3820D - Section 090 – Class #36480 - 3 Hours
Instructor	Peter Jay Sorenson CMC®, Adjunct Professor
Office	Adjunct Office Cubicle Farm, 3rd Floor - Founders Hall (Formerly Building #2) 7400 University Hills Boulevard, Dallas TX 75241
Cell, VM, & Text	817-313-1248
e-mail	Peter.Sorenson@UNT.edu
Communications Protocol: • E-mail • Plans of the Week • Blackboard	<ul style="list-style-type: none"> • I will communicate with you using your UNT e-mail. • I check my UNT e-mail frequently. I also do texting and voicemail, which I also check frequently. • I will post a the “Plan of the Week(s)” that will outline the work for our class period(s) - with both in-class work and homework assignments on Blackboard Learn. • I also will be using the UNT eCampus Blackboard Learn website. Your entire semester of work will be laid out (in a similar fashion to the syllabus) on Blackboard. I will endeavor to have all articles, Plans of the Week, Assignment Detail, and the syllabus available to you through Blackboard.

Office Hours	Mondays, 1:00 to 2:00 PM at the Adjunct Office Cubical Farm, 3 (Formerly Building #2)(Room DAL2-305) & By Request/Appointment
Virtual Office Hours	By Appointment
Classroom Location	Building 2 - Room DAL2-304
Class Meeting Day & Times	Tuesday – 4:00 to 6:50 PM
Course Catalogue Description:	MGMT 3820D. Management Concepts. 3 Hours. Management philosophy; planning, organizing and controlling; entrepreneurial processes; organizational performance; structure and design. Includes an overview of organization theory and strategic management.
Pre & Co-Requisites:	None
Required Texts:	Willaims, Chuck, <u>MGMT: Principles of Management, 7th Edition</u> , Southwestern-Cengage Learning, Mason, Ohio, 2015 (ISBN-13: 978-1-285-41970-1) Chade-Meng Tan, <u>Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace)</u> , HarperOne, New York, 2012. [ISBN-13: 978-0-06-211692-5; ISBN-13-int'l: 978-0-06-220456-1]
Other Texts:	Other references will be cited in the Course Schedule/Outline below, the “Plans of the Week,” and in an emerging bibliography that you will help to create. Some will be assigned while some will be in the buffet for your choice of consumption and enlightenment.
Access to Learning Resources:	UNT Dallas Library [972-780-3625] http://www.unt.edu/unt-dallas/library.htm The members of the library staff (Brenda Robertson, Head Librarian, Lela Evans, and others) are exceptionally knowledgeable and helpful people. And the online library resources are top notch. Building these people and resources into your learning plan will profoundly enrich your academic experience and set you up for a sound plan for life long learning.

UNT Dallas Bookstore	[972-780-3652] e-mail: 1012mgr@fheg.follett.com
Course Goals or Overview:	<p>The goal of this course is to prepare students to:</p> <ul style="list-style-type: none"> • Think rigorously about what it takes to manage a well functioning, productive, positive organization that is mindful of a quintuple bottom line! • To become more mindful and emotionally intelligent through attention training, self-knowledge and self-mastery, and creating useful mental habits.
Learning Objective/ Outcomes: At the end of this course, the students will:	<ul style="list-style-type: none"> • Understand the concepts of organizing, planning, leading, and controlling in organizations and how those and related functions create a pattern of the whole that itself must be managed • See that they are surrounded by organizations that are being managed for good and for ill • Apply models, approaches, and tools for analyzing and synthesizing management issues in organizations and in their personal lives. • Have a personal set of guidelines about how they will manage and lead in organizations • Commit to influence others to anticipate, avoid, and grapple constructively with management dilemmas.
Editorial by Pete:	<p>The purpose of this course is not to make you feel comfortable. This course is aimed to force you to ponder, reflect upon, and consider your role as a manager, leader, and citizen in organizations. Will you approach your organizational work as an informed, peaceful, calm, compassionate, courageous, engaged participant or as a bystander? You have challenges ahead of you that you need to prepare for now. Remember:</p> <p style="text-align: center;">What lies behind us and what lies ahead of us are tiny matters to what lies within us.</p> <p style="text-align: center;"><i>Ralph Waldo Emerson</i></p>

