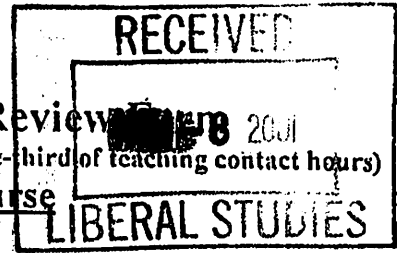


UWUec - 11/13/01 01-316  
senate 12/4/01



**Undergraduate Distance Education Review Form** (Required for all courses taught by distance education for more than one-third of teaching contact hours)

**Existing and Special Topics Course**

Course: MGMT 310 Principles of Management

Instructor of Record: John Orife phone: 7-7563 e-mail: jorife

**Step One:** Attach signed Budget Approval Form to this form.

**Step Two:** Department or its Curriculum Committee

The committee has reviewed the proposal to offer the above course using distance education technology, and responds to the CBA criteria as follows:

- 1. Will a qualified instructor teach the course?  Yes  No
- 2. Will the technology serve as a suitable substitute for the traditional classroom?  Yes  No
- 3. Are there suitable opportunities for interaction between the instructor and student?  Yes  No
- 4. a. Will there be suitable methods used to evaluate student achievement?  Yes  No
- b. Have reasonable efforts been made to insure the integrity of evaluation methods (academic honesty)  Yes  No

5. Recommendation:

Positive (The objectives of the course can be met via distance education.)

Negative

[Signature] 10/18/01  
signature of department designee date

If positive recommendation, immediately forward copies of this form and attached materials to the Provost and the Liberal Studies Office for consideration by the University-Wide Undergraduate Curriculum Committee. Dual-level courses also require review by Graduate Committee for graduate-level offering. Send information copies to 1) the college curriculum committee, 2) dean of the college, and 3) Dean of the School of Continuing Education.

**Step Three: UNIVERSITY-WIDE UNDERGRADUATE CURRICULUM COMMITTEE**

Positive recommendation

Negative recommendation

Gail S. Sechrist 11/13/01  
~~[Signature]~~  
signature of committee chair date

Forward this form to the Provost within 24 calendar days after receipt by committee.

**Step Four: Provost**

Approved as distance education course

Rejected as distance education course

[Signature] 11/27/01  
signature of Provost date

**Step Five:**

Forward materials to Dean of the School of Continuing Education.

2

# Budget Approval Form

(Each semester a distance education course is offered, prior budget approval of the sponsoring dean is required.)

## Distance Education Course

Course and Section: MGMT 310 for Semester: Spring Year: 2002

Instructor of Record: John Orife phone: 7-7563 e-mail: jorife

**Initial scheduling as a distance education course**

Check all that apply:

Base compensation:  on-load  overload  Article 27

Other required payments:  preparation compensation  remote site fee(s)  
 remote site student fee(s)  travel reimbursement and Article 40 stipend

Other costs:  video transmission  marketing

OR

**Subsequent scheduling as a distance education course**

Check all that apply:

Base compensation:  on-load  overload  Article 27

Other required payments:  course revision compensation (three years after course initially taught)

remote site fee(s)  remote site student fee(s)

travel reimbursement and Article 40 stipend

**Budget Approval**

Funds are available in my college to subsidize the above costs for this course.

Enrollment of  is required to cover the costs of this course.

Other \_\_\_\_\_

Dean: R. Cherry 10/17/01 Faculty member: J. Orife 10/18/01  
signature (budget approval) date signature date

For the initial scheduling, attach this signed form to the Review/Approval Form.  
For subsequent scheduling, send signed form to the Dean of the School of Continuing Education, who will advise the Registrar to add the course to the schedule.

**1. Will a qualified instructor teach the course?**

Yes. Dr. Orife has a Ph. D. in management and has taught the course many times. He has published in top journals in the field, as well as over 25 years of research, training and consulting in management.

**2. Will technology serve as a suitable substitute for the traditional classroom?**

Yes. The instructor will provide extensive notes through WebCT along with the textbook to facilitate student learning. The required text has specific software to enhance students' learning experience.

**3. Are there suitable opportunities for interaction between the instructor and students?**

Yes. Chat room and threaded discussions will be utilized to stimulate discussions between students and instructor. In addition, email will be used for individual consultations.

