Course Description

The course provides a comprehensive understanding of the dynamics involved in managing organizations within the construct of today’s global environment. The course provides students with an opportunity to study and discuss the functions and elements of management. Topics include the principles of management as they pertain to leadership, strategic decision making, motivation, goal-framing effects, organizational design and change, perceptions, high-performance teams, and group behavior.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Describe and apply various dimensions of management.
2. Discuss the roles managers perform, the skills they need to execute those roles effectively, and the way new information technology is affecting these roles and skills.
3. Compare and contrast the principal challenges managers face in today’s increasingly competitive global environment.
4. Describe management processes and skills that influence organizational effectiveness.
5. Compare and contrast how individual behavior exists within the context of the business environment.
6. Demonstrate an understanding of different leadership styles and their impact on subordinate and organizational performance.
7. Demonstrate an understanding of the significance and interrelations of individualism, perceptions, motivation, and employee behavior.
8. Evaluate and discuss the influence and opportunities of teams/work groups in the workforce.
9. Analyze the impact that values have upon a variety of management decisions.
10. Describe and apply the elements of strategic planning and SWOT analysis to strategic managerial decisions.
11. Evaluate the need for change and recommend change for a business situation.
12. Apply management skills and principles to work-related situations.

Academic Integrity

Honesty and integrity are taken very seriously at Waldorf University. All students should be familiar with the Waldorf University Academic Integrity Policy (found in the current Student Handbook) and the consequences that will result from breaches of this policy.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes**: Each unit contains Unit Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Suggested Further Readings are listed in the Unit III and Unit V study guides to aid students in their course of study. The readings themselves may or may not be provided in the course, but students are encouraged to read the resources listed if the opportunity arises as they have valuable information that expands upon the lesson material. Students will not be tested on their knowledge of the Suggested Further Readings. Chapter presentations are provided in each unit study guide as Suggested Further Reading to aid students in their course of study.

4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided in each unit to aid students in their course of study.

5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.

6. **Discussion Boards:** Discussion Boards are a part of all Waldorf term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.

7. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of multiple-choice questions.

8. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the Unit I-VIII Assignments. Specific information about accessing these rubrics is provided below.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**Unit Assignments**

**Unit I Essay**

**Individual Personalities and Temperaments**

Visit the Waldorf Online Library and locate a minimum of two recent articles on individual personalities and temperaments. Look for articles that discuss how personalities and temperaments affect management styles and/or organizational culture. Discuss each article and summarize the author’s key points.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. Cite and reference the sources appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit II Case Study**

Read “Whole Foods Market Practices What It Preaches,” which is a case on pages 110 and 111 of your course textbook, and discuss how Whole Foods Market's emphasis on the employee stakeholder leads to overall stakeholder well-being.

The body of your paper should be minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit III Case Study**

Read “KFC’s Big Game of Chicken,” which is a case on pages 260 and 261 of your course textbook, and respond to the three questions at the end of the case on page 261.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.
Unit IV Case Study

Read “Home Depot’s Fix-It Lady: Chief Financial Officer Carol Tomé Has a Shot at CEO, If She Can Solve the Retailer’s Technology Problems,” which is a case on page 293 of your course textbook, and respond to the three questions at the end of the case on page 293.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit V Case Study

Read “Can Google Star Marissa Mayer Save Yahoo?,” which is a case on page 364 of your course textbook, and respond to the three questions at the end of the case on page 365.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VI Case Study

Read “Years of Chaos and Fail Whales Didn’t Stop Twitter. Now the Company that Couldn’t Kill Itself May Be About to Take Flight.” which is a case on page 459 of your course textbook, and respond to the four questions at the end of the case on page 462.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VII Case Study

Read “Doodling for Dollars.” which is a case on page 526 of your course textbook, and respond to the four questions at the end of the case on page 527.