Course Outline & Schedule

Date	Topics	Reading & Reflecting
Week 1 26 Aug	<p>Starting Up - Getting the Lay of the Land</p> <ul style="list-style-type: none"> • Introduction to the Course Syllabus • Assignments, Work Products, Deliverables, & Examinations <p>Thinking About Thinking</p> <ul style="list-style-type: none"> • Visual Display of Thinking: <ul style="list-style-type: none"> • Mind Maps • Stakeholder Diagrams • UNT Dallas Code of Academic Integrity • Taylor, Weber, Follet, & Sorenson 	<p>Williams: Meng: Foreword, Introduction, Epilogue, Acknowledgements, Notes, Recommended Reading & Resources, Index</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “The Syllabus” • Sorenson CMC®, Peter Jay, “Mind Mapping - Analysis & Synthesis Visually” - For Instance: <ul style="list-style-type: none"> • Davies, Dave, “Interview with Matthew Alexander, Author of <i>To Kill or Capture</i>,” Fresh Air, 14 February 2011 • Sorenson CMC®, Peter Jay, “Analysis & Synthesis Diagrams, Interview, <i>To Kill or Capture</i>” • Sorenson CMC®, Peter Jay, “Stakeholder & Point of View Analysis to Understand Organizations” • Search Inside Yourself Leadership Institute: <ul style="list-style-type: none"> • Search Inside Yourself is a mindfulness-based emotional intelligence curriculum,” Meng, Pages 3 & 4. • www.siyli.org
Week 2 02 Sep	<p>Prepare Your Dialogue Team Reports!</p> <p>Thinking About Thinking:</p> <ul style="list-style-type: none"> • Critical Thinking Blocking & Tackling 	<p>Williams: Meng: (Same as Week #1)</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “Thinking Suite: Sweet!”

Date	Topics	Reading & Reflecting
Week 3 09 Sep	Strategic Planning and Operational Planning	<p>Williams: Meng: Chapter 1</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, "The Strategy Crafting Process," 2013 • Sorenson CMC®, Peter Jay, "The Problem of Strategy, Culture, Change, & Filters," 2013
Week 4 16 Sep (No Face-to-Face Class)	<p>Review Our Progress Thus Far</p> <p>Mindful Preparation for Examination #1</p>	<p>Williams: Meng: Chapter 2</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> •
Week 5 23 Sep	Examination #1	<p>Williams: Meng: Chapter 3</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> •

Date	Topics	Reading & Reflecting
Week 6 30 Sep	Globalization & Whole Systems	<p>Williams: Meng: Chapter 4</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “The Double, Triple, Quadruple, & Quintuple Bottom Lines” (Financial, Environmental, Social, Legal & Ethical, Innovation & Technology)
Week 7 07 Oct	Structure & Process	<p>Williams: Meng: Chapter 5</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson, CMC®, Peter Jay, “Silos! Glorious and Beloved Silos” • Silos Discussion (2D, 3D, 4D) (11X17)
Week 8 14 Oct	Gaggles, Pods, Herds, Tribes, Teams	<p>Williams: Meng: Chapter 6</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “Morphing Cross-Functional Teams”

Date	Topics	Reading & Reflecting
Week 9 21 Oct	The People!	<p>Williams: Meng: Chapter 7</p> <ul style="list-style-type: none"> • 2007 & 2012 Human Resource Competency Study • Thoughts on Diversity - PJS
Week 10 28 Oct	Engagement	<p>Williams: Meng: Chapter 8</p> <ul style="list-style-type: none"> • Pink, Daniel, TED Talk, July 2009, "The Surprising Science of Motivation" • Sorenson, CMC®, Peter Jay, "Engagement People: Research from Gallup and Others" • Discretionary Effort & Initiative - PJS
Week 11 04 Nov	Leading	<p>Williams: Meng: Chapter 9</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson, CMC®, Peter Jay, "A Few Thoughts on Leadership" • Sorenson, CMC®, Peter Jay, "Diagrams & Quotes: Level 5 Leadership"
Week 12 11 Nov Veterans Day	The Illusion of . . . Communication	<p>Williams: Meng:</p>

Date	Topics	Reading & Reflecting
Week 13 18 Nov	Innovation	<p>Williams: Meng:</p> <ul style="list-style-type: none"> • Sorenson, CMC®, Peter Jay, “Disturbing the Status Quo: Thinking and Acting Like an Entrepreneur” (Innovation) • Sorenson, CMC®, Peter Jay, “Innovation at Corning, Inc.”
Week 14 25 Nov Thanksgiving & Hanukkah	Change	<p>Williams: Meng:</p> <ul style="list-style-type: none"> • Sorenson, CMC®, Peter Jay, “A Leader’s Guide to Breakthrough Change”
Week 15 02 Dec	<p>Services Versus Manufacturing Productivity, Quality, Operations</p> <p>-- Examination #3 -- (Take Home)</p>	<p>Williams: Meng:</p>
Week 16 09 Dec Finals Week		

