

**MGT 347 M01**  
**MANGEMENT FUNCTIONS & PROCESSES**

Mon. & Wed. 4:00 P.M. to 5:15 P.M.

SPRING 2008, JAN 16 – MAY 9

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Phone: 505-646-2374	Office Hours: ½ hour before & after class & by appointment (web/F2F)
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	Class Room: GU 303

**PREREQUISITES:** Upper Division Standing

**TEXTS & VIDEO CASES:**

Newstrom, J. W., 2007, Supervision : Managing for Results, 9th Edition;  
ISBN-13 9780073545080

**COURSE DESCRIPTION:**

This is a learning-by-doing course. Through the combination of lectures, readings, case studies, and class participation, this course introduces you to the tools and vocabulary prerequisite to basic management duties as found in supervision positions. Obtaining and being able to use this knowledge and the skills associated with it will be useful for you no matter the type of industry you work in whether for-profit, not-for-profit, governmental or educational.

**COURSE OBJECTIVES:**

In Management Functions and Processes, you will exercise and improve (1) your ability to think managerially, (2) your knowledge of, and ability to apply management tools and vocabulary, (3) and your written and verbal communication skills. You can accomplish these objectives through careful reading of the syllabus and assignments, detailed case analyses, regular attendance, attentiveness to class lectures, and active participation in class exercises and discussions.

**ACTIVE LEARNING:**

People learn best by doing. You will have opportunities both as individuals and as teams to be engaged in learning about management and supervision. We will be doing in-class exercises and cases, and via computers, reaction papers and research papers. Each activity has been carefully chosen to enhance your learning opportunities.

*Please note that this class closely follows the word of thumb admonition of for every hour inside of class expect 2 to 3 hours of work outside of class. A three-unit course for 15 weeks assumes 3 class hours of class per week. Thus, expect to spend 6 to 9 hours of outside of class work for this class.*

**CHEATING:**

Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.

**EARNING OF GRADE POINTS AND GRADES:**

Students may earn grade points as indicated on the following table. Letter grades are based on total grade points earned as indicated in the “Grades” column of the table. Grade points earned are rounded to the nearest integer. The link between grade point categories and the class objectives are provided.

EVALUATION		GRADES
<b>BASIC UNDERSTANDING OF VOCABULARY &amp; SKILLS → 660 POINTS</b>		<b>A</b>
<b>Professional Practice → Preparation for Class</b> 270 points Posting of Skill Assessment, Development & Cases before class Chapters 1-7 & 14-15 135 points Chapters 8-13 & 16-18 135 points	1215-1350	
<b>Professional Practice → Proactive &amp; Positive Class Participation</b> 390 points Class Attendance & Participation Before Midterm 200 points Class Attendance & Participation After Midterm 190 points		
		<b>B</b>
<b>DEMONSTRATION OF BASIC RETENTION SKILLS → 540 POINTS</b>		
<b>Preparation for Exams</b> 180 points On-line Practice for Midterm 90 points (average across all attempts) On-line Practice for Final 90 points (average across all attempts)	1080-1214	
<b>Midterm</b> 180 points		
<b>Final</b> 180 points		
		<b>C</b>
<b>DEMONSTRATION OF INTEGRATION &amp; APPLICATION SKILLS → 150 POINTS (CHOOSE 1 OF THE FOLLOWING 6 OPPORTUNITIES)</b>		945-1079
Extension Opportunities #1-6: Article Memo 100 points Written Memo 70 points PowerPoint Presentation 20 points Handouts 10 points		
Extension Opportunity Peer Evaluations 5@10 points each 50 points		
		<b>D</b>
		810-944
<b>MAKE-UP POINTS</b>		<b>F</b>
University Excused Absences : You must do an extension opportunity article memo for the chapters that you missed along with the written homework already assigned. You will earn participation points at the same Percentage points you earn for the article memo. Unexcused Absences: May be made up upon Instructor’s Preapproval and if student followed <b>professional practices</b> of notifying the Instructor and any affected teammates of pending absence (notifying includes email & voice mail).		<809

**SCHEDULE & PLANNING INFORMATION:** A tentative course schedule is presented in the following table. This schedule is subject to changes and will be updated on-line. Students are responsible for checking the on-line version for the most recent updates.

