

Syllabus – Fall 2012
Management Concepts
MGMT 3820D - Section 090 – Class #33733
Monday & Wednesday – 5:30 to 6:50 PM – UNT-D Building 2 - Room Dal2-242
Peter Jay Sorenson CMC®, Adjunct Instructor
University of North Texas – Dallas
Version 2, 28 August 2012

Course	Management Concepts - MGMT 3820D - Section 090 – Class #33733 - 3 Hours
Instructor	Peter Jay Sorenson CMC®, Adjunct Instructor
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 be communicating with you each week using your UNT e-mail. • I will send messages to you each week with the “Plan of the Week” that will outline the work for the next class period(s) - both in-class work and homework assignments through the “My UNT” portal. • I check my UNT e-mail frequently. I also do texting and voicemail, which I also check frequently. • 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. • Pointers and suggestions from you about Blackboard - and other class stuff - are always welcomed!

Office Hours	7:00 to 9:00 PM at the Adjunct Office Cubical Farm, 3 rd Floor Founders Building (Formerly Building #2)
Virtual Office Hours	By Appointment
Classroom Location	Building 2 - Room Dal2-242
Class Meeting Day & Times	Monday & Wednesday – 5:30 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.
Prerequisites:	None
Co-Requisites:	None
Optional Text:	Williams, Chuck, <i>Management</i> , Southwestern, Cengage Learning, Mason, OH, 2013. (ISBN-13: 978-0-538-74597-0; ISBN-10: 0-538-74597-5)
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 quadruple bottom line
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 consider your role as a manager, leader, and citizen in organizations. Will you approach your organizational work as an informed 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;">It's the people, the damned people! If it weren't for the damned people Earth would be an engineer's paradise!</p> <p style="text-align: center;"><i>Kurt Vonnegut, <u>Player Piano</u></i></p>

Course Outline & Schedule

Date	Topics	Reading & Reflecting
Week 1	<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 • Set Up Dialogue Teams & Assignments <p>Thinking About Thinking</p> <ul style="list-style-type: none"> • Visual Display of Thinking: <ul style="list-style-type: none"> o Mind Maps o Stakeholder Diagrams • UNT Dallas Code of Academic Integrity 	<p>Williams, <u>Management</u>: 1 - Management 2 - History of Management</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “The Silly Bus” • 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 <u>To Kill or Capture</u>,” Fresh Air, 14 February 2011 • Sorenson CMC®, Peter Jay, “Analysis & Synthesis Diagrams, Interview, <u>To Kill or Capture</u>” • Sorenson CMC®, Peter Jay, “Stakeholder & Point of View Analysis to Understand Organizations”
Week 2	<p>Prepare Your Dialogue Team Reports!</p> <p>Thinking About Thinking:</p> <ul style="list-style-type: none"> • Critical Thinking Blocking & Tackling 	<p>Williams, <u>Management</u>: 3 - Organizational Environments & Culture 4 - Ethics & Social Responsibility</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, “Creating Change in My Life” • Sorenson CMC®, Peter Jay, “Seeing & Crap Detecting” • Sorenson CMC®, Peter Jay, “Five Basic Chunks of the Thinking Process”

Date	Topics	Reading & Reflecting
Week 3	Strategic Planning and Operational Planning	Williams, <u>Management</u>: 5 - Planning & Decision Making 6 - Organizational Strategy Reference Documents: •
Week 4	Innovation Deliver Dialogue Team Reports Review Our Progress Thus Far Gird Our Loins for Examination #1	Williams, <u>Management</u>: 7 - Innovation & Change Reference Documents: •
Week 5	Change Examination #1	Williams, <u>Management</u>: Review Reference Documents: •

Date	Topics	Reading & Reflecting
Week 6	Globalization & Whole Systems	<p>Williams, <u>Management</u>: 8 - Global Management</p> <p>Reference Documents:</p> <ul style="list-style-type: none"> • Sorenson CMC®, Peter Jay, "The Double, Triple, & Quadruple Bottom Lines" (Financial, Environmental, Social, Legal & Ethical) •
Week 7	Structure & Process	<p>Williams, <u>Management</u>: 9 - Designing Adaptive Organizations</p>
Week 8	Gaggles, Pods, Herds, Tribes, Teams	<p>Williams, <u>Management</u>: 10 - Managing Teams</p>