**4 (a) Will there be suitable methods used to evaluate student achievements?**

Yes. Student learning will be evaluated by the use of online tests as well as their participation in threaded discussions and online chat. Students are required to submit several assignments.

**4 (b) Have reasonable efforts been made to insure the integrity of evaluation methods (academic honesty)?**

WebCT is a secure, password-protected environment. Additionally, the course requires different types of activities toward the final course grade that it will be quite difficult for students to engage in academic dishonesty.

**MGMT 310-DE Principles of Management  
3 Credit Hours  
Spring 2002**

J.N. Orife, Ph.D.  
ECB 308C  
Telephone: 357-7563  
E-mail: jorife@grove.iup.edu

Office Hours:

Course Description and Objectives

As a first course in management, the general objective of this course is to introduce management concepts with emphasis on the eclectic nature of management in formal organizations. The course will focus on the role and traditional functions of management. It is expected that by the end of the course students should be able to:

- (1) discuss the basic activities and functions of manager in an organizational setting
- analyze the influence of business functions and the behavioral sciences on the practice of management
- identify the social, legal, political, economic, technological and global influences on organizations
- recognize the centrality of ethics in the practice of management
- apply ethical considerations in organizational settings
- use current management jargon terminology
- explore potential careers in management

Catalog Description:

Provides the student with an in-depth identification and understanding of the relevant theories, concepts, and principles underlying the management function.

Course Contents

The course contents derive naturally from the course description and objectives. The main thrust of the course is on the following areas:

**Introduction to Management**

- What is Management ?
- Levels of Management and Managers
- The Nature of Managerial Work

**History of Management Thought**

- Scientific Management
- Human Relations Movement
- Systems Approach
- Contingency Theory
- Post-Modernism

**Organizational Environment**

- Levels of Domestic Environment
- The Global Environment
- The Process of Globalization

**Ethical and Social Responsibilities**

- The concepts of Social Responsibility
- Stakeholders in Organizations
- Principles of Ethical Behavior

### **Planning and Strategic Management**

- The Nature of Planning
- The Planning Process and Approaches to Planning
- Organizational Objectives
- Types of Plans
- Planning Techniques
- The Strategic Management Model

### **Decision Making**

- The concept of Decision Making
- The context of Decision Making
- Approaches to Decision Making and Problem Solving
- Group Decision Techniques

### **Organizing**

- Job Design
- Organizational Structures
- Organizational Design
- Informal Organization
- Organizational Culture

### **Communications**

- The Process of Communications
- Methods of Communication
- Types of Communication
- Barriers to Effective Communications
- Methods of Increasing Effectiveness of Communications

### **Human Resources/Staffing**

- The HRM Functions
- Equal Employment Opportunity
- Diversity Issues
- Employee Rights

### **Motivation**

- The Motivational Cycle/Concept
- Content Theories of Motivation
- Process Theories of Motivation

### **Groups/Teams**

- The Nature of Groups
- Group Formation and Development
- Formal/Informal Groups
- Group Structure and Effectiveness

### **Conflict**

- The Concept of Conflict
- Stages of Conflict/Conflict as a Process
- Models of Conflict Resolution

### **Leadership**

- The Concept of Leadership
- Approaches to the Study of Leadership
- Leadership Theories/Models

### **Control**

- The Nature of Control
- The Relationship of Control and Planning
- Types of Control
- Control Techniques

### **Organizational Change**

- The Process of Change
- Pressures for Change
- Resistance to Change
- Change Programs
- Approaches to Managing Change

## Learning-Teaching Methods

This is a distance education (DE) course. Students are therefore expected to take the course on-line. Students will be expected to log on to access course lecture notes, tests, discussion groups, and exercises. There will usually be flexibility in when to log on for some assignments and some will require all class participants to be on-line at the same time.

## Required Text

Robbins, S.P. and Coulter M. Management. Upper Saddle River, NJ: Prentice Hall, 2002

## Supplementary Reading

Readings from The Wall Street Journal, Business Week, Fortune, and other business periodicals are helpful and will be assigned as required. They are excellent sources for threaded and chat room discussions.

