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**Syllabus/Class Overview**

**General Class Information**

**Instructor Name and Contact Information:**

Betty M. S. Marshall, Ph.D.

Office hours: Tuesdays – 6:00 pm -- 8:00 pm;

Other times are available by appointment.

Phone: 703-369-6880 (home)

E-mail: [bmm7x@eservices.virginia.edu](mailto:bmm7x@eservices.virginia.edu) OR [bmarsh028@gmail.com](mailto:bmarsh028@gmail.com)

**Subject Area and Catalog Number:** HR 4010

**Year and Term:** Spring 2015

Location: <http://www.virginia.edu>

Dates: January 20, 2015 – May 8, 2015

Day and Time of Class: MTWHFS

**Class Title:** Management of Organizations

**Level** (Graduate or Undergraduate): Undergraduate

**Credit Type:** 3.0 credits

**Class Description**

Presents a broad view of management theories and principles. Topics include historical and current trends in management, how organizations plan and make decisions, leadership, and resource management.

The primary purpose of the course is to introduce the student to fundamental issues in the management process. The major issues covered in this class will be what are commonly referred to as the "management functions". The four elements of the management functions are: Planning, Organizing, Leading and Controlling. Students will develop a better understanding of how all of these functions contribute to the success of an organization.

**Required Text**:

Prentice Hall, Management, 12/E, Stephen P. Robbins, San Diego State University, Mary Coulter, Missouri State University. ISBN-10: 0133043606 • ISBN-13: 9780133043600, ©2014 Published 01/07/2014

Suggested Readings: - Wall Street Journal, Business Week, Financial Times, Barrons

**Learning Outcomes:**

Upon completion of the course the student will be able to:

* Identify the management functions and demonstrate proficiency in discussing these functions.
* Evaluate the manager’s role and the terrain including organizational culture, global environment and social responsibility.
* Describe the planning process with a focus on strategic planning and planning tools and techniques.
* Explain generic leadership qualities, motivation techniques, facilitating change management and communication skills to use with workforce
* Identify student’s personal leadership competencies

**Assessment Components:**

Examinations

In general, the University of Virginia grading guidelines will apply to this course, with grades ranging from “A” through “F.”

An “A,” of course, represents work that is of the highest quality, far surpassing expectations of excellence for students at this level. A “C” meets the standards expected of professionals in the HR management field and is certainly representative of “good,” high performance.

There will be 3 weekly assignments and two (2) exams (Midterm and Final) will be given. The midterm exam will cover material included in Chapters 1-9. The final exam will cover Chapters 10-19. Each exam will consist of three or four essay questions and an online multiple-choice/true-false exam. There will be six (6) scheduled chat rooms and three (3) threaded discussions will be posted throughout the semester. Finally, there will three (3) weekly short written assignments that are required pertaining to selected chapter videos.

**Grading will be based on a total of 100 points for the course components as follows:**

|  |  |  |  |
| --- | --- | --- | --- |
| Grading Matrix for HRM 4010 – Spring Semester 2014 | Number of Points (Total) | Frequency of Evaluation | Approx. Percent Allocation Towards Final Grade |
| **Assignment** | **Possible points** |  |  |
|  |  |  |  |
| Midterm Exam | 200 Points | Midterm | 26% |
| Final Exam | 200 Points | Final | 26% |
| Weekly Assignments (3) | 30 Points Per Assignment - 90 Points Total | Weekly | 12% |
| Chat Rooms | Active Participation in Chatrooms 30 Points Per Chat Room – 180 Points Total | 6 Per Semester | 24% |
| Threaded Discussions | Active Participation in Threaded Discussions 30 Points Per Discussion – 90 Points | 3 Per Semester | 12% |
| Total | 760 Points |  | 100% |

Active class participation is one of the most effective ways to increase knowledge and understanding during the learning process. This includes participating in whole class and small group discussions. The sharing of thoughtful/insightful ideas can increase your own understanding and can also enhance your classmates’ understanding and development of complex ideas and thought. These are the key reasons why class participation is highly valued.

**Delivery Mode Expectations** (Classroom/Internet and Web-based classes, specify any live (synchronous) meetings, dates, times, and location of delivery):

This course will be conducted as an online course over a period of approximately 15 weeks. The class lessons will consist of lectures notes, online power-point presentations, online videos, student participation in chat rooms and threaded discussions, and articles from current periodicals. The schedule for the class and the expected time spent for each of the weekly components can be found on pages 4 and 8.