Week #	Date	Homework Due	Today's Topic	Homework Assigned
1	Wed Jan 16	---	Introduction & Syllabus	Read Ch 1 Do Self Assessment Do Skill Development Do Cases 1, 2, 3, 4
2	Wed Jan 23	Ch 1  <i>Post Written Homework to Notebook in WebCT</i> Self Assessment Skill Development <i>Also Bring Written Answers to class for Cases 1, 2, 3, 4</i>	Pre-Test Chapter 1 Supervisor's Role  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 1 On-line until reach 90% correct  Read Ch 2 Do Self Assessment Do Skill Development Do Cases 5, 6, 7
3	Mon Jan 28	Read Ch 2  <i>Post Written Homework to Notebook in WebCT</i> Self Assessment Skill Development <i>Also Bring Written Answers to class for Cases 5, 6, 7</i>	Pre-Test Chapter 2 Positive Work Env.  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 2 On-line until reach 90% correct  Read Ch 3 Do Self Assessment Do Skill Development Do Cases 8, 9, 10
	Wed Jan 30	Read Ch 3  <i>Post Written Homework to Notebook in WebCT</i> Self Assessment Skill Development <i>Also Bring Written Answers to class for Cases 8, 9, 10</i>	Pre-Test Chapter 3 Setting Goals, Making Plans & Improving Costs →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 3 On-line until reach 90% correct  Read Ch 4 Do Self Assessment Do Skill Development Do Cases 11, 12, 13
4	Mon Feb 4	Read Ch 4  <i>Post Written Homework to Notebook in WebCT</i> Self Assessment Skill Development <i>Also Bring Written Answers to class for Cases 11, 12, 13</i>	Pre-Test Chapter 4 Problem Solving & Managing Information  →Mini-Lecture →Exercises →Cases →Video Case 2	Do Post-Test Ch 4 On-line until reach 90% correct  Find Current Article #1 on Planning, (i.e. any topic from Chapters 3 & 4) Bring copy of article and your Summary Memo to class
	Wed Feb 6	<i>Find</i> Current Article #1 (i.e. any topic from Chapters 3 & 4) <i>Post to Notebook the Digital Versions &amp; Bring to class</i> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #1</b>	Read Ch 5 Do Self Assessment Do Skill Development Do Cases 14, 15, 16
5	Mon Feb 11	Read Ch 5  <i>Post Written Homework to Notebook in WebCT</i> Self Assessment Skill Development <i>Also Bring Written Answers to class for Cases 14, 15, 16</i>	Pre-Test Chapter 5 Organizing an Effective Department  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 5 On-line until reach 90% correct  Read Ch 6 Do Self Assessment Do Skill Development Do Cases 17, 18, 19
	Wed Feb 13	Read Ch 6	Pre-Test Chapter 6 Staffing with Human	Do Post-Test Ch 6 On-line until reach 90% correct

Week #	Date	Homework Due	Today's Topic	Homework Assigned
		<b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 17, 18, 19	Resources →Mini-Lecture →Exercises →Cases →Video Case 1	Read Ch 7 Do Self Assessment Do Skill Development Do Cases 20, 21, 22
6	Mon Feb 18	Read Ch 7 <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 17, 18, 19	Pre-Test Chapter 7 Training & Developing Employees →Mini-Lecture →Exercises →Cases →Video Case 3	Do Post-Test Ch 7 On-line until reach 90% correct Find Current Article #2 on Organizing (i.e. any topic from Chapters 5-7) Bring copy of article and your Summary Memo to class
	Wed Feb 20	<b>Find</b> Current Article #2 (i.e. any topic from Chapters 5-7) <b>Post to Notebook the Digital Versions &amp; Bring to class</b> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #2</b>	Read Ch 14 Do Self Assessment Do Skill Development Do Cases 43, 44, 45
7	Mon Feb 25	Read Ch 14 <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 43, 44, 45	Pre-Test Chapter 14 Control: Keeping People, Plans and Programs on Track →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 14 On-line until reach 90% correct Read Ch 15 Do Self Assessment Do Skill Development Do Cases 46, 47, 48, 49
	Wed Feb 27	Read Ch 15 <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 46, 47, 48, 49	Pre-Test Chapter 15 Control: Keeping People, Plans and Programs on Track →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 15 On-line until reach 90% correct Find Current Article #3 on Control (i.e. any topic from Chapters 14-15) Bring copy of article and your Summary Memo to class
8	Mon Mar 3	<b>Find</b> Current Article #3 (i.e. any topic from Chapters 14-15) <b>Post to Notebook the Digital Versions &amp; Bring to class</b> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #3</b>	Study for Midterm Do on-line review before class time on Wed.
	<b>Wed Mar 5</b>	Online Review for Midterm	Proctored In-class Closed Book <b>Midterm</b> over Chapters 1 – 7 & 14 – 15	Read Ch 8 Do Self Assessment Do Skill Development Do Cases 23, 24, 25
9	Mon Mar 10 <b>Last Day to Drop</b>	Read Ch 8 <b>Post Written Homework to Notebook in WebCT</b> Self Assessment	Pre-Test Chapter 8 Leadership Skills, Styles & Qualities →Mini-Lecture	Do Post-Test Ch 8 On-line until reach 90% correct Read Ch 9 Do Self Assessment