## Course Requirements

1. Reading Assignment: Students are expected to read the entire chapters assigned on the course schedule on time in addition to the notes provided on line. There will be a PowerPoint presentation of every chapter which will guide you in selecting the key points. You are expected to complete these reading assignments on schedule. The tests will cover all of the reading materials.
2. Chat Room Discussions: Bi-Weekly participation in chat room discussions are required to derive maximum benefit from the course. This will be counted as class participation equivalent to 10% of the course grade. The chat room schedule will be determined after our first meeting on January 17, 2002.
3. Threaded Discussions: Four threaded discussions will be posted. These will be based on current issues relevant to the course. You are required to contribute to all. Each student is expected to submit 1 to 2 pages of commentary (definition of issue, position on the issue and why, critique of other posted discussion). This counts for 10% of the course grade.
4. On-line Tests - There will be three scheduled on-line (WebCt) tests and a comprehensive final examination. The tests will be a combination of multiple choice, and true/false questions. Make-up tests will be at the discretion of the instructor. Tests I will count 15% of the course grade and Tests II and III will each count 20%. The comprehensive final will count 25% of the course grade. The tests must be completed during the schedule time and within the time allowed.

**Grading** - The grading scale for the tests is:

89 - 100	A
79 - 88	B
69 - 78	C
59 - 68	D
0 - 58	F

Chat room and threaded discussions will be graded A, A-, B+, B, B-, C+, C, C-, D+, D, D-, F where B+, C+ and D+ will be equivalent to 3.25, 2.25, and 1.25 respectively while A-, B-, C- and D- will be equivalent to 3.50, 2.50, 1.50, and 0.50 respectively.

The threaded discussions will be graded on the basis of organization, clarity of presentation, technical quality, demonstration of knowledge and reference to relevant literature, originality (where applicable) and use of English.

Chat room discussions will be graded on the quality of contribution.

**Prerequisites:** This course is subject to the Junior Standing Policy for Business majors. The Dean's Office monitors compliance with the prerequisites. Students who do not have the appropriate prerequisites are subject to unilateral withdrawal from the course after the beginning of the course.

MG 310-DE Tentative Course Schedule / Assignments

Week / Date	Topics	Required Readings Assignments
I.	Course Introduction/Orientation Introduction to WebCT Introduction to Organizations	Course Syllabus Chapter 1
II.	Major Trends in the Evolution of Management Thought Chat Room Discussion on Historical figures in management	Chapter 2
III.	Organizational Environments and Culture	Chapter 3
IV.	The Global Environment Chat Room Discussion on the influence of the "global village" on management	Chapter 4
V.	Social responsibilities of Organizations and Managerial Ethics Threaded Discussion on whistle blowing	Chapter 5
TBA	<b>Test I</b> (1 hour exam)	Chapters 1-4
VI.	Decision Making All Afloat exercise Chat Room Discussion Is individual decision making better than group decision making?	Chapter 6
VII.	Planning and Strategic Management Threaded Discussion on chapter 7 case application	Chapters 7-9
3/4/02-3/08/02 Spring Break		
VIII.	Organization Structure and Design Chat Room Discussion on Learning Organization	Chapter 10
IX.	Human Resource Management Threaded Discussion on Affirmative Action and Reverse Discrimination	Chapter 12
	<b>Test II</b> (1 hour exam)	Chapters 5-10
X.	Communications in Organizations	Chapter 11
XI.	Individuals and Groups in Organizations	Chapters 14-15
XII.	Motivation at Work Chat Room Discussion on "My Ideal Job"	Chapter 16
XIII.	Leadership Threaded Discussion on Leadership styles of women and men	Chapter 17



	Test III (1 hour exam)	Chapters 11-15
XIV.	Control in Organization	Chapter 18
XV.	Managing Change Chat Room Discussion on resistance to change	Chapters 13&20
TBA	Final Examination *N.B. Additional readings may be assigned on some topics	Comprehensive

**MGMT 310 Principles of Management**  
**3 Credit Hours**  
**Fall 2001**

**Section 005 - 6:00 PM-9:00 PM W, ECB 409**

J.N. Orife, Ph.D.  
ECB 308C  
Telephone: 357-7563  
E-mail: jorife@grove.iup.edu

**Office Hours:**  
T 10:00 AM-12 Noon  
W 3:00 PM-5:00 PM  
R 4:00 PM-5:00 PM

**Course Description and Objectives**

As a first course in management, the general objective of this course is to introduce management concepts with emphasis on the eclectic nature of management in formal organizations. The course will focus on the role and traditional functions of management. It is expected that by the end of the course students should be able to:

