Letter grades will be assigned to each student based on a mathematical calculation of the points earned on the examinations. The weights of the exams are:

Midterm …… 30%
Final …….. 30%
Term Paper ……. …… 40%

No makeup exams!!!

The course grades are assigned as:

90 – 100% = A-
80 – 89% = B
70 – 79% = C
60 – 69% = D
Below 60% = F

<u>One reading project</u>

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

6. Term Paper:

Term paper requires students to write a report on "Nestlé Company Management and Principles." How the structure of an organization is arranged depends on the company´s strategy and objectives. Organizational structure has a hierarchical nature. It is the specification of lines of authority and main tasks of an organization and it´s subjects. The structure provides an information about the main responsibilities and roles assigned to the particular elements of the organization. (Organizational structure, n.d., "Definition" section, para 1- 2)

Chairman (b)(6) [redacted], who formerly held the function of Nestlé chief executive officer (CEO), leads the Board of Directors which is the governing body of the organization. The Board consists of 14 members. (About us, n.d., "Management" section, para 1.) Each member operates within a certain committee: Audit Committee, Nomination Committee, Compensation Committee and Chairman's and Corporate Governance Committee. (Management, n.d., "Board of Directors" section). The next level of an organizational structure is formed by the Executive Board, responsible for daily management of the organization. The Board comprises 13 Board Members who regulate and guide various sectors of the global business. (b)(6) [redacted] is current Chief Executive Officer, responsible for the overall performance of the company. (About us, n.d., "Management" section, para 2.)

The most of Nestlé beverage and food business is managed geographically according to various locations. These locations include different zones in Europe, Americas, Asia, Oceania and Africa. However, there is an exception in some parts of Nestlé business operations. Nestlé

Waters, Nespresso, Nestlé Nutrition, Nestlé Professional and Nestlé Health Science are managed globally. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

7. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student Handbook on the University web-site or in the University catalog.

8. Attendance, Absence, Lateness, Incomplete:

In accordance with the policies of Reagan National University, class attendance is required, and classes will start promptly at the schedule time. If you are absent or excessively late, you will receive a score of zero for the participation of that class.

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

All chapters should be read before class in preparation for quizzes.

This schedule may be modified with notice in class

Week 1	Introduction to course and introduction to Wed CT
	Chapter 1 and Team Formation
	Chapter 2
Week 2	Chapter 3;
	Chapter 4;
Week 3	Chapter 5;
	Quiz 1
	Chapter 6
Week 4	Chapter 7:
	Chapter 8:
Week 5	Chapter 9:
	Chapter 10:
	Review for Mid-Term

Week 6	**Mid-Term**
	Leadership Program Presentation by (b)(6)
Week 7	Chapter11:
	Chapter 12:
Week 8	Chapter 13
Week 9	Chapter 14
	Chapter 15
Week 10	Chapter 16
	Chapter 17
Week 11	Team Presentations
	Team Presentations
	Review for Final
Week 12	**Final Exam**

9. Course Learning Outcome:

At the end of this class, students will:

1. Acquire a working knowledge of management terms.
2. Gain a through understanding of the four management functions.
3. Expand their leadership skills and abilities.
4. Obtain an awareness of the many activities, problems, and decisions involved in management.

9. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

10. The Learning Environment:

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- All backgrounds and cultures are respected.

- During class discussions, everyone feels welcome to participate and a free exchange of ideas takes place.
- All members of the class arrive on time and leave the class only on breaks or in case of emergency.
- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
- Consideration is always given to other classes that are taking place in adjoining classrooms.
- At the end of a class, the members of the class and the instructor leave the classroom in good condition so that the next class can begin without disruption.

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As an RNU student, you are required to use the RNU online library, as one source, to assist you in completing a required research paper or project.

Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 300
Course Title:	STRATEGIC MANAGEMENT
Credit Hours:	3
Prerequisite:	MGT 201
Term:	FA 2018
Class Time:	TH 14:00-17:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
Email:	[redacted]

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2. Catalog Description:

This course introduces basic concepts of strategic planning and management. It provides an overview and applications of strategic planning theories, methods, and group processes in different organizational environments. It helps organizations formulate a strategy on how to best achieve their goals and define an operational plan.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

(i) *Effective Strategic Management,* By Daniel Kipley and Ronald Jewe, ISBN: 9781516505494.