# What Makes an Online Session

# If we were in a face-to-face classroom this semester, we'd have a class session once a week, say on a Monday.  There'd be a lecture or some class activity, you would go away, do some readings, and then come back for the next session.  Your participation in that class, in other words, would be done in the context of a session.

This UVa Collab class is organized in much the same way, that is, in sessions.  This semester each class session will start on Mondays although material for each week will be available on Sundays.  For us, the semester will begin on Tuesday, January 20, 2015.  Please note the first assignments begin the week of January 25, 2015. (Feel free to utilize the time from January 20 to January 25 to respond to post your introductions and scan the textbook.) But unlike face-to-face classes, each session lasts for an entire week.  That way, we can take advantage of UVa Collab's flexibility. ***ALL CLASSWORK AND ASSIGNMENTS MUST BE COMPLETED BY MAY 8, 2015 .***

**Evaluation Standards and Assessments:**

Each student’s grade will be based on completion of course assignments, active and substantial participation, and the quality of all assignments, live classroom sessions. **ALL CLASSWORK AND ASSIGNMENTS SHOUD BE SUBMITTED BY THE DUE DATE** (Thursday of the week assigned by the start of class)**. Late assignments will not be accepted unless prior arrangements have been made in advance or there is an emergency.**

Active class participation is one of the most effective ways to increase knowledge and understanding during the learning process. This includes participating in whole class and small group discussions. The sharing of thoughtful/insightful ideas can increase your own understanding and can also enhance your classmates’ understanding and development of complex ideas and thought. These are the key reasons why class participation is highly valued.

# I will be checking into the course every day and will be posting messages and announcements regularly. The best way to contact me is by email: [bmm7x@eservices.virginia.edu](mailto:bmm7x@eservices.virginia.edu). If you wish to speak with me by phone, my home telephone number is (703) 369-6880.  Please don't hesitate to call or e-mail me.  I like to hear from you.  You can generally expect a response within one (1) business day.

**Class Schedule, Activities and Assignments:**

Class Schedule - These are the topics and assignments that will be covered in each class session.

1. 1/26/15 – 1/31/15 Management and Organizations- Ch. 1

Management History

2. 2/1/15 – 2/7/15 Understanding Managements’ Context: Ch. 2 Constraints and Challenges

3. 2/08/15 – 2/14/15 Managing in a Global Environment Ch. 3

Managing Diversity Ch. 4

4. 2/15/15 – 2/21/15 Managing Social Responsibility and Ethics Ch. 5

5. 2/22/15 - 2/28/15 Managers as Decision Makers Ch. 6

6. 3/01/15 – 3/7/15 Managing Change and Innovation Ch. 7

Foundations of Planning Ch. 8

7. 3/08/15 – 3/15/15 Strategic Management Ch. 9

8. 3/15/15 – 3/21/15 Managerial Controls Ch. 10

Basic Organizational Design Ch. 11

9. 3/22/15 – 3/28/15 Adaptive Organizational Design Ch. 12

Managing Human Resources Ch. 13

10. 3/29/15 – 4/4/15 Managing Teams Ch. 14

Understanding Individual Behavior Ch. 15

11. 4/05/15 – 4/11/15 Managers and Communications Ch. 16

12. 4/12/15 – 4/18/15 Motivating Employees Ch. 17

13. 4/19/15 – 4/25/15 Managers as Leaders Ch. 18

14. 4/26/15 – 5/2/15 (Appendix) Managing Entrepreneurial Ventures

5/03/15 Submit Final Exam-Essays (NLT 05/05/2015) (Chapters 10 - 18)