- (1) discuss the basic activities and functions of managers in an organizational setting
- (2) analyze the influence of business functions and the behavioral sciences on the practice of management
- (3) identify the social, legal, political, economic, technological and global influences on organizations
- (4) recognize the centrality of ethics in the practice of management
- (5) apply ethical considerations in organizational settings
- (6) use current management jargon/terminology
- (7) explore potential careers in management

**Course Contents**

The course contents derive naturally from the course description and objectives. The main thrusts of the course are on the following areas:

**Introduction to Management**

- What is Management
- Levels of Management and Managers
- The Nature of Managerial Work

**History of Management Thought**

- Scientific Management
- Human Relations Movement
- Systems Approach
- Contingency Theory
- Post-Modernism

**Organizational Environment**

- Levels of Domestic Environment
- The Global Environment
- The Process of Globalization

**Ethical and Social Responsibilities**

- The concepts of Social Responsibility
- Stakeholders in Organizations
- Principles of Ethical Behavior

### **Planning and Strategic Management**

- The Nature of Planning
- The Planning Process and Approaches to Planning
- Organizational Objectives
- Types of Plans
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- The HRM Functions
- Equal Employment Opportunity
- Diversity Issues
- Employee Rights

### **Motivation**

- The Motivational Cycle/Concept
- Content Theories of Motivation
- Process Theories of Motivation

### **Groups/Teams**

- The Nature of Groups
- Group Information and Development
- Formal/Informal Groups
- Group Structure and Effectiveness

### **Conflict**

- The Concept of Conflict
- Stages of Conflict/Conflict as a Process
- Models of Conflict Resolution

### **Leadership**

- The Concept of Leadership
- Approaches to the Study of Leadership
- Leadership Theories/Models

### **Control**

- The Nature of Control
- The Relationship of Control and Planning
- Types of Control
- Control Techniques
- Quality Improvement

### **Organizational Change**

- The Process of Change
- Pressures for Change
- Resistance to Change
- Change Programs
- Approaches to Managing Change

### Learning-Teaching Methods

A variety of learning-teaching methods will be used to deliver the course content. As a foundation course in management, the dominant learning-teaching methods will be lectures, lecture-discussion, reading of text and other assigned reading/handouts. These main methods will be supported by the appropriate use of case studies, exercise films and other audio-visual aids. The course will be participative, and efforts would be made to relate course topics to individual student experiences.

### Required Text

Kreitner, Robert. Management. Boston: Houghton Mifflin Company, 2001.

### Supplementary Reading

Readings from The Wall Street Journal, Business Week, Fortune, and other business periodicals are helpful and will be assigned as required. They are excellent sources for current event reports.

### Course Requirements

1. Reading of assigned reading on schedule - students are expected to read the entire chapters assigned on the tentative course schedule/ assignments on time. Other assigned readings are expected to be done on time. Students will be held responsible for the assigned readings on tests.
2. Class participation - The class has been designed to be participative; therefore regular attendance and active participation in classroom activities are encouraged to derive maximum benefit from the course. Students are expected to come to class prepared by keeping up with the assigned reading. Class participation counts 15% of the course grade.
3. Tests - There will be three scheduled tests and a comprehensive final examination. The tests will be a combination of multiple choice, true/false and essay questions. Make-up tests will be at the discretion of the instructor and will be in the essay question format. Tests I and II will each count as 15% of the course grade. Test III and the comprehensive final examination will count 20% and 25% of the course grade respectively.
4. Current Event Reports - Each student is expected to submit three two-page summaries of events relevant to management of either private or public sector organizations or management of multinational firms as reported in the print mass media published daily, weekly or fortnightly since August 27, 2001. The second and third reports should be based on events reported after the due date of the preceding report.

Monthlies and quarterlies are not acceptable sources for the reports. No credit will be given for reports based on monthlies or quarterlies; or reports which are not relevant to management or reports based on stale sources. Each report should cite the source of the reported event, summarize the reported event, and show why it is relevant and important to the practice of management. Three reports are to be written in good English expected of managers (correct grammar, spelling and punctuation) and should be typed in double space. These reports are due at the beginning of class on the dates stated on the tentative course schedule/ assignments. Late reports will not be accepted or given any credit.

5. Grading - The grading scale for the tests is:

89 - 100	A
79 - 88	B
69 - 78	C
59 - 68	D
0 - 58	F

Papers and class participation will be graded A, A-, B+, B, B-, C+, C, C-, D+, D, D-, F where B+, C+ and D+ will be equivalent to 3.5, 2.5, and 1.5 respectively while A-, B-, C- and D- will be equivalent to 3.75, 2.75, 1.75, and 0.75 respectively.