Week #	Date	Homework Due	Today's Topic	Homework Assigned
	<b>Class</b>	Skill Development <b>Also Bring Written Answers to class for Cases 23, 24, 25</b>	→Exercises →Cases	Do Skill Development Do Cases 26, 27, 28
	Wed Mar 12	Read Ch 9  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for Cases 26, 27, 28</b>	Pre-Test Chapter 9 Understanding & Motivating People at Work  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 9 On-line until reach 90% correct  Read Ch 10 Do Self Assessment Do Skill Development Do Cases 29, 30, 31
<b>10</b>	Mon Mar 17	Read Ch 10  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for Cases 29, 30, 31</b>	Pre-Test Chapter 10 Effective Employee Communication  →Mini-Lecture →Exercises →Cases →Video Case 6	Do Post-Test Ch 10 On-line until reach 90% correct  Read Ch 11 Do Self Assessment Do Skill Development Do Cases 32, 33, 34, 35
	Wed Mar 19	Read Ch 11  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for Cases 32, 33, 34, 35</b>	Pre-Test Chapter 11 Appraising and Developing Employees  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 11 On-line until reach 90% correct  <b>Find Current Article #4 (i.e. any topic from Chapters 1-11 &amp; 14-15)</b> <b>Bring copy of article and your Summary Memo to class – Must sign up in advance for this opportunity.</b>
<b>SPRING BREAK March 21 – March 30</b>				
<b>11</b>	Mon Mar 31	<b>Find Current Article #4 (i.e. any topic from Chapters 1-11 &amp; 14-15)</b> <b>Post to Notebook the Digital Versions &amp; Bring to class</b> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #4</b>	Read Ch 12 Do Self Assessment Do Skill Development Do Cases 36, 37, 38, 39
	Wed Apr 2	Read Ch 12  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for Cases 36, 37, 38, 39</b>	Pre-Test Chapter 12 Counseling & Performance Management  →Mini-Lecture →Exercises →Cases →Video Case 5	Do Post-Test Ch 12 On-line until reach 90% correct  Read Ch 13 Do Self Assessment Do Skill Development Do Cases 40, 41, 42
<b>12</b>	Mon Apr 7	Read Ch 13  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for Cases 40, 41, 42</b>	Pre-Test Chapter 13 Building Cooperative Teams and Resolving Conflicts  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 13 On-line until reach 90% correct  <b>Find Current Article #5 on a Leader, Leading or Leadership.</b>  Bring copy of article and

