Meeting Times

This course is taught via ZOOM only

Every Thursday - 5:30 pm - 9:30 pm

This is an online course

Contact Information

Instructor: Dr. Paulette Howlett
Email: howlepau@webster.edu
Phone: Cell - (407) 346-7861
Available via emails or texts
Office Hours: By arrangement.

Description

This course introduces the principles of management and leadership by engaging the four primary managerial functions of planning, organizing, leading and controlling. Students learn to conduct environmental analysis, analyze strategy, structures, and governance utilized by managers for creating effective and efficient organizations.

Students will be required to pay $30.00 course fee.

Requisites

There are no pre-requisites for this course.

You must make sure that you follow your academic plan set out for you by your academic advisor.

Objectives

Course Level Learning Outcomes:

Upon successful completion of this course, the student will be able to:

1. Explain management and leadership concepts through various frameworks and tactics utilized by effective managers.
2. Practice the four functions of the management process: Planning, Organizing, Leading and Controlling.
3. Evaluate how managers and leaders prepare for external challenges and identify techniques to control internal environments.
4. Gather and analyze information to formulate and implement effective communication methods.
5. Develop integrative solutions for management problems companies experience.
**Outcomes**

Upon successful completion of this course students will be able to:

- Explain management and leadership concepts through various frameworks and tactics utilized by effective managers.
- Practice the four functions of the management process, planning, organizing, leading and controlling.
- Evaluate how managers and leaders prepare for uncertain external challenges and identify techniques to control the internal environments.
- Gather and analyze information to formulate and implement effective communication methods.
- Develop integrative solutions for management problems companies experience.

**Required Textbook**

Management: Practical Problem Solving

Author: Kinicki  
Publisher: MCG  
Edition: 9th  
ISBN: 978-1264348121

**Materials**

**Deliverables**

**Discussion Forum, : Student Reflections**

**Weekly Discussions**

Each week, there will be a one or two discussion questions (DQ) associated with the readings. Your response to each DQ must be 400 to 500 words in length (responses may exceed the upper limit by no more than 10%). In weeks with two discussion questions, you should post your initial response to Discussion Question #1 by 11:59 p.m. Central Time on Wednesday of the class week; your response to Discussion Question #2 must be posted by 11:59 p.m. Central Time on Friday of each week. In weeks with only one discussion question (Weeks Seven and Eight), your response must be posted by 11:59 p.m. Central time on Wednesday. Each DQ response will be worth 10 points. DQ responses posted late will be subject to the same late penalty as any other assignment.

In addition, students must post a minimum of four substantive (175-225 words) participation responses to the DQ responses of their classmates, or in response to a post by the professor (at least one of the four req. These responses must be posted over a minimum of three days during the week (e.g., one post on Tuesday, two posts on Thursday, two posts on Tuesday, one post on Friday, etc.). This means that you must post a minimum of six (five in weeks with only one discussion question) substantive responses each week to earn the maximum points available that week. Responses posted outside of the week in which they are due will not be scored for credit. Follow the rubric posted to guide you with obtaining highest possible points for discussions.

NOTE: All posts should be prepared in MS Word before posting in the discussion thread; once your discussion question or participation post is posted, it cannot be edited or deleted. This is to prevent a student from reading the posts of other students and editing their post to incorporate into the post concepts and principles contained in the posts of the other students. A substantive post is one that meets the word count requirements outlined above, incorporates concepts and principles from the readings (which have been properly cited to source), and is intended to enhance and enrich the discussion by asking additional questions or asking the author to clarify his or her discussion points. Posts that say simply “Great post” or “I agree”, or do not meet the minimum word count requirements outlined above, are not considered substantive and will not be counted. Discussion question responses that are not considered substantive will be eligible for a maximum of five out of ten points, and participation posts that are not considered substantive will not be eligible for any points. Please review the “The Characteristics of High-Quality Discussion Posts” in “Course Requirements” and the PowerPoint presentation on academic integrity, both posted under the “Modules” tab, for more detail.

**Case Assignments**
Students will prepare three (3) written analyses of cases dealing with various management issues. These case analyses are due in Weeks Four, Six, and Seven, and each is worth 80 points.

Your case analyses must be in APA format, meaning that you should include a properly-formatted title page, use the preferred APA font (Times New Roman), set your margins at 1” on all sides, and double space the entire paper. There is a template posted under the “Course Requirements” module. Your case assignments MUST be formatted according to this example. Points will be deducted if the correct format is not used.

Your assignments will be graded within seven days of the last date for submitting assignments. You can see your grade for each assignment and the instructor’s comments about your answer by clicking on the “graded” link for the specific assignment that you submitted. The link automatically changes to “graded” for each assignment after the instructor has finished grading it. Note: Although you can see your grade in the “Grades” section, you will not be able to see the instructor’s comments through the “Grades” section. Students must go to the “Assignments” section and look in the correct weekly section to see the comments.

Submitting Assignments

Read this section carefully. You will be penalized if you do not comply with the following instructions.

Assignments must be prepared in MS Word and submitted under the “Assignments” tab (found in the Course Menu in the left-hand margin). Do not submit your assignments through the course’s TurnItIn system. If there are questions about this contact your instructor.

Any penalties assessed for late submissions will be based on the time stamp the World Class Room puts on your email. If you submit your assignment to the incorrect assignment link, or you submit the wrong document (e.g., a document intended for a different class, or one that is incomplete), the assignment will be counted late until it is posted under the correct link, or the correct document is posted. See “Late Assignments” policy.