The papers will be graded on the basis of organization, clarity of presentation, technical quality, demonstration of knowledge and reference to relevant literature, originality (where applicable) and use of English.

Class participation will be graded on the quality of contribution to class discussion (providing examples to illustrate relevant issues asking/answering questions) and generally contributing to the learning in the course.

**Prerequisites:** This course is subject to the Junior Standing Policy for Business majors. The Dean's Office monitors compliance with the prerequisites. Students who do not have the appropriate prerequisites are subject to unilateral withdrawal from the course after the beginning of the course. This policy will be explained again in class.

**Attendance Policy**—Students are expected to attend class, but students may sometimes be unable to attend class because of illness (doctor's excuse required) or a personal emergency. Unexcused absences allowed in Section 6 will be a maximum of two classes (three hours) or in the case of section 5, one class (three hours).

Attendance is a necessary condition for participation, but it is not the same as participation. Failure to attend classes will have an unfavorable effect on the class participation grade.

MGMT 310 (005) Tentative Course Schedule/Assignment

Week/Date	Topics	Required Reading Assignment
I.	Course Introduction/Orientation Managers and Entrepreneurs History of Management Thought	Course Syllabus Chapter 1 Chapter 2
II.	History of Management Thought The Environment of Management	Chapter 2 Chapter 3
III.	The International Environment and International Management	Chapter 4
09-12-01	Current Event Report (CER) #1 DUE	
IV.	Management Social and Ethical Responsibilities The Basics of Planning	Chapter 5 Chapter 6
V.	Strategic Management	Chapter 7
09-26-01	Test I (One-hour Test)	Chapters 1-5
VI.	Decision Making Organizations and Organization Culture	Chapter 8 Chapter 9
VII.	Organizational Structure and Design	Chapter 10
10-17-01	CER Report #2 DUE	
VIII.	Human Resource Management Communications in Organizations	Chapter 11 Chapter 12
IX.	Individuals and Groups in Organizations	Handout Chapter 14
10-24-01	Test II (One-hour Test)	Chapters 6-10
X.	Motivation at Work	Chapter 13
XI.	Leadership	Chapter 15
XII.	Review and Test III	Chapters 11-15
XIII.	Thanksgiving Recess	TDF
XIV.	Control in Organizations	Chapter 17
11-28-01	CER #3 Due	
XV.	Managing Change and Conflict	Chapter 17
TBA	Final Examination	Comprehensive

## DECISION MAKING

What is decision making?

- The process of choosing a course of action from two or more alternatives.
- A deliberate choice to behave in a particular way.

### Types of Decisions

- Programmed/ Routine  
These are decisions made on the basis of established rules, policies or procedures, e.g. who graduates cum laude etc. They are usually repetitive and are made more at the lower levels of the organization.
- Non-Programmed  
These are decisions not bound by established rules or policies. They usually involve new situations which call for creativity. They are novel and unstructured, and are usually made more at higher level of the organization.

### Context of Decision Making

There are three important conditions under which decisions are usually made:

Certainty- decision maker knows the consequences of each alternative.

Risk- several possible outcomes with varying probabilities of occurring.

Uncertainty- probability of a certain outcome occurring is not known.

