MBA Foundations: Management Skills and Applications
GEB 5875

Fully Online
www.elearning@uwf.edu

1.5 credit hours

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Online office hours to be posted
Chat Room Hours to be posted as needed
Home phone: 850-689-3113

Becoming a master manager: A competing values approach. (Fifth Edition)
ISBN: 978-0-470-28466-7

There may be additional readings and internet links posted as various topics are addressed.

Required Materials:
Internet Access
Activated E-Mail account with UWF

MBA Foundations: Management Skills and Applications
This course is one of the foundational courses for study in the MBA program. The approach taken in the textbook and in the course is one of resolution of paradox. That is, managers often must pursue goals that, on the surface, appear to be mutually exclusive. Finding a balance between competing values is crucial. The course will focus on both interpersonal and structural aspects of organizations, which both influence and are influenced by managerial behavior. The four areas of focus are (1) commitment and cohesion, (2) stability and continuity, (3) productivity and profitability, and (4) change and adaptability. You will think critically about these four areas of management throughout the course.
COURSE FORMAT:
This course is taught as a fully online course. It is essential that each student have consistent use of the internet in order to participate in the course. Each student will be required to participate in chat rooms, to post, read and comment on various assignments involving the discussion boards.

LEARNING OUTCOMES:
Students who complete this course will be able to:

1. Recognize the nature of management activity and practice, as well as the history of development of these practices.
2. Identify competing goals and paradoxes in management.
3. Comprehend the nature, operating principles, activities, and theories that form the basis of the management functions of planning, organizing, leading, and controlling.
4. Think critically about the management functions presented in the textbook.
5. Recognize a manager’s and a company’s obligations to both internal and external stakeholders.
6. Identify managerial responses to both internal and external pressures.
7. Develop and refine your own managerial style and philosophy.

COURSE OBJECTIVES:
- To understand applied management concepts
- To study management as a process, art and science
- To become involved with organizational dynamics
- To apply management skills in a team setting
- To participate in the diagnosis of daily management
- To become an involved member of an organization
- To identify, assess, and develop one’s own managerial style & philosophy

Academic Conduct Policy:
Academic Conduct Policy: (Web Format) | (PDF Format) | (RTF Format)
Plagiarism Policy: (Word Format) | (PDF Format) | (RTF Format)
Student Handbook: (PDF Format)

Expectations for Academic Conduct/Plagiarism Policy
As members of the University of West Florida, we commit ourselves to honesty. As we strive for excellence in performance, integrity – both personal and institutional – is our most precious asset. Honesty in our academic work is vital, and we will not knowingly act in ways to erode that integrity. Accordingly, we pledge not to cheat, nor to tolerate cheating, nor to plagiarize the work of others. We pledge to share community resources in ways that are responsible and that comply with established policies of fairness. Cooperation and competition are means to high achievement and are encouraged. Indeed, cooperation is expected unless our directive is to individual performance. We will compete constructively and professionally for the purpose of stimulating high
performance standards. Finally, we accept adherence to this set of expectations for academic conduct as a condition of membership in the UWF academic community.

UWF policies are in effect. Academic honesty is required of all members of a learning community. The University does not tolerate plagiarism on tests, examinations, papers, or other course assignments. Students who engage in such dishonesty will be given failing grades. If you are uncertain about proper documentation of sources, please email me. Remember, if you directly quote or paraphrase someone else’s words you must provide the full citation through a footnote.

**GRADED REQUIREMENTS:**
There are not many graded assignments in this class. You will have one exam, one group paper, and four quizzes over material covered in each module. I try not to burden you with a lot of “busy work,” so this means any assigned activity is one I think will add to learning in some way. I will not ask you to do things just to “fill up time.”

The final exam will be worth 100 points. Each of the four quizzes will be worth 25 points. The group project will be worth 100 points. If you are mathematically inclined, you will note there are 300 points available in this class. This means each assessment is important!

As in the practical world of business and management, there will be responsibilities, tasks, and activities that are not directly compensated (i.e., that do not count for “points”). While all activities may not be measured and directly applied in the overall course assessment, the value of the course to you and to your career depends on your willingness to accept “uncompensated” responsibilities and to engage in “uncompensated” tasks and activities.

**A. The Examination** will have 50 Multiple Choice questions; no essays
The exams will be completed fully online with objective questions covering the material. It will cover the entire textbook.

**B. The four Quizzes** will have 25 Multiple Choice questions; no essays.
The quizzes will be completed fully online with objective questions covering the material.

**C. Group Project**
Each group will identify a specific company to research. The company social responsibility, demographics, hiring practices, structure, and other areas of interest should be researched. Each team will be responsible for coordinating a paper to be posted in the course drop box.
- Company must be approved by the instructor.
- Early in the project development, a PERT type chart should be prepared and submitted to show the instructor the team plan for accomplishing the paper. Include the pert with the final paper.

**D. Evaluation criteria for scoring the group project:**
• methodology; creativity; professionalism
• APA format is preferred for the paper
• Overall quality and clarity: paper should be interesting, professional in appearance, clarity of presentation, thoroughness of material, paper must reveal in-depth knowledge of topics, paper should be well organized, and follow a logical sequence.

See separate handout with additional specifics concerning the Group Project

GRADE SCALE:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>94-100</td>
<td>A</td>
</tr>
<tr>
<td>90-93</td>
<td>A-</td>
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<tr>
<td>87-89</td>
<td>B+</td>
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<tr>
<td>84-87</td>
<td>B</td>
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<tr>
<td>80-83</td>
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<td>77-79</td>
<td>C+</td>
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<tr>
<td>74-77</td>
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<tr>
<td>70-73</td>
<td>C-</td>
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<tr>
<td>68-69</td>
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<td>64-67</td>
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<td>60-63</td>
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Special Technology Utilized by Students:
This course is totally online. All instructional content and interaction takes place over the WWW. In addition to baseline word processing skills and sending/receiving email with attachments, students will be expected to search the internet and upload / download files. In addition, students may need one or more of the following plug-ins:


Special Needs Assistance:
Please inform me within the first week of the course (or as soon as possible thereafter) regarding any personal circumstances that may require special consideration in meeting course requirements or adhering to course policies. Anyone with special needs requiring specific examination-related or other course-related accommodations should contact the Student Disability Resource Center at (850) 474-2387 or SDRC@uwf.edu.
The Student Disability Resource Center will provide a letter for me that will specify any recommended accommodations. Without such a letter, no accommodations can be made.

### Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Textbook section</th>
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</thead>
<tbody>
<tr>
<td>May 13 - May 18</td>
<td>The competing values approach to management</td>
<td>Introduction</td>
</tr>
<tr>
<td>May 19 – May 25</td>
<td>Creating &amp; sustaining commitment &amp; cohesion</td>
<td>Module 1</td>
</tr>
<tr>
<td>May 26 – Jun 1</td>
<td>Establishing &amp; maintaining stability &amp; continuity</td>
<td>Module 2</td>
</tr>
<tr>
<td>Jun 2 – Jun 8</td>
<td>Improving productivity &amp; increasing profitability</td>
<td>Module 3</td>
</tr>
<tr>
<td>Jun 9 – Jun 15</td>
<td>Promoting change &amp; encouraging adaptability</td>
<td>Module 4</td>
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<tr>
<td></td>
<td>Integration</td>
<td>Conclusion</td>
</tr>
<tr>
<td>Jun 18 – Jun 25</td>
<td>Final exam must be taken by TUESDAY 11:59PM Jun 25</td>
<td></td>
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</tbody>
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