

Aug. 26, 2019



Korea

School of Business

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MGMT 303 – Fall 2019 Principles of Management

Professor: Heon (Leo) Jung, Ph.D.

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Class Time: Monday/Wednesday 10:30am ~ 11:45am

Office: #628, GMU Korea Building

Office Hours: By appointment, Monday/Wednesday 12:00pm ~ 01:00pm

Course Description

MGMT 303 explores learning opportunities of students on the fundamental theories and concepts of management by examining the nature of managerial work under a range of business models and under rapidly changing business environments. Managerial functions such as planning, organizing, leading, and controlling are examined in the context of current organizations. In this class, you will assume a manager, and practice the role in the organization. Students will have the chance to develop managerial capacity through in-class case discussions. Term projects which demands your strategic decision making for the provided case will develop your managerial capability.

GMU School of Business Undergraduate Program Learning Goals

- Goal 1: Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.*
- Goal 2: Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.*
- Goal 3: Our students will demonstrate technical and analytic skills appropriate for success in business.*
- Goal 4: Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.*
- Goal 5: Our students will demonstrate knowledge and skills appropriate for specialization in their majors.*
- Goal 6: Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.*

MGMT 303 Student Learning Outcomes

1. Students are able to discuss the process of managing organizations, kinds of problems, and issues contemporary managers face; to acquaint students with the principles and models used by management to deal with these issues and problems.
2. Students are able to explain, in particular, the management functions of planning, organizing, leading, and controlling and to identify their contribution to management of organizations.
3. Students are able to articulate the role of managers in organizations.
4. Students are able to describe the organization as a total dynamic system that interacts with its environment.
5. Students are able to compare theoretical approaches of management discussed in class with how management is performed by managers in actual organizations.

I will manage this course utilizing action learning approaches (e.g., case studies, role-plays, group dynamics, and the flipped classes) in addition to the traditional lecture-based teaching method. **Successful action learning requires major investments in time and efforts. Students need to prepare the class discussions. Students should think over assigned cases and be prepared to contribute to the class discussions.**

Course Materials

1. Textbook: Ricky W. Griffin, **Fundamentals of Management (8th edition)**, Cengage Learning. Materials from this book will be particularly helpful for those students who want to obtain additional reinforcement on some course topics.
2. Management articles. I have created a course on Blackboard where you can download some of course materials. Please bring a copy of relevant articles with you to each class.

Evaluation

Suitable evaluations of your performance during the semester are essential to intensify your learning. The Leo's Learning Triangle for the higher education consists of lectures, quizzes, in-class case discussions, midterm, and final examinations. Lectures supply you the basic theories, terminologies, and perspectives for the **principles of management**. To support the learning triangle, I have designed class discussions as cornerstones of the learning process. The class discussions will give you insights how to apply the management theories in the real-world problem solving.

Class Discussions (200 points).

The active-learning nature of this course requires your proactive participation in class discussions and willingness to share your insight with other students. I will consider the number of your effective comments in the discussions as a measure for the proactive participation. I will adopt **flipped classes** for the class discussions. I will divide this class into small discussion groups, if needed. A facilitator and an evaluator will be designated for each discussion group in advance. As an assumed major instructor for the class discussions, the facilitator should prepare his or her plan for managing the discussion and induce active participations of member students in the discussion group. The evaluator of a class discussion will count the effective comments of the students in the discussion group. Their

roles as assumed instructors are very important to make meaningful class discussions. I will give them, the facilitator and evaluator, excellent individual scores if they meet requirements in advance. I will evaluate overall group performance as well. The students who belong to the highest active group will have the excellent group points. I will post the evaluation result of the class discussions for your reference occasionally.

Score	Evaluation Criteria at the Case Discussions
200	Excellent: Constructively participates in the class discussions; consistently demonstrates insight by making statements that add to the class discussions. The excellent individual points with excellent group points will make the score in this category. Details will be informed to students in the class.
180	Good: Effectively participates in the class discussions. The numbers of participation for good score will be informed to students in advance. Group points will be added to the individual points.
160	Normal: Normally participates in the class discussions. The numbers of participation for normal score will be informed to students in advance. Group points will be added to the individual points.
130	Poor: Occasionally be unengaged in the specific class discussions; is disruptive and distracting in the discussions. The numbers of participation for poor score will be informed to students in advance. Group points will be added to the individual points.
0	Fail: Is unengaged or fails to participate in the specific class discussions. The student does not attend the class discussions.

(Remark: The point of each grade for a case discussion will be calculated based on total numbers of cases)

Cases for class discussions will be selected from the textbook and other related papers. **The independent case study** will be incorporated as a part of class discussions. Detailed will be guided in the class. Bring to class the textbook and your notes about the cases to support the class discussions.

The Self-Testing quizzes (50 points).

The quizzes are designed for enforcing your understanding of the contents learned in classes. After lectures, I will upload quizzes for the previous study on the Blackboard as a homework. If you submit your homework on time, I will give you the points assigned to the quiz. The problems in the quizzes will be re-appeared in the mid-term and final exams.