## **Decision Making Approaches**

### Rational/ Normative/ Ideal

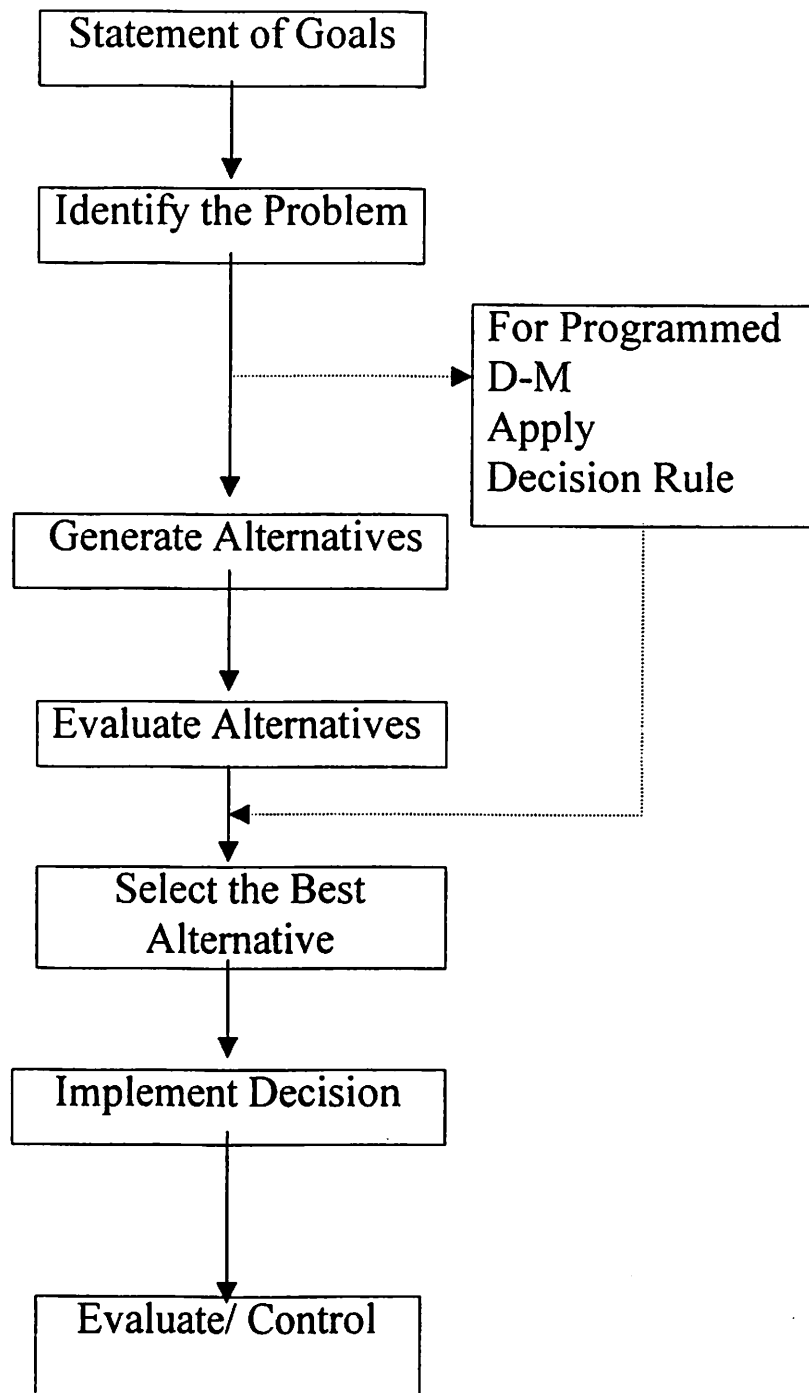
- How decisions should be made
- Based on logic and unemotional reasoning
- Optimal decisions
- Selecting the best alternative
- Maximization concepts

### Bounded Rationality

- Decision makers are only able to recognize a limited number of alternatives and are aware of only a few consequences of each alternative.
- Reducing the problem to manageable size.
- Satisficing decisions are satisfactory given range of information and time limits.
- Maximizing is not considered feasible



## The Decision Making Process (Problem Solving Approach)



## **Group Decision Techniques**

- Brain Storming
- Delphi Technique
- Nominal Group Technique

Conditions favorable to group decision making

Advantages and Disadvantages of group decision making

## EXERCISE IN DECISION MAKING ALL AFLOAT

You are a member of a marine research laboratory crew returning from an expedition some 300 miles off the normal shipping lines. An explosion in the ship's engine room has badly holed the hull and your ship is sinking fast. You have little time in which to properly prepare for a possible long sea journey. However, you manage to free a life raft (unequipped) and also to collect the following fifteen items from various parts of the ship which, as yet, are not below the waterline. You are well aware of the possibility of meeting a wide range of weather conditions.

Your task is now to rank order the items you have gathered in order of importance for your crew in assisting them to reach one of the shipping lines and hence safety.

- Magnetic Compass
- Radio Receiver (with shipping band)
- Camera
- 100' of Rope
- Life Jackets
- Concentrated Food Rations
- Drum of Fresh Water – 50 Gallons
- Pair of Oars
- Fishing Line (and bait)
- First Aid Kit
- Rifle and Ammunition
- Packets of Salt
- Signal Flares
- Navigational Chart
- Tarpaulin