Midterm and Final Examinations

There will be open-book, timed midterm and final examinations in this course. The examinations will be a combination of essay questions and a case analysis that will ask you to apply the theories and concepts from the course to the facts of the case. More details will be given shortly before the tests are scheduled.

You will be told how long you have to complete the test the week of the examination. You must complete the examination in one sitting and cannot stop and start the clock. The time starts when you actually begin answering questions and ends when you submit your test as finished. It is very important for you to ensure that your test is submitted as finished before time expires.

The key to doing well on the exam is to know the meaning of the terms and concepts introduced in the textbook. You will not have time to look up every answer in the textbook, so you will need to study just like you would for a closed-book, in-class examination in a regular classroom.

✔️ Evaluation

Criteria

Final grade will be determined as follows: (weighted as shown)

- Discussion Forum: 20%
- Case Studies: 25%
- Mid Term Exam: 25%
- Final Exam: 30%

Total 100%
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<th>When</th>
<th>Topic</th>
<th>Notes</th>
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<tr>
<td>Weekly Sessions Online</td>
<td>Week 1:</td>
<td>Chapters 1 &amp; 2 &amp; 3&lt;br&gt;The Exceptional Manager: What you do and How you do it&lt;br&gt;Management: What it is, what its benefits are&lt;br&gt;The Four Principal Functions of managers&lt;br&gt;Levels and areas of management&lt;br&gt;Skills exceptional managers need&lt;br&gt;Classical, Behavioral and Quantitative viewpoints&lt;br&gt;People, Planet and Profit&lt;br&gt;Organization and Stakeholders and Governance&lt;br&gt;Videos and Discussion Forum</td>
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<td>Week 2:</td>
<td>Chapters 4 &amp; 5&lt;br&gt;Globalization and International Management&lt;br&gt;Free Trade and Competition&lt;br&gt;Cultural Differences and Management&lt;br&gt;Fundamentals of Planning and Strategy&lt;br&gt;The Planning Cycle</td>
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<td>Week 3:</td>
<td>Chapter 16&lt;br&gt;Monitoring Performances and Exercising Managerial Control&lt;br&gt;Balanced Scorecard and Strategy Maps&lt;br&gt;TQM and Financial Controls&lt;br&gt;Managing for Productivity&lt;br&gt;Project Management and Toolkits</td>
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<td>Week 4:</td>
<td>Chapters 6 &amp; 7&lt;br&gt;Strategic positioning and levels of strategy&lt;br&gt;Strategy and the management process</td>
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<td>Evidence Based Decision making and Analytics</td>
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<td>Chapters 8 &amp; 9 &amp;10</td>
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<td>Aligning Strategy, Culture and Structure</td>
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<td>Process to change organizational culture</td>
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<td>Types and major elements of Organizational structure</td>
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<td>Human Resources Management and Effective Workforce Development</td>
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<td>Organizational Development and Innovation</td>
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<td>Chapters 14 &amp; 15</td>
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Leadership models and Approaches
Trait, Behavioral and Situational Leadership models
Transformational Leadership and Power and Influence
Mastering exchange of information
Communication Process and Managing Effective Communications
Social Media and Managing Barriers to Communication

Week 9:
Final Exam

Course Policies

Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The academic policies and information section of the catalog contains important information related to attendance, conduct, academic honesty, grades, and more. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

http://www.webster.edu/catalog/current/undergraduate-catalog/

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The academic policies section of the catalog contains important information related to conduct, academic honesty, grades, and more. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

http://www.webster.edu/catalog/current/graduate-catalog/

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades

Incomplete
There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

**Grade Appeals**

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

**Academic Honesty Policy**

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others’ work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University’s Academic Honesty Policy is published in academic catalogs:

*Undergraduate*

http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html

*Graduate*

http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

http://www.webster.edu/arc/plagiarism_prevention/

**Statement of Ethics**

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

*Undergraduate*

http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics

*Graduate*

http://www.webster.edu/catalog/current/graduate-catalog/ethics.html

**Contact Hours for this Course**

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

**Important Academic Resources**

*Academic Accommodations*
Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu.

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

**Academic Resource Center**

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc or Loretto Hall 40 on the main campus for more information.

**Student Success Portal**

Webster University’s Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at http://www.webster.edu/success/students.html.

**University Library**

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University’s worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu/. For support navigating the library's resources, see http://libanswers.webster.edu/ for the many ways to contact library staff.

**Drops and Withdrawals**

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

*Undergraduate*
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html

*Graduate*
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html

*Academic Calendar -* http://www.webster.edu/academics/academic-calendar/

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the “Tuition, Fees, and Refunds” section of Webster's Academic Catalogs:

*Undergraduate*
http://www.webster.edu/catalog/current/undergraduate-catalog/ tuition.html

*Graduate*
Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

http://www.webster.edu/student-handbook/

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

http://www.webster.edu/sexual-misconduct/

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

http://www.webster.edu/irb/index.html

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

http://www.webster.edu/technology/service-desk/

WorldClassRoom

WorldClassRoom is Webster’s Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

https://worldclassroom.webster.edu/

Webster Alerts

Webster Alerts is the University’s preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

http://www.webster.edu/technology/services/webster-alerts/