Assignments, Work Products, Deliverables + Examinations

Label Your Assignments:

- Place in a Header On Each Page
- Full Name
- the Class (MC - MGMT 3820D - 090)
- the Date
- the Assignment Title

Honor Code Statement:

In addition, all academic work submitted for this class, including exams, papers, and written assignments should include the following statement:

- Place in a Footer on Each Page
- **“On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy.”**
- **With your signature following this statement**

Assignment Detail Handouts:

A short instructional handout under the title “Assignment Detail” with the information necessary for completing the assignment will be posted on Blackboard for each of the assignments listed below. (Danger! Peligro! Cuidado! -- The first three assignments are due on the same day!!!)

Assignments:

- (50 Points) Due on Tuesday, 23 September 2014:
 - My “Personal Guidelines: Managing, Leading, and Being in Organizations” (Draft #1)
- (50 Points) Due on Tuesday, 23 September 2014:
 - My “Personal Management Dilemma Case Study” (Draft #1)
 - 2 Pages (600 to 800 Words) of Analysis, Synthesis, and Commentary
 - At Least Two Mind Maps and/or Diagrams one of which must be a Stakeholder Diagram
- (100 Points) Held on Tuesday, 23 September 2014:
 - Examination #1:

- You will be given an article to read, analyze, synthesize, and comment on in several “Short Essay” questions (40 to 100 words)(The article will be made available to you the week before the exam so you can read and ponder).
- You will also be required to draw and turn in a stakeholder diagram as a part of the analysis/synthesis of the article.
- There will be about 15 “True-False” questions.
- There will be about 7 to 10 “Multiple-Choice” questions.
- There will be about 7 to 10 “Fill-in-the-Blank” questions.
- There will be 4 “Short Essay” questions (40 to 100 words) to conclude the test.
- (50 Points) Due on Tuesday, 25 November 2014:
 - My “Personal Management Dilemma Case Study” (Draft 2 - Final)
 - 2 Pages (600 to 800 Words) of Analysis, Synthesis, and Commentary
 - At Least Two Mind Maps and/or Diagrams one of which must be a Stakeholder Diagram
- (50 Points) Due on Tuesday, 25 November 2014:
 - Personal Mindful Declaration
- (50 Points) Due on Tuesday, 25 November 2014:
 - My “Personal Guidelines: Managing, Leading, and Being in Organizations” (Draft #2 - Final)
- (50 Points) Due on Tuesday, 26 November 2013:
 - “Personal Action Plan: Managing, Leading, and Being in Organizations”
- (100 Points) Take Home Exam (#2) - Due 02 December 2014:
- (50 Points – Maximum) Attendance & Participation
- (75 Points – Maximum) Extra Credit - Due No Later Than Tuesday, 18 November 2014:
 - Three Articles Illustrating Management Issues
 - Include a Copy of the Article
 - Do Not Retell the Content Information of the Article!
 - 2 Pages (600 to 800 Words) of Analysis, Synthesis, and Commentary
 - At Least Two Mind Maps and/or Diagrams one of which must be a Stakeholder Diagram

Grading Matrix MGMT 3880D - Section 090

Fall 2013

✓	Assignment	Due	Points
	Personal Guidelines: Managing, Leading, and Being in Organizations (Draft #1)	23 Sep	50
	Personal Management Dilemma Case Study (Draft #1)	23 Sep	50
	Examination #1	23 Sep	100
	Personal Management Dilemma Case Study (Final)	25 Nov	50
	The Mindfulness Declaration	18 Nov	50
	Personal Guidelines: Managing, Leading, and Being in Organizations (Draft #2 - Final)	25 Nov	50
	Examinations # 2 - Take Home	02 Dec	100
	Attendance & Participation	Every Session	50
		Total	500
	Extra Credit - Three Articles Illustrating Management Issues with a 2 Page Analysis, Synthesis, & Commentary		75

Grade	Point Range	Percentage
A	500-450	90% or Better
B	449-400	80-89%
C	399-350	70-79%
D	349-300	60-69%
F	299 & Below	Less Than 60%

Class and University Policies and Procedures

University Vision:

The vision of the University of North Texas at Dallas is to become a highly valued university serving Dallas, surrounding communities, and the State of Texas, recognized for its distinctive interdisciplinary approaches to education, for innovative research, and for its commitment to the well-being and full development of all students.