Attendance for the Lecture Classes (50 points).

Lectures about management are basis for your understanding about principles of management and management practices. I will give assigned points to students who participate lectures on time.

Mid-Term (200 points) and Final Examination (200 points).

Exams will consist of multiple-choice questions and short-answer questions. The exams will cover the contents discussed in the lectures, and materials provided in the classes.

Grading

I take grading very seriously and I assign grades with care and thought. In general, the more proactive you are in dealing with your coursework, the less of a likelihood there will be of a grade “problem” or surprise. I am committed to grading all activities and class participation in a timely fashion. Remember, I want nothing more than for you to succeed and I am willing to work with you so that you can attain your goals.

Grading Scale:

Letter	Grade Scale
A+	671~700
A	641~670
A-	611~640
B+	581~610
B	551~580
B-	521~550
C+	491~520
C	461~490
D	421~460
F	Below 420

Appointment and E-mail

I strongly urge you to contact me to ask questions, clarify assignments, or obtain additional help. It is best to contact me via **email** to ask a question or in-person appointment.

Class Etiquette

MGMT 303 is a “meaningful and joyful space”, which means we commit to: (1) Making our class a welcoming, open space for everyone; (2) Being aware of our prejudices and insecurities and how our words affect others; (3) Providing room for each of us to explore our own identities; (4) Allowing others to define their own identities and to speak for themselves; (5) Respecting the privacy of others by maintaining confidentiality.

Electronic Devices

Cell phones, laptops, tablets, etc. must remain on silence and be stowed away from your desk during the class. Use of electronic devices is disrespectful to the professor and to your classmates. Use of them during lecture or class exercises will negatively impact your

participation points. Students who choose to use electronic devices may be asked to leave the class at my discretion. An exception to this policy will be occasional situations in which computers are necessary for class exercises.

Lateness, Absences, and Make-up Exams

Lateness: Lateness is disruptive and disrespectful to both me and to your fellow students. Every effort should be made to be in class on time and ready for the topics of the day. Please allow time for traffic or parking. In addition, I would prefer that the desks nearest the door be left open for late students so that they may easily find a seat with minimum disruption to the class.

Absences: If you miss a class, I strongly suggest that you also ask a classmate for his/her notes, as it is likely that key points will be brought up in class discussions and may not be captured on the other methods.

Make-up Exams: Make-up examinations will not be given unless a student has a university-validated excuse that the instructor is notified **in advance** of the examination.

Academic Integrity

It is expected that students adhere to *the George Mason University Honor Code* as it relates to integrity regarding coursework and grades. *The Honor Code* reads as follows: “To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this *Honor Code*: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.” More information about *the Honor Code*, including definitions of cheating, lying, and plagiarism, can be found on the Committee of Academic Integrity’s website at <http://masonkorea.gmu.edu/mkaa/cai>.

Course Schedule

Please note that the schedule, exercises, and assigned readings are subject to change. Adjustments will be discussed throughout the semester.

Aug 26 – Week 1, Monday

Topic(s): Syllabus Review, A Manager’s Life (Leo’s Story)

Presentation: Instructor

Assignment:

- Required reading: Textbook Chapter 1

Aug 28 – Week 1, Wednesday

Topic(s): Understanding the Manager’s Job

Lecture: Slide 01

Assignment:

- Required reading: Textbook Chapter 2

Sep 2 – Week 2, Monday

Topic(s): The Environments of Organizations and Managers

Lecture: Slide 02

Assignment:

- Required reading: Textbook Chapter 3
- Quiz 1 for Chapter 1, 2

Sep 4 – Week 2, Wednesday

Topic(s): Planning and Strategic Management

Lecture: Slide 03

Assignment:

- Case Study: Some Keys to Making a Steinway, Textbook pp. 29-31
- Case Study: Is Fair Trade a Fair Trade-Off? Textbook pp. 61-63

Sep 9 – Week 3, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 4

Sep 11 – Week 3, Wednesday

Topic(s): Managing Decision Making

Lecture: Slide 04

Assignment:

- Case Study: Acting on a Strategic Vision, Textbook pp. 94-95
- Case Study: The Verdict on Groupthink, Textbook pp. 122-124
- Quiz 2 for Chapter 3, 4

Sep 16 – Week 4, Monday

Topic(s): In Class Discussion

Facilitator: Students

Sep 18 – Week 4, Wednesday

Topic(s): AoL (Assessment of Learning) and Independent Case Study

Facilitator: Instructor

Assignment:

- Case Reading: Independent Case Materials

Sep 23 – Week 5, Monday

Topic(s): Independent Case Reading and Analysis

Facilitator: Students (Mason Library Search)

Assignment:

- Required reading: Textbook Chapter 5

Sep 25 – Week 5, Wednesday

Topic(s): Entrepreneurship and New Venture Management

Lecture: Slide 05

Assignment:

- Case Study: Putting the Greek into Yogurt, Textbook pp. 127-129, 157
- Case Study: The Creative Imprint of Bigfoot, Textbook pp. 155-157

Sep 30 – Week 6, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 6

Oct 2 – Week 5, Wednesday

Topic(s): Organization Structure and Design

Lecture: Slide 06

Assignment:

- Quiz 3 for Chapter 5, 6

Oct 7 – Week 7, Monday

Topic(s): Fall Recess (No class)

Oct 9 – Week 7, Wednesday

Topic(s): Hangul Proclamation Day (No class)

Assignment:

- Case Study: Authority and Functions at A&F, Textbook pp. 159-161, 189
- Case Study: The Alliance Maze, Textbook pp. 187-189

Oct 14 – Week 8, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 7

Oct 16 – Week 8, Wednesday

Topic(s): Organization Change and Innovation

Lecture: Slide 07

Assignment:

- Case Study: Cultivating Innovation at IKEA, Textbook pp. 191-194, 221
- Case Study: The Science of the Deal, Textbook pp. 219-220
- Quiz 4 for Chapter 7

Oct 21 – Week 9, Monday

Topic(s): In Class Discussion

Facilitator: Students

Preparation:

- Prepare Mid-term Examination
- Study! Textbook Chapter 1 ~ Chapter 7

Oct 23 – Week 9, Wednesday

Topic(s): Mid-term Exam

Instructor: Deliver Mid-term Exam Questions

Assignment:

- Required reading: Textbook Chapter 08

Oct 28 – Week 10, Monday

Topic(s): Managing Human Resources in Organization

Lecture: Slide 08

Assignment:

- Case Study: No Company for Old-Fashioned Management, Textbook pp. 223-225, 257
- Case Study: The Temptations of Temping, Textbook pp. 255-257

Oct 30 – Week 10, Wednesday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 9

Nov 4 – Week 11, Monday

Topic(s): Basic Elements of Individual Behavior in Organizations

Lecture: Slide 09

Assignment:

- Required reading: Textbook Chapter 10
- Quiz 5 for Chapter 8, 9

Nov 6 – Week 11, Wednesday

Topic(s): Managing Employee Motivation and Performance

Lecture: Slides 10

Assignment:

- Case Study: Motivating the Whole Person, Textbook pp. 292-294, 323
- Case Study: The Law of Diminishing Motivation, Textbook pp. 321-323

Nov 11 – Week 12, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 11

Nov 13 – Week 12, Wednesday

Topic(s): Leadership and Influence Processes

Lecture: Slide 11

Assignment:

- Case Study: When to Stand on Your Head, Textbook pp. 326-328, 357
- Case Study: Abuse of Power, Textbook pp. 356-357
- Quiz 6 for Chapter 10, 11

Nov 18 – Week 13, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 12, 13

Nov 20 – Week 13, Wednesday

Topic(s): Communication in Organizations and Managing Work Groups and Teams

Lecture: Slide 12, 13

Assignment:

- Case Study: The Converse of In-Person Communication, Textbook pp. 387-389
- Case Study: On the One Hand, Textbook pp. 419-421
- Quiz 7 for Chapter 12, 13

Nov 25 – Week 14, Monday

Topic(s): In Class Discussion

Facilitator: Students

Assignment:

- Required reading: Textbook Chapter 14, 15

Nov 27 – Week 14, Wednesday

Topic(s): Basic Elements of Control / Managing Operations, Quality, and Productivity

Lecture: Slide 14, 15

Assignment:

- Case Study: Using Control at J.P. Morgan, Textbook pp. 453-454
- Case Study: Amazon Rekindles Its Flair for Technology, Textbook pp. 486-488
- Quiz 8 for Chapter 14, 15

Dec 2 – Week 15, Monday

Topic(s): In Class Discussion

Facilitator: Students

Preparation:

- Prepare Final Exam
- Study Textbook Chapter 8 ~ Chapter 15

Dec 4 – Week 15, Wednesday

Topic(s): Final Exam

Instructor: Deliver Final Exam Paper

Assignment:

- Write Independent Case Report

Dec 9 – Week 16, Monday

Topic(s): Discussion for Independent Case

Facilitator: Students

Assignment:

- Complete and upload Independent Case Report

Dec 11 – Week 16, Wednesday

Topic(s): Review of Independent Case Report

Facilitator: Instructor

Dec 16 – Week 17, Monday

Topic(s): Course Performance Review

Facilitator: Instructor

Dec 18 – Week 17, Wednesday

Topic(s): Grades Conferral

Facilitator: Instructor

(Appendix)

Purchasing of your Textbooks

1. Location: The bookstore at the Yonsei University Songdo Campus. You can purchase textbooks for management courses at the bookstore after **August 16th, 2019**.



2. Buy the textbook, **Ricky W. Griffin, Fundamentals of Management (8th edition)**.