**Activities and Assignments**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Class** | **Week Dates** | **Topic of Discussion** | **Reading** | **Student Activity** |
| 1 | 1/20/15  1/26/15 – 1/31/15 | Semester Begins – Prepare Introductions  Preliminary Matters  Overview of Course  Management and Organizations- Management History  Review videos | Chapter 1 | 2 hrs.R  1 hr.P (online)  1 hr.V(online) |
| 2 | 2/1/15 – 2/7/15 | Understanding Management’s Context: Constraints and Challenges  Review videos | Chapter 2 | 2 hrs.R  1 hr. P(online)  1 hr. V(online) |
| 3 | 2/8/15 – 2/14/15 | Managing in a Global Environment  Managing Diversity  Review videos  Chat Room (No.1) | Chapter 3  Chapter 4 | 4 hrs.R  1 hr.P(online)  1 hr.RS  1 hr. V(online)  2 hrs.(online) |
| 4 | 2/15/15 – 2/21/15 | Managing Social Responsibility and Ethics  Review videos  **Assignment No. 1 Due 2/19/2015** | Chapter 5 | 2 hrs.R  1 hr.P(online)  1 hr.V(online)  1 hr. RS |
| 5 | 2/22/15 | Managers as Decision Makers  Review videos  Chat Room (No.2)  ***Midterm Exam information posted and will be due March 22, 2015 (Chapters 1 – 9)*** | Chapter 6 | 2 hrs.R  1 hr.P(online)  1 hr. V(online)  1 hr.RS  2 hr.(online)  25 Hrs. |
| 6 | 3/1/15 – 3/7/15 | Managing Change and Innovation  Foundations of Planning  Review videos  Threaded Discussion (No.1) | Chapter 7  Chapter 8 | 4 hrs.R  1 hr.P(online)  1 hr.V(online)  1 hr.RS  1 hrs. (online) |
| 7 | 3/8/15 – 3/14/15 | Strategic Management  Planning Tools and Techniques  Review Videos  Chat Room (No.3) | Chapter 9 | 2 hrs.R  1 hr.P(online)  1 hr.V(online)  1 hr.RS  2 hrs. (online) |
| 8 | 3/15/15 – 3/21/15 | Managerial Controls  Basic Organizational Design  Review Videos  Threaded Discussion (No.2)  **Assignment No. 2 Due 3/19/2015** | Chapter 10  Chapter 11 | 4 hrs.R  1 hr.P(online)  1 hr. V(online)  1 hr. (online)  1 hr. RS |
| 9 | 3/22/15 – 3/28/15 | Adaptive Organizational Design  Managing Human Resources  Review Videos  Chatroom (No.4) | Chapter 12  Chapter 13 | 4 hrs.R  1 hr.P(online)  1 hr.V(online)  1 hr.RS  2 hr.(online) |
| 10 | 3/29/15 – 4/4/15 | Managing Teams  Understanding Human Behavior  Review Videos | Chapter 14  Chapter 15 | 4 hrs.R  1 hr.P(online)  1 hr. V(online)  1 hr.RS |
| 11 | 4/5/15 – 4/11/15 | Managers and Communications  Review Videos  Chat Room (No.5)  ***Final Exam information posted and will be due May 5, 2015 (Chapters 10-19)*** | Chapter 16 | 2 hrs.R  1 hr.P (online)  1 hr.RS  1 hr. V(online)  2 hr. (online)  25 hrs. |
| 12 | 4/12/15 – 4/18/15 | Motivating Employees  Review Videos  **Assignment No. 3 Due 4/16/2015** | Chapter 17 | 2 hrs.R  1 hr.P(online)  1 hr.V(online)  1 hr. RS |
| 13 | 4/19/15 – 4/25/15 | Managers as Leaders  Review Videos  Chat Room (No.6) | Chapter 18 | 2 hrs.R  1 hr. P(online)  1 hr. V(online)  1 hr. RS  1 hr. (online) |
| 14 | 4/26/15 – 5/2/15 | Appendix: Managing Entrepreneurial Ventures  Threaded Discussion (No.3) | Appendix: Managing Entrepreneurial Ventures | 1 hrs. R  1 hr. P(online)  1 hr. V(online)  1 hr. RS  2 hrs. (online) |
|  | ***5/3/15 – 5/8/15*** | ***Final Exam Due (Covers Chapters 10 -18) May 5, 2015, Online Exam Due May 8, 2015*** |  |  |

**Legend:** R - Reading Assignment, RS – Supplemental reading/Research, P- Review Lecture Notes & Power Point Presentation, V- Video Review

**Expectations, Communication & Student Response Time:**

Students are expected to submit each assignment by midnight on the due date. **Late assignments will not be accepted except in an emergency situation**

Students are expected to read all assigned materials during the week the material is assigned. The discussion questions will be based on the reading materials and your own experiences. The instructor will post weekly class objectives to allow students to focus on key points in the reading assignments and to encourage dialogue and discussion.

All work submitted must be typed and double-spaced. Complete citations for referenced work must be included. Papers are to be in correct APA format.

APA References:

[Publication Manual of the American Psychological Association, Sixth Edition](http://www.amazon.com/Publication-American-Psychological-Association-Edition/dp/1433805618/ref=sr_1_1?ie=UTF8&qid=1344347490&sr=8-1&keywords=apa+manual+7th+edition). (2009).  American Psychological Association.

Alternatively, guidance can be accessed through<http://apastyle.apa.org/>, and/or Googling “APA style”.