Week #	Date	Homework Due	Today's Topic	Homework Assigned
			→Video Case 7	your Summary Memo to class
	Wed Apr 9	<b>Find</b> Current Article #4 on a Leader, Leading or Leadership. (i.e. any topic from Chapters 8-13)  <b>Post to Notebook the Digital Versions &amp; Bring to class</b> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #5</b>	Read Ch 16 Do Self Assessment Do Skill Development Do Cases 50, 51, 52
13	Mon Apr 14	Read Ch 16  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 50, 51, 52	Pre-Test Chapter 16 Managing a Diverse Workforce  →Mini-Lecture →Exercises →Cases →Video Case 4	Do Post-Test Ch 16 On-line until reach 90% correct  Read Ch 17 Do Self Assessment Do Skill Development Do Cases 53, 54, 55
	Wed Apr 16	Read Ch 17  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 53, 54, 55	Pre-Test Chapter 17 Supervisor's Role in Employee Safety & Health and Labor Relations  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 17 On-line until reach 90% correct  Read Ch 18 Do Self Assessment Do Skill Development Do Cases 56, 57, 58
14	Mon Apr 21	Read Ch 18  <b>Post Written Homework to Notebook in WebCT</b> Self Assessment Skill Development <b>Also Bring Written Answers to class for</b> Cases 56, 57, 58	Pre-Test Chapter 18 Achieving Personal Supervisory Success  →Mini-Lecture →Exercises →Cases	Do Post-Test Ch 18 On-line until reach 90% correct  Find Current Article #6 on Contemporary Concerns of Supervision (i.e. any topic from Chapters 16-18) Bring copy of article and your Summary Memo to class
	Wed Apr 23	<b>Find</b> Current Article on Contemporary Concerns of Supervision. (i.e. any topic from Chapters 16-18)  <b>Post to Notebook the Digital Versions &amp; Bring to class</b> A copy of article and your Summary Memo	<b>Review &amp; Extension Opportunity #6</b>	Review for Final Do on-line Review for Final before class time for final.
15	Mon or Wed	<b>On-line Review for FINAL due.</b>	<b>Proctored In-class Closed Book FINAL</b> over Chapters 8 – 13 & 16 – 18	

**HOMEWORK:** Homework is assigned before and due at the beginning of each relevant class meeting. You need to complete the homework and to post it to your personal

discussion board on Web-CT before the start of class. This provides you with the basic understanding that will enhance your learning experience in class. Expect that it will take you 2 to 4 hours to complete this homework depending upon how fast you read and write. You will also turn in your timesheets to the instructor to practice personal quality control skills.

**Please note that grammar counts in this course.** If you have any spelling or grammar errors your grade on that assignment will suffer. The value will be calculated using the average errors/page.

Up to 3/page → the highest grade will be 95%,

Between 3 and 10/page → the highest grade will be 85%,

Between 10 and 15/page → the highest grade will be 75%,

Between 15 and 20/page → the highest grade will be 65%,

More than 20/page → the highest grade will be 55%.

Page apportionments will be calculated for assignments less than 1 page.

**EXERCISES, CLASS MEETINGS, CASES & PRESENTATIONS:** All work and interactions are to be done in a professional manner following profession protocol and etiquette. This provides the student practice in the norms used by successful supervisors in the work world. Thus, this is a way of embedding what is learned and the “real world”. This course has a variety of quizzes, exercises, text-based cases, video cases and reports to support this orientation.

**EXAMS:** The midterm and finals are proctored multiple choice exams. You will be able to see a preliminary grade immediately following the exam. I do not curve. I do throw out bad questions (one where more than 80% of the class miss). This means that your final exam grade will reflect adjustments for bad questions.

**MAKE-UP WORK:** There are times when life interferes and work can not be completed in a timely manner. Assignments are known from the beginning of the course, and *professional etiquette* requires that you work ahead if you know you will miss class. If you don't have time to do the prep work, again *professional protocol* requires that you meet your other commitments which in this case would be to attend class anyway.

Because class sessions actively uses the required work, ***no late submissions will be allowed, however; you are allowed two make-up sessions. You can make-up up to two missed classes by turning all written required written assignments and doing the extra extension assignment which are in the schedule.*** You will be able to make up a missed exam no later than the meeting after the exam is given and only if you missed due to university detailed “excused absences” reasons. This exam is to be proctored and must be done outside of class.

**DROPPING THE COURSE WITH A “W”:** The last day to drop is March 10<sup>th</sup> which is a Monday. Our midterm is on March 5<sup>th</sup>. You will have scores from your Midterm via Web-CT by noon on Monday March 10<sup>th</sup>. Students are responsible for dropping the course.

**OTHER:** You are upper division students. As such, I anticipate that you are not a novice in learning but are capable of handling higher levels of learning which include synthesis, application and are able to handle the integrative processes needed in applied learning situations. This course is meant to be challenging, integrative and to stretch you but it is also meant to be doable.