(ii) Various issues of the Harvard Business Review

5. Grading:

The grading for the course will be based on term paper (worth 45%), a one hour midterm test (worth 15%), and a three hour final exam (worth 40%). One must obtain a mark of at least 35/100 on the final examination to pass the course. If a student's grade on the final exam is less than 35%, then their final course grade will be equal to the exam grade.

The course grades are assigned as:

90 – 100% = A-
80 – 89% = B
70 – 79% = C
60 – 69% = D
Below 60% = F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Term Paper:

Term paper requires students to write a report on "Strategic Management Principles For A Company." Strategic management principles are vital in setting guidelines and regulations that help a company relate with its employees and a company's interaction in the corporate world. Strategic management principles help ensure that a firm sticks to its objectives, conformity to the environment and that the firm maximally makes good use of the market. This research paper shows how Pike River Coal Mine went against the strategic management principles and resulted loss of lives and destruction of lots of property.

Outsourcing is a strong complement for internal resources required for applications in development activities. Some projects are as a result of unusual circumstances or do not occur more frequently than most of other computing activities. Such applications are like return on investment strategies and knowledge management. Administration of such procedures during other projects can lead to result that are less favorable than expected. Project management should not be exercised with regulations that ignore attributes of such projects that require one shot. Strategic management should be cultivated through practical experience so that it there is continuous improvement. The problem explosion and death of the twenty-nine people may have been caused by lots of technical difficulties in the technical project, misunderstanding of the evolution of the project management life cycle or partial success in the technical progress as this paper suggests. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

6. Course Schedule:

Class 1: Overview of Strategic Management

- Tasks of strategic management
- Strategic analysis, content and choice
- Factors that shape an organization's strategy
- Essential features of an organization's strategy
- Responsibility for strategic management

- Evolution of strategy
- The distribution of strategic management functions

Class 2: Analysis of the Environment

- The general environment
- The economic environment
- The technological environment
- The legal environment
- The socio-political environment
- The internal environment: structure, culture and resources

Class 3: The Functional Approach to Strategy Formulation

- Production/Operations
- Marketing
- Purchasing and supply
- Human resources
- Research and development
- Information technology
- The co-ordination of strategy

Class 4: The Formulation of Strategy

- Industry and sector analysis
- Alternative industry scenarios
- The need for and extent for flexibility in strategy formulation
- Matching strategy to a company situation
- Group aspects of strategy formulation
- The use of independent consultants

Class 5: The Implementation of Strategy

- Budgets and budgeting control
- Supporting chosen strategies through appropriate policies and procedures
- Motivational aspects of strategy
- The identification of strategically relevant performance outcomes
- The matching of organizational structures with strategy

Class 6: Midterm

Class 7: Competitive Advantage

- The identification of competitive forces
- Drivers of change
- Strategic cost and profit analysis
- Technology-based competitive advantage
- Value chains and benchmarking the costs of key activities
- Balanced score-cards

- Generic competitive strategies
- Vertical and co-operative competitive strategies
- Defensive strategies

Class 8: Strategy and Diversification

- Definition and scope of diversification
- Related and unrelated diversification strategies
- Assessment of a diversification strategy
- Relationship between diversification strategies and core activities and competencies
- Strategic fit analysis
- Resource fit analysis

Class 9: Management of change

- Definition and identification of issues
- Response to change as a strategic issue
- Power and culture as catalysts for change
- Types of change and intervention strategies
- Framework and its impact on change management
- Strategists, implementers and recipients in the change process

Class 10: International Business Strategy

- The environment of international business
- Finance of international trade
- Advances in international marketing
- Survival and growth strategies within international firms
- Cultural issues in international firms

Class 11: Case Analysis

- The examination will include a case study on one or more aspects of company strategy. Although no specific answers are expected in this section students will be required to show familiarity with the issues involved, and to suggest practical solutions to business problems.

Class 12: Final

7. Course Outcome:

After completing this course, students should be able to

- Understand the basic concepts and terminology used in Strategic Management.
- Identify opportunities and threats as well as strengths and weakness in the operating environment of hypothetical and real-world organizations.
- Distinguish between different types and levels of strategy and strategy implementation.