There is a handy U.Va. editorial style guide at <http://artsandsciences.virginia.edu/communications/editorial_style_guide.html>**.**

APA Quick Reference Guide: <http://www.apastyle.org/>

Recommended APA Software: [www.perrla.com](http://www.perrla.com/)

**All work is due when scheduled.**

Students should be prepared to spend several hours per week in preparation for, completion of and participation in assignments including discussions, group collaborations and individual research projects.

Demonstrated comprehension of theories and concepts, class participation, ability to initiate discussion, and academic rigor of written work will all be the basis for your evaluation. If circumstances develop which may prohibit you from successfully completing work and submitting it in a timely fashion, you are responsible for alerting me as far in advance of assignment deadlines as possible.

Guidelines for Online Etiquette:

* It is important to be polite and professional, whether agreeing or disagreeing with colleagues.
* Remember NOT to write anything you wouldn't want to see publicly printed; computer messages are NOT absolutely PRIVATE.
* Since any email message that you write can be (and may be) forwarded to others, students should not disclose trade secrets or company-confidential information as part of this course.
* Do not forward personal notes or messages to others unless you have obtained permission from the author.
* In the chatroom format, students will be responding to the entire class (public domain). If that is not what is intended, students should use email to address one/several students or the instructor (private domain).
* Since there are no body language cues in the online environment, students should be cautious when using BOLD typeface (which gets attention--is it the type you want?), when using words or phrases that can stereotype people, or when responding to ideas about which one feels strongly. Professionalism at all times is critical.
* Since all communications are written, it is best to keep comments limited -- one screen is usually sufficient.
* Be sure to reread messages before sending, and edit as necessary.
* At the same time, give other correspondents the benefit of the doubt when their intentions seem unclear. Ask for clarification and always assume the best intentions. Practice patience and courtesy when reading as well as writing online

Confidentiality of the Classroom:

To facilitate communication and learning in this environment it is very important that class members agree to respect the confidentiality of what has been shared in this class. Please DO NOT reveal/discuss any personally identifiable information (such as work site, comments about organization or persons, views of policies, etc.) verbally or by copying the information, without the express permission of the speaker/writer.

Hints for Success:

* Designate certain times each week that you will work in this online course. Plan ahead. Avoid procrastination. It will even out the course workload and reduce tension. Take the time you need to absorb material before moving on.
* Have a specific achievement goal for each log-on session. This will help you to concentrate on and accomplish what you need to get done and avoid Internet and non-Internet distractions.
* Actively participate in discussions. The units are set up to help you better understand specific aspects of the course. Taking part in the interchange will lead to a better understanding of the topic and also contribute to the personality and warmth of the classroom community.
* Practice an informal but organized, concise, and clear writing style that aids online communication.
* Ask questions. Head off problems early by asking questions of the UVa Collab help desk staff, the librarians, your teacher, and/or fellow students as soon as a difficulty arises.
* Venture beyond the classroom. The course material provided on the Web is just the beginning. The Internet medium of the online classroom provides access to electronic libraries and to business and other interesting websites that give new perspectives or updates on the course material. Web-based research -- with its broad dimensions and easy accessibility -- offers a significant advantage in understanding graduate-level material.
* Create your material (especially if over a paragraph long) offline on your word processor and then open UVa Collab and copy and paste it into the classroom text box. With your word processor, you can compose and edit efficiently and in a more relaxed environment until your material is the way you want it for posting. This also provides a backup of your material should you be disconnected from UVa Collab while composing or submitting.

**Assignments:**

|  |  |
| --- | --- |
| Class Activities | Estimated Clock Hours Per Semester |
| Chatroom, Threads, Video Review | 29 (online time) |
| Text Readings | 36 |
| Supplemental Readings | 12 |
| Lecture Notes, PowerPoint Presentations | 14 (online time) |
| Online Research, Test Preparations (Midterm & Final Exams) | 50 |
| Total Estimated Activity Time | 141 (135 required) |

**Assessment Components:**

Examinations

There will be 3 weekly assignments and two (2) exams (Midterm and Final) will be given. The midterm exam will cover material included in Chapters 1-9. The final exam will cover Chapters 10-19. Each exam will consist of three or four essay questions and an online multiple-choice/true-false exam. There will be six (6) scheduled chat rooms and three (3) threaded discussions will be posted throughout the semester. Finally, there will three (3) weekly short written assignments that are required pertaining to selected chapter videos.

