MGMT 303 – Fall 2021
Principles of Management

Professor: Heon (Leo) Jung, Ph.D.
Email: hjung20@gmu.edu
Class Time: Monday/Wednesday 10:30~11:45 a.m.
Office: #628, GMU Korea Building
Office Hours: By appointment, Monday/Wednesday 12:00 p.m.~01:00 p.m.

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 demand 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 which 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 classes 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 case discussions. Students should think over assigned cases and be prepared to contribute to the case 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, case discussions, midterm exam, 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 case discussions as cornerstones of the learning process. The case discussions will give you insights how to apply the management theories in the real-world problem solving.

Case Discussions (200 points)

The active-learning nature of this course requires your proactive participation in case 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 case discussions. I will divide this class into small discussion groups, if needed. A facilitator will be designated for each discussion group in advance. As an assumed major instructor for the case discussions, the facilitator should prepare his or her instruction plan for managing the discussion and induce active participations of member students in the discussion group. The facilitator will also
evaluate the quantity and quality of member students’ comments during the case discussion. The roles of facilitators as assumed instructors are very important to make meaningful case discussions. I will give them, the facilitators, excellent scores for their designated cases, if they meet requirements in advance. I will post the evaluation result of the case discussions for your reference on the MGMT 303 Blackboard. Due to the pandemic situation, some discussions might be accomplished via online. In that situation, I will give students the guide how to accomplish case discussions via online.

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<thead>
<tr>
<th>Score</th>
<th>Evaluation Criteria for Case Discussions</th>
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<tbody>
<tr>
<td>200</td>
<td><strong>Excellent:</strong> Constructively participates in the case discussions; consistently demonstrates insight by making statements that add to the case discussions. The quality adjusted number of comments for this score will be informed to students in advance.</td>
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<tr>
<td>180</td>
<td><strong>Good:</strong> Effectively participates in the case discussions. The quality adjusted number of comments for this score will be informed to students in advance.</td>
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<tr>
<td>160</td>
<td><strong>Normal:</strong> Normally participates in the case discussions. The quality adjusted number of comments for this score will be informed to students in advance.</td>
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<tr>
<td>120</td>
<td><strong>Poor:</strong> Occasionally be unengaged in the specific case discussions; is disruptive and distracting in discussions. The quality adjusted number of comments for this score will be informed to students in advance.</td>
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<tr>
<td>0</td>
<td><strong>Fail:</strong> Is unengaged or fails to participate in the specific case discussions. The student does not attend the case discussions.</td>
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(Remark: The point of each grade for a case discussion will be calculated based on total numbers of cases)

Cases for discussions will be selected mainly from the textbook (see course schedule). The **independent case study** will be incorporated as a part of case discussions. If you submit the report for the independent case at the end of semester, you will have the point assigned to the case based on the quality of the report (full point is 30.) Detailed will be guided in the class. Bring to class the textbook and your notes about the cases to support the case 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 lectures on Assignments section of the MGMT 303 Blackboard as a homework. If you solve a quiz till due date, you can get the points assigned to the quiz. You can take the quizzes several time until you get full score before the due date.

**Attendance for the Lecture Classes (50 points)**

Lectures are basis for your understanding about principles of management. I will give assigned points to students who participate lectures on time. I will deduct points if you are late for lecture classes. If the class are held via online, I will give you the attendance point if you watch the online lecture video on the designated class day. At 11:59p.m. of the online class day, I will monitor activities of students in the MGMT 303 Blackboard. So, watch the online lecture videos before 11:59p.m. of the designated class day. If you are ill, or quarantined, contact me before the specific class. I will give you alternative ways to make up missed lecture classes.
Mid-Term (200 points) and Final Examination (200 points)

Exams will consist of multiple-choice questions, fill in the blank questions, and essay type questions. The exams will cover the contents discussed in the lectures, and materials provided in the classes. The modality of the exams (face to face in the class, online with Respondus Lockdown Browser and Monitor) will be announced in the class based on the COVID situation.