### **Example of Class Agenda for Chapter-Oriented Sessions**

4:00 PM -4:05 PM	Quiz on reading assignment
4:05 PM -4:20 PM	Debriefing of quiz and mini-lecture as needed.
4:20 PM -4:30 PM	Exercise
4:30 PM -4:40 PM	Written Case Discussion in Work Groups
4:40 PM -4:45 PM	Class Debriefing on Cases
4:45 PM -4:55 PM	Video Case Presentation
4:55 PM -5:05 PM	Video Case Discussion in Work Groups
5:05 PM -5:15 PM	Class Debriefing on Video Case

### Example of Class Agenda for Chapter-Extension Sessions

4:00 PM -4:05 PM	Preparation for Informal Presentations of Articles (put PowerPoint Presentation in; Organize Handouts; Get Peer Evaluation Forms)
4:05 PM -4:25 PM	Round 1 Presentations: 1 <sup>st</sup> ½ of class presents to 2 <sup>nd</sup> ½ of class
4:25 PM -4:30 PM	Write up of Critiques: of Presenters & of Reviewers
4:30 PM -4:50 PM	Round 2 Presentations: 2 <sup>nd</sup> ½ of class presents to 1 <sup>st</sup> ½ of class
4:40 PM -4:45 PM	Write up of Critiques: of Presenters & of Reviewers
4:45 PM -5:15 PM	Class Debriefing on Presentations

**STUDENTS WITH DISABILITIES:** If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, Instructions & forms from the SSD office are online at <http://www.nmsu.edu/~ssd/index.html>. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); Discrimination: Office for Instructional Equity, 646-3635, O'Loughlin House

#### Student Responsibilities

1. Within a few days of the start of the semester, register with SSD & obtain forms.
2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).
3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD.
4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.

#### Faculty Responsibilities

1. Within five (5) working days after student gives you the forms, sign them, retain a copy & return originals to the student.
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.

### Article Memo Format

This assignment supports you in developing life-long learning skills beyond the linking of efforts between class and the work world skills from the homework assignments. This assignment refines your information seeking, obtaining, translating (from academic to practitioner terms) and communicating skills. The articles for this class assignment are readily available through the library's article database page. Search in "Business Source Premier" for popular press articles for a concept from the chapter. This assignment requires this library search method instead of providing the articles for three reasons: 1) to enable you to be familiar with research tools available in the library, 2) in support of intellectual property rights which allow you to make a copy for individual use but do not allow me to make multiple copies to hand out and 3) it allows you 24/7 access to the article from anywhere you can get the internet.

- The article assignments require you to obtain a copy of the article, read it, and to do the following.

- The following are the points that you must cover in this assignment.
  - Paragraph 1: In the paper, you will begin with an introduction to the topic. You will also include telling the reader what you will be doing in the memo.
  - Paragraph 2: This paragraph should summarize the material in the text on this topic.
  - Paragraph 3: This paragraph summarizes the material from an article on this topic that you found doing the on-line research. You will need to only talk about 3 main points from the article that are related to your topic.
  - Paragraph 4: Your fourth paragraph will integrate these two sources of information into a cohesive whole. You will need to include 3 examples that illustrate your integration points. You are encouraged to use examples from your work experience, other academic classes and/or other's shared experiences to illustrate the points in your paper. (i.e. you will need to include practical/ real life examples in order to get an A.)
  - Paragraph 5: You will then make a conclusion about this topic that is based on your earlier work.
  - A reference section should follow your conclusion paragraph. It does not need to be started on a new page. You should use the *Academy of Management Journal* format for your references at the end of the paper and for your citations within the paper. These references should be cited in the paper where appropriate using the (name of authors, date) format.
  - You need to include an appendix of 3 quiz questions in a bulleted list. As a subpoint to each quiz question you need to indicate the correct answer and where in the chapter and/or article it is located.
  - **You need to create a PowerPoint for each of bulleted points above.** You will load this onto a computer in class and present it during class.
  
- The article memo through the appendix should be **no more than 3 pages long**. It should have 1" margins. It should be single spaced between lines within a paragraph and double spaced between paragraphs. You should use Arial Narrow font that is 12 points large.
- Post your document and PowerPoint on Web-CT in your notebook **before class begins** and **bring one hard copy of the memo to class and 35 copies of the "handouts"** printout from the PowerPoint presentation to class.
- After your posting, you should attach PDF files of the article that you cited in your memo as a reply to your memo posting.
- **You should have your name, the name of the topic that you are researching, and the date in the header of all pages of your original work.**