- Gain insights into the strategy-making processes of different types of organizations
- Distinguish between strategic management and strategic planning
- Assess the impact of information technology on strategy
- Understand the contribution of various functional areas e.g. production, marketing, purchasing and supply management to the overall well-being of the organization
- Use the case study approach to the analysis of business problems
- Understand issues related to strategic competitive advantage in diversified organizations

8. Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

9. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

10. The Learning Environment:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 312
Course Title:	Human Resource Management
Credit Hours:	3
Prerequisite:	MGT 201
Term:	SP 2019
Class Time:	F 9:00 – 12:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	M, W 1:00 – 3:00 P. M.
Telephone:	
E-Mail:	[redacted]

2. Catalog Description:

This course presents essentials of human resources management principles and practices in business and industry. It analyzes the policies and practices used by human resource management staff to build and maintain an effective work force. Topics include human resource planning, labor relations, job analysis, manpower development, recruitment, selection, performance appraisal and compensation.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

Luis R. Gomez-Mejia; David B. Balkin; Kenneth P. Carson, *Managing Human Resources*, latest ed., ISBN: 9780135196007.

5. Course Requirements:

Due to the abundant amount of material that has to be covered in this class, in addition to the regular class periods, extra class might be necessary.

Letter grades will be assigned to each student based on a mathematical calculation of the points earned on the examinations. The weights of the exams are:

Test 1, 2, 3 …… 60%
Term Paper …..…….. 40%

No makeup exams!!!

The course grades are assigned as:

90 – 100% = A-
80 – 89% = B
70 – 79% = C
60 – 69% = D
Below 60% = F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

6. Term Paper:

Term paper requires students to write a report on "The Field Of Human Resource Management." Nowadays, it is obvious that the field of Human Resource Management (HR) is experiencing several intimidate for change. Shifts in the economy, globalization, domestic diversity, and technology have created new demands for organizations, and propelled the field in some completely new directions. Nevertheless, these challenges at the same time create innumerable opportunities for Human Resource Management and organization as well. However, we believe that these challenges also create countless opportunities for HR and organizations as a whole. Hence, the aims of this article are: to examine some of the challenges and opportunities that should influence the future of HR, and provide an overview of the very interesting articles included in the special issue. Also this article is aimed to discuss some of the challenges influencing the future of HR processes. Nevertheless, the major challenges are as follows.

First, Change from a manufacturing to a service or knowledge economy. A knowledge economy is referred to as the use of information or knowledge to generate tangible and intangible value (Business Dictionary, 2014a). Some economists argue that service activities are now dominating the economies of industrialized nations, and knowledge-intensive services or businesses are considered a subset of the overall service economy (Anderson & Corley, 2003).

Moreover, the change in the economy has resulted in the displacement and unemployment of people who do not have the skills needed for knowledge-oriented jobs (Karren & Sherman, 2012). Skills are very essential in any organization. Without the knowledge of a very good skill, absolutely, there will be a failure in manufacturing to a service. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

7. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student

Handbook on the University web-site or in the University catalog.

8. Attendance, Absence, Lateness, Incomplete:

In accordance with the policies of RNU, class attendance is required, and classes will start promptly at the schedule time. If you are absent or excessively late, you will receive a score of zero for the participation of that class.

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

Week 1 Introduction to the course

Chapter 1. Development of Human Resource Management

Chapter 2. The Environment of Human Resources Mgt.

Week 2 Chapter 3. Equal Employment Opportunity and Affirmative Action

Chapter 4. Job Requirements (Job Design and Job Analysis)

Chapter 5. Human Resource Planning and Recruitment

Week 3 Chapter 6. Selection

TEST I (chapters 1-6)

Week 4 Chapter 7. Training

Chapter 8. Career Development

Chapter 9. Appraising and Improving Performance

Week 5 Chapter 10. Managing Compensation

Chapter 11. Incentive Compensation

Week 7 Chapter 12. Employee Benefits

Chapter 13. Safety and Health

Week 8 TEST II (chapters 7 - 13)

Chapter 14. Motivating employees

Week 9 Chapter 15. The Role of Communication in HRM

Chapter 16. Employee Rights and Discipline

Chapter 17. The Dynamics of Labor Relations

Week 10 Chapter 18. Collective Bargaining and Contract Administration

-TERM PROJECTS ARE DUE BEFORE NEXT CLASS-

Week 11 Chapter 19. International Human Resources Management

Chapter 20. Auditing the Human Resources Management Program

Week 12 TEST III (chapters 14-20)

9. Course Learning Outcome:

During the human relations course, you will study key management concepts that can enhance your ability to perform critical business related thinking and business decision making. Through this course and upon its successful completion, you will be able to:

1. Apply human resource management theory and concepts to solving managerial business problems.

2. Analyze in written and oral presentation form, the use, or lack thereof, of basic human resource management principles related to specific business situations.