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:

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<tr>
<th>Letter</th>
<th>Grade Scale</th>
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<tr>
<td>A+</td>
<td>671~700</td>
</tr>
<tr>
<td>A</td>
<td>641~670</td>
</tr>
<tr>
<td>A-</td>
<td>611~640</td>
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<tr>
<td>B+</td>
<td>581~610</td>
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<tr>
<td>B</td>
<td>551~580</td>
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<tr>
<td>B-</td>
<td>521~550</td>
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<tr>
<td>C+</td>
<td>491~520</td>
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<tr>
<td>C</td>
<td>461~490</td>
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<tr>
<td>D</td>
<td>421~460</td>
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<tr>
<td>F</td>
<td>Below 420</td>
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**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 during the office time.

**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 activities 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 excuses that the instructor is notified in advance of the examination.

**Disability Accommodations**

Disability Services at George Mason University Korea is committed to providing equitable access to learning opportunities for all students by upholding the laws that ensure equal treatment of people with disabilities. If you are seeking accommodations for this class, please first visit https://masonkorea.gmu.edu/resources-and-services/disability-services for detailed information about the Disability Services. Then please discuss your approved accommodations with me.
Diversity and Inclusion

Mason Korea, an intentionally inclusive community, promotes and maintains an equitable and just work and learning environment. We welcome and value individuals and their differences including race, economic status, gender expression and identity, sex, sexual orientation, ethnicity, national origin, first language, religion, age, and disability.

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.

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking: As a faculty member, I am designated as a “Responsible Employee,” and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason Korea’s Deputy Title IX Coordinator pursuant to University Policy 1202 and 1412. If you would like to speak confidentially with the Mason Korea counselor, please see https://masonkorea.gmu.edu/resources-and-services/counseling-and-wellness for more information. For more information about what Title IX is, please see https://masonkorea.gmu.edu/resources-and-services/title-ix.
Special Syllabus Supplement for the Pandemic (COVID): Fall 2021

In the interest of everyone’s safety, students and faculty must follow these guidelines during the semester. This regulation may be changed based on the pandemic situation.

1. Use the basement entrance to enter and exit Mason’s building. Your temperature will be screened each time you enter the building. Allow additional time before class to complete the entrance screening procedure. Carry your student ID card with you at all times and be ready to show it when you enter and exit the building. Do not prop doors or let others enter the building through doors on the ground floor.

2. Wear a face mask at all times. Remain 6 feet apart from others. Clean your seat and desk space with disinfectant wipes before you begin class. Use hand sanitizer regularly, and avoid shaking hands or other forms of physical contact. Do not share pens, pencils or other personal items. Limit your use of the elevators, and use stairs to travel between floors of the building. Students are expected to purchase their own masks for personal use. Disinfectant wipes and hand sanitizer will be available in each classroom.

3. Classrooms are marked to indicate appropriate seating to allow for social distancing. Only sit in allowable seats, and maintain current set-up of classroom furniture. If you are asked to re-arrange classroom furniture by your professor for in-class exercises, return furniture to its original position when you are finished.

4. Observe these rules at all times during the class period and while in Mason’s building or other public areas of the campus. This includes during class breaks, in small group work (in or out of class), meetings with your professors during office hours, tutoring sessions at the Academic Resource Center, socializing in common areas, or any other activities on campus.

5. Make sure windows and doors remain open during the class period to promote circulation of outside air. Classrooms without windows have mechanical systems that vent air, but doors should be kept open at all times.

6. The safest option for studying is to study alone in your dorm room or at home. If you must study in the building, alone or in groups, observe these rules at all times.

7. All faculty and students must abide by these rules in the classroom. If you see others who are not observing the rules outside the classroom, you may report this to your instructor, student affairs or academic affairs.

8. Do not enter the Mason building or come to class if you have symptoms such as fever, chills, sore throat, persistent cough, shortness of breath or other respiratory difficulties. If you must miss class for this reason, send an email immediately to the professor prior to the beginning of class. You will not be penalized for missing class for this reason, but you may be asked to provide documentation that you sought medical diagnosis or treatment. You are responsible for making up any missed assignments or tests as a result of your absence.