University Mission:

The mission of the University of North Texas at Dallas is to enhance access to high quality education and to prepare students to become exemplary citizens who can assume leadership positions in a global environment. Our mission is accomplished through an interdisciplinary approach to teaching and learning, the pursuit of innovative research and technologies, and a commitment to improve the quality of life through civic engagement. Our teaching, research, and civic engagement will be conducted in an environment guided by respect for and understanding of diverse viewpoints and the core values of virtue, civility, reasoning, and accountability.

Academic Integrity:

Academic integrity and the pursuit of knowledge are hallmarks of higher education. You are expected to abide by the University's Code of Academic Integrity. The values of the Code are virtue, civility, reasoning and accountability. Any situation in which a person is suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. You can find a PDF file of the Code on the UNT Dallas website. Search for "7.002 Code of Academic Integrity."

In addition, all academic work submitted for this class, including exams, papers, and written assignments should include the following statement: **"On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy."**

And remember, **this is an ethics class!**

Use of WebCT/Blackboard Learn:

It is populated and we will use it. Our course website will either have the documents and articles that you will need to access or have pointers to the web location of these items.

UNT E-mail Accounts for Communication:

We will use our UNT e-mail addresses for communicating. You can have your UNT e-mail forwarded to another e-mail if you would like. If you use any of my other business or personal accounts expect to get caught in a spam filter.

Texting:

Preferably you will not text your way to oblivion in class. I do receive texts on my cell phone, so if you need to communicate with me via that groundswell feel free to do that. Please identify yourself as a UNT-D Ethics student in the text. It will take a while for me to get all your names straight.

Assignment Policy – Timeliness & Quality:

Turn work in on time and use good spelling, grammar, and punctuation. Iph yur riting iz pour git hulp from the Writing Lab at Academic Support, 3rd Floor, Founders Building, 972-338-1646.

You can find them on the web at: <http://www.unt.edu/unt-dallas/uc/learningcenter/>

Exam Policy:

Exams should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Attendance and Participation Policy:

The University attendance policy is in effect for this course. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. You (students) are responsible to notify me (instructor) if you are missing class and for what reason. You are also responsible to make up any work covered in class. It is recommended that you coordinate with a student colleague to obtain a copy of the class notes, if you are absent.

Diversity/Tolerance Policy:

I encouraged you to contribute your perspectives and insights to class discussions. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions, which violate the Code of Student Conduct, will be referred to the Office of Student Life as I, the instructor, deem appropriate.

Student Evaluation of Teaching Effectiveness Policy:

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from you, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.

Use of Cell Phones & other Electronic Gadgets in the Classroom:

Please put your devices on vibrate (not stun) and do not disrupt the class deliberations.

Food & Drink in the Classroom:

If you make a mess clean it up! Don't be rude! Use good manners!

Use of Laptops, iPads, Smartphones, and Satellite Downlinks:

For crying out loud! Be responsible! If you want to succeed in a tough academic or work environment you will need to be a master of your laptop and software. So if you are using the digital device use it to support your learning and to contribute to the class deliberation. Also, please be considerate of your classmates and do not be a distraction.

Grade of Incomplete, "I":

We will follow the universities policies and procedures.

Bad Weather Policy:

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas main voicemail number (972) 780-3600 or search the campus website www.unt.edu/dallas. Please update your Eagle Alert contact information, so you will receive this information automatically. (And remember, we lost a week of classes in February 2011 due to snow and ice storms. This is important!)

Students with Disabilities (ADA Compliance):

The University of North Texas Dallas is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 – The Rehabilitation Act of 1973 as amended. With the passage of new federal legislation entitled Americans with Disabilities Act (ADA), pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels. For more information, you may visit the Student Life Office, Suite 200, Founders Hall (Building 2), or call 972-780-3632.

The Department of Business is committed to full academic access for all qualified students, including those with disabilities. In keeping with this commitment and in order to facilitate equality of educational access, faculty members in the department will make reasonable accommodations for qualified students with a disability, such as appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies when doing so does not fundamentally alter the course.

If you have a disability, it is your responsibility to obtain verifying information from the Office of Student Life and to inform me of your need for an accommodation. Grades assigned before an accommodation is provided will not be changed. Information about how to obtain academic accommodations can be found in UNTD Policy 7.004, [Disability Accommodations for Students](#), and by visiting Student Life, Founders Hall (Building 2), Suite 200. 972-780-3632, studentlife@unt.edu.