The body of your paper should be a minimum of one page in length, not including the title and reference pages. While you are not required to use sources outside of your textbook, if you choose to use them, they must be cited and referenced appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VIII Essay

Conflict Management Strategies

Visit the Waldorf Online Library and locate a minimum of two recent articles on conflict management strategies and the reasons conflict arises. Discuss each article and summarize the authors’ key points.

The body of your paper should be a minimum of two pages in length, not including the title and reference pages. Cite and reference the sources appropriately.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Submitting Course Papers/Projects

Once you have completed your papers/projects, submit your completed papers/projects by uploading through the Assignment tab in each unit. Do not e-mail your paper directly to your professor. By using the Assignment tab, your record
will automatically be updated to indicate you have submitted your papers/projects and the assignment will be provided to your professor for grading. Instructions for submitting your assignment can be found under the Assignment tab in each unit.

**APA Guidelines**

Waldorf University requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Information about using APA style can be found in APA Style Help in the Course Menu. This area provides links to internet sites, tutorials, and guides that provide comprehensive information on APA formatting, including examples and sample papers.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting the “Grades” link.

*Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.*

**Communication Forums**

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

**Ask the Professor**

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.
Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

- Discussion Boards (8 @ 2%) = 16%
- Unit Assessments (8 @ 4%) = 32%
- Unit I Essay = 6%
- Case Studies (6 @ 6%) = 36%
- Unit VIII Essay = 10%
- Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
## Unit I  Basics and History of Management

**Review:**
- Unit Study Guide
- Learning Activities (Non-Graded): See Study Guide

**Read:**
- Chapter 1: Managers and Managing
- Chapter 2: The Evolution of Management Thought
- Chapter 3: Values, Attitudes, Emotions, and Culture: The Manager as a Person
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Assessment by Tuesday, 11:59 p.m. (Central Time)
- Essay by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

## Unit II  Ethics, Social Responsibility, Diversity, and Globalization

**Review:**
- Unit Study Guide
- Learning Activities (Non-Graded): See Study Guide

**Read:**
- Chapter 4: Ethics and Social Responsibility
- Chapter 5: Managing Diverse Employees in a Multicultural Environment
- Chapter 6: Managing in the Global Environment
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Assessment by Tuesday, 11:59 p.m. (Central Time)
- Case Study by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**
## Unit III: Decision Making and Planning

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 7: Decision Making, Learning, Creativity, and Entrepreneurship
- Chapter 8: The Manager as a Planner and Strategist
- **Suggested Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- **Case Study** by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

## Unit IV: Competitive Advantage and Organizational Structure/Culture

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 9: Value Chain Management: Functional Strategies for Competitive Advantage
- Chapter 10: Managing Organizational Structure and Culture
- **Suggested Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- **Case Study** by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:
## Unit V: Organizational Control

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 11: Organizational Control and Change
- Chapter 12: Human Resource Management
- **Suggested Reading:** See Study Guide

### Discuss:
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- Assessment by Tuesday, 11:59 p.m. (Central Time)
- Case Study by Tuesday, 11:59 p.m. (Central Time)

## Unit VI: Motivation and Leadership

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 13: Motivation and Performance
- Chapter 14: Leadership
- **Suggested Reading:** See Study Guide

### Discuss:
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- Assessment by Tuesday, 11:59 p.m. (Central Time)
- Case Study by Tuesday, 11:59 p.m. (Central Time)
# BUS 3602, Principles of Management

## Course Schedule

### Unit VII: Leading Groups and Effective Communication

**Review:**
- [ ] Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- [ ] Chapter 15: Effective Groups and Teams
- [ ] Chapter 16: Promoting Effective Communication
- **Suggested Reading:** See Study Guide

**Discuss:**
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- [ ] **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- [ ] **Case Study** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

### Unit VIII: Managing Conflict and Information Technology to Increase Performance

**Review:**
- [ ] Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- [ ] Chapter 17: Managing Conflict, Politics, and Negotiation
- [ ] Chapter 18: Using Advanced Information Technology to Increase Performance
- **Suggested Reading:** See Study Guide

**Discuss:**
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- [ ] **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- [ ] **Essay** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**