MGMT 303 K02 – Principles of Management

Professor: Heon (Leo) Jung, Ph.D.
Email: hjung20@gmu.edu  
Class Time: Monday/Wednesday 10:30~11:45a.m.
Office: #628, GMU Korea Building
Office Hours: By appointment, Monday/Wednesday 12:00p.m.–01:00p.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 (180 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.

<table>
<thead>
<tr>
<th>Score</th>
<th>Evaluation Criteria for Case Discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td>180</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>
</tr>
<tr>
<td>162</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>
</tr>
<tr>
<td>126</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>
</tr>
<tr>
<td>90</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>
</tr>
<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>
</tr>
</tbody>
</table>

(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). Bring to class the textbook and your notes about the cases to support the case discussions.

**Kingston Family Vineyards Case Reports (20 points)**

Students will create strategic consulting reports for the CEO of Kingston Family Vineyards who wants to find future strategic options. In these missions, students assume as strategy consultants for the CEO, and develop their strategy consulting reports. Before finalizing their consulting reports, students have the chance to upgrade their consulting report in the group discussion for reviewing the reports. Detailed instructions for this assignment will be provided in the class.

**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 lecture video in the Blackboard on the designated class day. At 11:59 pm of the online class day, I will monitor activities of students in the MGMT 303 Blackboard. So, watch the lecture videos before 11:59 pm 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 in advance.

**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:**

<table>
<thead>
<tr>
<th>Letter</th>
<th>Grade Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A+</strong></td>
<td>671~700</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>641~670</td>
</tr>
<tr>
<td><strong>A-</strong></td>
<td>611~640</td>
</tr>
<tr>
<td><strong>B+</strong></td>
<td>581~610</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td>551~580</td>
</tr>
<tr>
<td><strong>B-</strong></td>
<td>521~550</td>
</tr>
<tr>
<td><strong>C+</strong></td>
<td>491~520</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>461~490</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td>421~460</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>Below 420</td>
</tr>
</tbody>
</table>
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 during the in-person lecture class. Use of electronic devices during the class is allowed for checking attendance, and using the note and comment files in the case discussion etc. Use of them during lecture or class exercises should not give impact negatively to other students and the instructor. Students who choose to use electronic devices may be asked not to deter class activities. The computer will be used for the facilitators who evaluate participation of group member students.

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. In the online instruction mode, some classes are held asynchronously, I will inform students of the attendance check in the online classes in detail.

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.
Course Schedule

Please note that the schedule, class formats (face to face, online, and hybrid), exercises, and assigned readings are subject to change. Due means assignments should be completed till 11:59 pm on a specific day. Adjustments will be discussed throughout the semester.

Aug 22 – Week 1, Monday
Topic(s): Syllabus Review
Presentation: Instructor
Assignment:
• Required reading: Textbook Chapter 1

Aug 24 – Week 1, Wednesday
Topic(s): Policy for Course Management
Presentation: Instructor
Assignment:
• Required reading: Textbook Chapter 1

Aug 29 – Week 2, Monday
Topic(s): Understanding the Manager’s Job
Lecture 01: Chapter 1
Assignment:
• Required reading: Textbook Chapter 2

Aug 31 – Week 2, Wednesday
Topic(s): The Environments of Organizations and Managers
Guide for Case Discussion
Lecture 02: Chapter 2
Assignment:
• Required reading: Textbook Chapter 3
• Quiz 1 for Chapter 1, 2 (Due Sep 3)

Sep 5 – Week 3, Monday
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 7 – Week 3, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
• Required reading: Textbook Chapter 4
**Sep 12 – Week 4, Monday**

**Topic(s):** Harvest Moon Festival – Alternative Holiday (no classes)

**Assignment:**
- Required reading: Textbook Chapter 4

**Sep 14 – Week 4, 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 (Due Sep 17)

**Sep 19 – Week 5, Monday**

**Topic(s):** Case Discussion

**Facilitator:** Students

**Assignment:**
- Case reading: Kingston Family Vineyards Case

**Sep 21 – Week 5, Wednesday**

**Topic(s):** Assessment of Learning (AOL) and Kingston Case Study

**Facilitator:** Instructor

**Assignment:**
- Required Reading: Textbook Chapter 5

**Sep 26 – 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 28 – Week 6, Wednesday**

**Topic(s):** Case Discussion

**Facilitator:** Students

**Assignment:**
- Required reading: Textbook Chapter 6

**Oct 3 – Week 7, Monday**

**Topic(s):** National Foundation Day (no classes)

**Assignment:**
- Required reading: Textbook Chapter 6
Oct 4 – Week 7, Tuesday (Make Up Day)
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 (Due Oct 7)

Oct 5 – Week 7, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Required reading: Textbook Chapter 7

Oct 10 – Week 8, Monday
Topic(s): Hangul Proclamation Day – Alternative Holiday (no classes)
Assignment:
  • Required reading: Textbook Chapter 7

Oct 12 – Week 8, Wednesday
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 (Due Oct 15)

Oct 17 – Week 9, Monday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Prepare Mid-term Examination
  • Study! Textbook Chapter 1 ~ Chapter 7

Oct 19 – Week 9, Wednesday
Topic(s): Mid-term Exam
Test will be taken in the class using Respondus Lockdown Browser
Assignment:
  • Required reading: Textbook Chapter 08

Oct 24 – Week 9, Monday
Topic(s): Managing Human Resources in Organization
Lecture 08: Chapter 8
Assignment:
• Required reading: Textbook Chapter 09

**Oct 26 – Week 9, Wednesday**
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 (Due Oct 29)

**Oct 31 – Week 10, Monday**
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Required reading: Textbook Chapter 10

**Nov 2 – Week 11, Wednesday**
Topic(s): Managing Employee Motivation and Performance
Lecture 10: Chapters 10
Assignment:
  • Required reading: Textbook Chapter 11

**Nov 7 – Week 12, Monday**
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 (Due Nov 10)

**Nov 9 – Week 12, Wednesday**
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Required reading: Textbook Chapter 12, 13

**Nov 14 – Week 13, Monday**
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 (Due May 17)
Nov 16 – Week 13, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Required reading: Textbook Chapter 14, 15

Nov 21 – Week 14, Monday
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 (Due Nov 17)

Nov 23 – Week 14, Wednesday
Topic(s): Case Discussion
Facilitator: Students
Assignment:
  • Read Kingston Case Materials

Nov 28 – Week 15, Monday
Topic(s): Guide for creating Kingston Case Report
Facilitator: Instructor
Assignment:
  • Write Kingston Case Report

Nov 30 – Week 15, Wednesday
Topic(s): Kingston Case Report
Facilitator: Students (Self Study)
   • Upload Kingston Case Report (Draft)

Dec 5 – Week 16, Monday
Topic(s): Discussion for Kingston Case Report (Draft)
Facilitator: Students
Assignment:
  • Upload Final Kingston Case Report

Dec 7 – Week 16, Wednesday
Topic(s): Final Exam
Test will be taken in the F2F class, or via online using Respondus Lockdown Browser

Dec 16 – Week 17, Friday
Topic(s): Grades Conferral
Facilitator: Instructor