9. Students who come to class with visible signs of illness will be asked to leave the classroom immediately and seek assistance from the IGC Health Clinic. Faculty will report your name and symptoms to the Office of Student Affairs (mksa@gmu.edu) to confirm that you have sought medical assistance.

10. Failure to comply with any of these guidelines may result in disciplinary action through the Student Code of Conduct.
**Course Schedule**

Please note that the schedule, class formats (face to face, online, and hybrid), exercises, and assigned readings are subject to change. Adjustments will be discussed throughout the semester.

**Aug 23 – Week 1, Monday**
Topic(s): Syllabus Review, A Manager’s Life (Leo’s Story)
Presentation: Instructor
Assignment:
- Required reading: Textbook Chapter 1, Chapter 2

**Aug 25 – Week 1, Wednesday**
Topic(s): Understanding the Manager’s Job
The Environments of Organizations and Managers
Lecture 01: Chapter 1, Chapter 2 (start)
Assignment:
- Required reading: Textbook Chapter 2

**Aug 30 – Week 2, Monday**
Topic(s): The Environments of Organizations and Managers
Policy for Class Discussion
Lecture 02: Chapter 2 (finish)
Assignment:
- Required reading: Textbook Chapter 3
- Quiz 1 for Chapter 1, 2

**Sep 1 – Week 2, Wednesday**
Topic(s): Planning and Strategic Management
Lecture 03: Chapter 3
Assignment:
- Case 01: Some Keys to Making a Steinway, Textbook pp. 29-31
- Case 02: Is Fair Trade a Fair Trade-Off? Textbook pp. 61-63

**Sep 6 – Week 3, Monday**
Topic(s): Case Discussion
Facilitator: Students
Assignment:
- Required reading: Textbook Chapter 4

**Sep 8 – Week 3, Wednesday**
Topic(s): Managing Decision Making
Lecture 04: Chapter 4
Assignment:
• Case 03: Acting on a Strategic Vision, Textbook pp. 94-95
• Case 04: The Verdict on Groupthink, Textbook pp. 122-124
• Quiz 2 for Chapter 3, 4

**Sep 13 – Week 4, Monday**
Topic(s): Case Discussion
Facilitator: Students

**Sep 15 – Week 4, Wednesday**
Topic(s): Assessment of Learning (AOL) and Independent Case Study
Facilitator: Instructor
Assignment:
• Case Reading: Independent Case Materials

**Sep 20 – Week 5, Monday**
Topic(s): Harvest Moon Festival (No Classes)

**Sep 22 – Week 5, Wednesday**
Topic(s): Harvest Moon Festival (No Classes)
Assignment:
• Case Reading: Independent Case Materials
• Required reading: Textbook Chapter 5

**Sep 27 – Week 6, Monday**
Topic(s): Entrepreneurship and New Venture Management
Lecture 05: Chapter 5
Assignment:
• Case 05: Putting the Greek into Yogurt, Textbook pp. 127-129, 157
• Case 06: The Creative Imprint of Bigfoot, Textbook pp. 155-157

**Sep 29 – Week 6, Wednesday**
Topic(s): Case Discussion
Facilitator: Students
Assignment:
• Required reading: Textbook Chapter 6

**Oct 4 – Week 7, Monday**
Topic(s): National Foundation Day – Alternative Holiday (No Classes)
Assignment:
• Required reading: Textbook Chapter 6

**Oct 6 – Week 7, Wednesday**
Topic(s): Organization Structure and Design
Lecture 06: Chapter 6
Assignment:
- Case 07: Authority and Functions at A&F, Textbook pp. 159-161, 189
- Case 08: The Alliance Maze, Textbook pp. 187-189
- Quiz 3 for Chapter 5, 6

Oct 11 – Week 8, Monday
Topic(s): Hangeul Day – Alternative Holiday (No Classes)
Assignment:
- Case 07: Authority and Functions at A&F, Textbook pp. 159-161, 189
- Case 08: The Alliance Maze, Textbook pp. 187-189

Oct 13 – Week 8, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
- Required reading: Textbook Chapter 7