3. Understand and identify human resource management opportunities and how human resource management concepts and tools can be applied to achieve organizational objectives.

4. More importantly, you will study how human resource management can enhance effective communication between people.

10. Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

11. Special Needs and Accommodations:

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12. The Learning Environment:

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- Each student turns in work that is his or her own.
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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 313
Course Title:	Teams, Groups and Leadership
Credit Hours:	3
Prerequisite:	MGT 201
Term:	WI 2019
Class Time:	Tuesday 9:00 – 12:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	M 1:00 – 3:00 P. M.
Telephone:	
E-Mail:	[redacted]

2. Catalog Description:

The course evaluates several leadership issues including power, authority and influence, team building and coalitions and ethics and values. It examines components that comprise teams, highlights key factors that influence team effectiveness, skills in diagnosing opportunities and threats that face teams. It also focuses on identifying and developing workplace leadership skills.

3. Teaching Procedures:

Teaching procedures for this course will include online classes, professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

Building Team Power
Publisher: McGraw
Author: Kayser
ISBN: 978-0071746748

Making the Team: A Guide for Managers
Edition: 6th ed.
Publisher: Pearson Education
Author: Thompson
ISBN: 9780134484204

5. Course Requirements:

15%	Term Paper
20%	Midterm examination
35%	Case Analysis (in Teams)
	Case 1: 5%; Cases 2-4: 10%
30%	Final examination
100%	Total

No makeup exams!!!

The course grades are assigned as:

90 – 100%	=	A -
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

6. Classroom Policies:

Term paper requires students to write a report on "Leadership and Teams." Working groups and work teams are important tools for businesses to use during the decision making process. A lot goes into the formation and leadership of a work team so they will have a beneficial outcome. Through the formation of a work team, a business will is able to utilize the resources of their employee's skills and leadership experience to gain an outcome of a workable solution to solve complex ideas or improve efficiency. This may sound like a simple concept, but one should explore everything that goes into the formation of a team as well as the leadership theory that is used to lead the team, to ultimately understand just how complex this situation really can be.

Before a group can start to function for its desired purpose, the group must first be formed. Team membership is selected to ensure sufficient breadth and depth of technical skills (Fitzpatrick, 2000). During the forming stage the group defines its purpose structure and leadership. It is during this process that the group is loosely organized and lacks a sense of direction and leadership. After the group has been formed, the group will go through a storming

phase in which the uncertainty of the group is dealt with, by selecting leaders and clearly describing what the group needs to be doing. It is during this time that a hierarchy of leadership is defines and through this act the group settles down and allows for the next stage to take place. Consequently, the norming stage begins and during this stage the group starts to form relationships and cohesion between the group members thus allowing the group to assimilate itself into a normal state of operation. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

7. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student Handbook on the University web-site or in the University catalog.

8. Attendance, Absence, Lateness, Incomplete:

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A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

9. Course Schedule:

Note:
BTP = Kayser's book **Building Team Power**;
MTT = Thompson's book **Making the Team**.

Week 1,

Part 1: The Basics of Teamwork; Stating the Case for Collaboration -
* Command & Control Bureaucracy - The End?, and
* Guide for Creating Effective Study Groups
Texts:
BTP: Foreword, Table of Contents, Preface, Ch. 1;
MTT: Table of Contents, Preface, Appendix 3.
Web Tycho Course Module 1.
Assignments (See Notes 1 & 2):
Complete Web Tycho orientation and tutorial,
review WT help screens and
complete Week 1 Assignments

Note: Team Case Assignments are due as follows:

* Individual team members prepare and post individual contributions to group assignments NLT 5 days prior to the end of the assignment period in the team's study group area (but start early);
* Recorders prepare and post their summary of the group consensus in the class conference area under the appropriate topic NLT 60 hours prior to the end of the assignment period;
* Observers prepare their report and submit it to the class Conference Area under the 'Observer's Reflections & Comments' Topic NLT 36 hours prior to the end of the assignment period; and
* Individual students comment on the contributions of the other teams and observers NLT the end of the assignment period.