**Live (Synchronous):**

Live Chat Room No. 1 Week of February 8, 2015

Live Chat Room No. 2 Week of February 22, 2015

Live Chat Room No. 3 Week of March 8, 2015

Live Chat Room No. 4 Week of March 22, 2015

Live Chat Room No. 5 Week of April 5, 2015

Live Chat Room No. 6 Week of April 19, 2015

**Online (Asynchronous):**

Discussion Board / Discussion Forum No. 1: Week of March 1, 2015

Discussion Board / Discussion Forum No. 2: Week of March 15, 2015

Discussion Board / Discussion Forum No. 3: Week of April 26, 2015

**Written Assignments:**

**Short Essay Responses (Video Reviews):**

Written Assignment No. 1: Due February 19, 2015

Written Assignment No. 2: Due March 19, 2015

Written Assignment No. 3: Due April 16, 2015

**Online Exam (Asynchronous) and Essay Responses:**

**Midterm Exam (Essays and Online Exam):**

**Must be completed no later than March 22, 2015**

**Final Exam: Final Exam (Essays and Online Exam)**

**Essays Due: May 5, 2015,**

**Online Exam Due: May 8, 2015**

**Grading:**

**Grading will be based on a total of 100 points for the course as follows**

GRADING SCALE

|  |  |
| --- | --- |
| A | 95-100 |
| A- | 90-94 |
| B+ | 86-89 |
| B | 82-85 |
| B- | 79-81 |
| C+ | 75-78 |
| C | 71-74 |
| C- | 68-70 |
| D+ | 65-67 |
| D | 62-64 |
| D- | 60-61 |
| F | 59 and below |

**Technical Specifications: Computer Hardware**

* Minimum Operating System
  + Windows 7 SP1 (Professional preferred)
  + Mac OS X 10.8 or 10.9
* Minimum Processor Speed: Equivalent to an Intel Core 2 Duo (1.5 GHz)
* Minimum RAM: 4 GB
* Minimum Hard Disk Space: 150 GB of free hard disk space (after all programs are loaded)
* Networking Capability: Wireless networking (802.11g or n) and an Ethernet port
* Strongly Recommended Accessories:
  + An Ethernet cable (Even if you will primarily use wireless, a wired connection is faster and more reliable for video-streaming, live online meetings and large file uploads and downloads.)
  + A power surge protector
  + CD/DVD drive and/or “thumb” or flash drive(s), plus a backup storage mechanism

**Technical Support Contacts**

* Login/Password: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu)
* UVaCollab: [collab-support@virginia.edu](mailto:collab-support@virginia.edu)
* BbCollaborate Support: <http://www.tinyurl.com/uvabbc>

**UVa Policies**

**SCPS Grading Policies:** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F.  S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit [www.scps.virginia.edu/audience/students/grades](file:///C:\Users\jmp6y\Downloads\www.scps.virginia.edu\audience\students\grades) for more information.

**Attendance**: Students are expected to attend all class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in the class.

**University Email Policies:** Students are expected to check their official UVa email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.

**End-of-Class Evaluations:** Students are expected to complete the online end-of-class evaluation. As the semester comes to a close, students will receive an email with instructions for completing this. Student feedback will be very valuable to the school, the instructor, and future students. We ask that all students please complete these evaluations in a timely manner. Please be assured that the information you submit online will be anonymous and kept confidential.

**University of Virginia Honor System:** All work should be pledged in the spirit of the Honor System at the University of Virginia.The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: “I pledge that I have neither given nor received help on this examination (quiz, assignment, etc.)”. The pledge must be signed by the student. For more information, visit [www.virginia.edu/honor](http://www.virginia.edu/honor).

**Special Needs:** It is the policy of the University of Virginia to accommodate students with disabilities in accordance with federal and state laws. Any SCPS student with a disability who needs accommodation (e.g., in arrangements for seating, extended time for examinations, or note-taking, etc.),should contact the Student Disability Access Center (SDAC) and provide them with appropriate medical or psychological documentation of his/her condition. Once accommodations are approved, it is the student’s responsibility to follow up with the instructor about logistics and implementation of accommodations. Accommodations for test taking should be arranged at least 14 business days in advance of the date of the test(s). Students with disabilities are encouraged to contact the SDAC*:* 434-243-5180/Voice, 434-465-6579/Video Phone, 434-243-5188/Fax. Further policies and statements are available at[www.virginia.edu/studenthealth/sdac/sdac.html](file:///C:\Users\jmp6y\Downloads\www.virginia.edu\studenthealth\sdac\sdac.html)

For further policies and statements about student rights and responsibilities, please visit [www.scps.virginia.edu/audience/students](file:///C:\Users\jmp6y\Downloads\www.scps.virginia.edu\audience\students)