Oct 18 – Week 9, Monday
Topic(s): Organization Change and Innovation
Lecture 07: Chapter 7
Assignment:
- Case 09: Cultivating Innovation at IKEA, Textbook pp. 191-194, 221
- Case 10: The Science of the Deal, Textbook pp. 219-220
- Quiz 4 for Chapter 7

Oct 20 – Week 9, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
- Prepare Mid-term Examination
- Study! Textbook Chapter 1 ~ Chapter 7

Oct 25 – Week 10, Monday
Topic(s): Mid-term Exam
Instructor: Deliver Mid-term Exam Questions
Assignment:
- Required reading: Textbook Chapter 08

Oct 27 – Week 10, Wednesday
Topic(s): Managing Human Resources in Organization
Lecture 08: Chapter 8
Assignment:
- Required reading: Textbook Chapter 09
**Nov 1 – Week 11, Monday**

Topic(s): Basic Elements of Individual Behavior in Organizations
Lecture 09: Chapter 9
Assignment:
- Case 11: The Temptations of Temping, Textbook pp. 255-257
- Case 12: Is Anybody in Control Here? Textbook pp. 287-289
- Quiz 5 for Chapter 8, 9

**Nov 3 – Week 11, Wednesday**

Topic(s): Case Discussion
Facilitator: Students
Assignment:
- Required reading: Textbook Chapter 10

**Nov 8 – Week 12, Monday**

Topic(s): Managing Employee Motivation and Performance
Lecture 10: Chapters 10
Assignment:
- Required reading: Textbook Chapter 11

**Nov 10 – Week 12, Wednesday**

Topic(s): Leadership and Influence Processes
Lecture 11: Chapter 11
Assignment:
- Case 14: Abuse of Power, Textbook pp. 356-357
- Quiz 6 for Chapter 10, 11

**Nov 15 – Week 13, Monday**

Topic(s): Case Discussion
Facilitator: Students
Assignment:
- Required reading: Textbook Chapter 12, 13

**Nov 17 – Week 13, Wednesday**

Topic(s): Communication in Organizations / Managing Work Groups and Teams
Lecture 12: Chapter 12, 13
Assignment:
- Case 15: The Converse of In-Person Communication, Textbook pp. 387-389
- Case 16: On the One Hand (or Maybe on the Other Hand), Textbook pp. 419-421
- Quiz 7 for Chapter 12, 13
**Nov 22 – Week 14, Monday**

Topic(s): Case Discussion  
Facilitator: Students  
Assignment:  
  • Required reading: Textbook Chapter 14, 15

**Nov 24 – Week 14, Wednesday**

Topic(s): Basic Elements of Control / Managing Operations, Quality, and Productivity  
Lecture 13: Chapter 14, 15  
Assignment:  
  • Case 17: Using Control at J.P. Morgan, Textbook pp. 453-454  
  • Case 18: Amazon Rekindles Its Flair for Technology, Textbook pp. 486-488  
  • Quiz 8 for Chapter 14, 15

**Nov 29 – Week 15, Monday**

Topic(s): Case Discussion  
Facilitator: Students  
Assignment:  
  • Read Independent Case Materials  
  • Prepare Final Exam  
  • Study Textbook Chapter 8 – Chapter 15

**Dec 1 – Week 15, Wednesday**

Topic(s): Create Independent Case Report  
Facilitator: Students (Self Study)  
  • Write Independent Case Report  
  • Prepare Final Exam  
  • Study Textbook Chapter 8 – Chapter 15

**Dec 6 – Week 16, Monday**

Topic(s): Final Exam  
Instructor: Deliver Final Exam Paper  
Assignment:  
  • Write Independent Case Report

**Dec 7 – Week 16, Tuesday**

Topic(s): Discussion for Independent Case  
Facilitator: Students  
Assignment:  
  • Upload Final Independent Case Report

**Dec 8 – Week 16, Wednesday**

Topic(s): Review of Independent Case Report (Instructor Only)  
Facilitator: Instructor
Dec 13 – Week 17, Monday
Topic(s): Course Performance Review (Instructor Only)
Facilitator: Instructor

Dec 15 – Week 17, Wednesday
Topic(s): Grades Conferral
Facilitator: Instructor