Date	Topics	Reading & Reflecting
Week 9	The People!	<p>Williams, <u>Management</u>: 11 - Managing Human Resources 12 - Managing Individuals and a Diverse Work Force</p> <ul style="list-style-type: none"> • Talent Management: Assessment, Selection, & Development in Organizations
Week 10	Engagement	<p>Williams, <u>Management</u>: 13 - Motivation</p> <ul style="list-style-type: none"> • Pink, Daniel, TED Talk, July 2009, "The Surprising Science of Motivation"
Week 11	Leading	<p>Williams, <u>Management</u>: 14 - Leadership</p>
Week 12	The Illusion Examination #2	<p>Williams, <u>Management</u>: 15 - Communication</p>

Date	Topics	Reading & Reflecting
Week 13	Influence or Control?	Williams, <u>Management</u>: 16 - Control
Week 14	IT: Boon or Bane?	Williams, <u>Management</u>: 17 - Managing Information
Week 15	Services Versus Manufacturing Productivity, Quality, Operations	Williams, <u>Management</u>: 18 - Managing Service and Manufacturing Operations
Week 16	-- Examination #3 --	
Week 17	Reflection: <ul style="list-style-type: none"> • Have we learned anything? • Will what we learned be useful? 	<ul style="list-style-type: none"> • What have we discussed? • What have we learned? • How do we see history? • How do we see the future? <ul style="list-style-type: none"> ○ What will I face? • How will I prepare to survive and thrive?

Assignments, Work Products, Deliverables + Examinations

Label Assignments with your Full Name, the Class (BESR - MGMT 3880), the Date, and the Assignment Title -- On Each Page

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.” (With your signature following this statement)**

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

- (50 Points) Due & Delivered on Wednesday, 19 September 2012:
 - Dialogue Team 10 Minute Panel Discussions/Reports with Handouts Including Mind Maps and/or Diagrams and/or Charts:
 - Team 1 – Definitions: What are “assumptions,” “inferences” and “implications”? How do these concepts fit into our lives?
 - Team 2 – What factors make an effective Team and effective Team Work? What guidelines do we need to follow to have our teams in this course function well?
 - Team 3 – What is effective Project Management? How do we do project management in our class so that we learn and get a good grade in this course?
 - Team 4 – What is Bloom’s Taxonomy? What are its implications for our learning experience in this course?
 - Team 5 – What does Edward Tufte say about MS PowerPoint? Is the visual display of thinking important? Why?
- (50 Points) Due on Wednesday, 19 September 2012:
 - My “Personal Guidelines: Managing, Leading, and Being in Organizations” (Draft #1)
- (50 Points) Due on Wednesday, 19 September 2012:
 - 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 Wednesday, 26 September 2012:
 - 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.
- (75 Points) Due No Later Than Wednesday, 10 October 2012:
 - 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
- (50 Points) Due on Wednesday, 24 October 2012:
 - 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
- (100 Points) Held on Wednesday, 14 November 2012:
 - Examination #2:
 - Same format as Examination #1.
- (50 Points) Due on Wednesday, 28 November 2012:
 - My “Personal Guidelines: Managing, Leading, and Being in Organizations” (Draft #2 - Final)
- (50 Points) Due on Wednesday, 28 November 2012:
 - “Personal Action Plan: Managing, Leading, and Being in Organizations”
- (100 Points) Held on Wednesday, 05 December 2012:
 - Examination #3:
 - Same format as Examination #1.
- (50 Points – Maximum) Extra Credit may be available.
- (50 Points – Maximum) Attendance & Participation

Grading Matrix MGMT 3880D - Section 090

Fall 2011

✓	Assignment	Due	Points
	Dialogue Team	19 Sep	50
	Personal Guidelines: Managing, Leading, and Being in Organizations (Draft #1)	19 Sep	50
	Personal Management Dilemma Case Study (Draft #1)	19 Sep	50
	Examination #1	26 Sep	100
	Three Articles Illustrating Management Issues with a 2 Page Analysis, Synthesis, & Commentary	NoLaterThan: 10 Oct	75
	Personal Management Dilemma Case Study (Final)	24 Oct	50
	Examination #2	14 Nov	100
	Personal Guidelines: Managing, Leading, and Being in Organizations (Draft #2 - Final)	28 Nov	50
	Personal Action Plan: Managing, Leading, and Being in Organizations	28 Nov	50
	Examinations # 3	05 Dec	100
	Attendance & Participation	Every Session	50
		Total	725
	Extra Credit		50

Grade	Point Range	Percentage
A	725 – 652.5	90% or Better
B	652 – 580	80-89%
C	579 – 507.5	70-79%
D	507 – 435	60-69%
F	434 & 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.