Week 2

Part 1: Foundations of Teams (cont'd) -
* Teams in Organizations: Facts & Myths;
* Performance & Productivity;
* Collaboration.
Texts:
  BTP: Ch. 2;
  MTT: Ch. 1 & 2.
  Web Tycho Course Module TBD.
Assignments: (Individual) To Be Determined (TBD). See weekly tasking message.

Week 3

Part 1: Foundations of Teams (cont'd) -
* Facilitations Basics;
* Rewarding Teamwork;
* Managing Meetings;
* Peer Evaluation.
Texts:
  BTP: Ch. 3;
  MTT: Ch. 3 and Appendices 1 & 4.
  Web Tycho Course Module TBD.
Assignments: (Individual) TBD. See weekly tasking message.

Week 4

Part 2: Internal Dynamics -
* Dimensions of Collaborative Power;
* Purpose & Desired Outcomes;
* Building the Team;
* Tips for Consultants & Facilitators.
Texts:
  BTP: Ch. 4 & 5;
  MTT: Ch. 4 and Appendix 2.
  Web Tycho Course Module TBD.
Assignments: (Individual) TBD. See weekly tasking message.

Project 1 (Case 1) and Journal 1 due next week.

Week 5

Part 2: Internal Dynamics (cont'd) -
* Interpersonal Behaviors;
* Sharpening the Team Mind.
Texts:
  BTP: Ch. 6;
  MTT: Ch. 5.
  Web Tycho Course Module TBD.
Assignments: (Individual) TBD. See weekly tasking message.
Begin checking with your testing center to confirm the arrival of your proctored exam and schedule your mid-term testing session.

Week 6

Midterm Exam
Closed Book, Closed Notes, three hours long covering material and discussions through Week 5.

Part 2: Internal Dynamics (cont'd) -
* Team Decision-Making.
Texts:
  BTP: Ch. 7;
  MTT: Ch. 6.
  Web Tycho Course Module TBD.
Assignments: (Individual) TBD. See weekly tasking message.
If not already accomplished, check with your testing center to confirm the arrival of your proctored exam and schedule your mid-term testing session.

Week 7

Part 2: Internal Dynamics (cont'd) -
* Consensus Building;
* Conflict in Teams.
Texts:
  BTP: Ch. 8 & 9;
  MTT: Ch. 7.
  Web Tycho Course Module TBD.
Assignments: (Individual) TBD. See weekly tasking message.
Project 2 (Case 2) and Journal 2 due next week.

Week 8

Part 2: Internal Dynamics (cont'd) -
* Creativity;
* 'List Management'.

Texts:
BTP: Ch. 10;
MTT: Ch. 8.
Web Tycho Course Module TBD.
Assignments: (Individual) TBD See weekly tasking message.

Week 9

Part 3: External Dynamics -
* Networking & Integration across Teams;
* Leadership.
Texts:
MTT: Ch. 9 & 10.
Web Tycho Course Module TBD.
Assignments: (Individual) TBD See weekly tasking message.
Project 3 and Journal 3 due next week.

Week 10

Part 3: External Dynamics (cont'd) -
* Analytical Tools;
* Group Problem Solving.
Texts:
BTP: Ch. 11, 12 & 13;
Web Tycho Course Module TBD.
Assignments: (Individual) TBD See weekly tasking message.

Week 11

Part 3: External Dynamics (cont'd) -
* Integrative Case Study;
* Interteam Relations.
Texts:
BTP: Ch. 14;
MTT: Ch. 11.
Web Tycho Course Module TBD.
Assignments: (Individual) TBD See weekly tasking message.

Week 12

Final Exam
Comprehensive open-book, take-home exam. Project 4 (Case 4) and Journal 4 due at the final exam.

10. Course Learning Outcome:

Upon the completion of this course, including class attendance and fulfillment of project requirements, students should be able to:

- Identify various principles and theories of group dynamics within the framework of an "advanced" course in organizational behavior.
- Provide opportunities to become skilled participant-observers of team processes in order that the student may be more effective as team leaders and as team members in organizations of work.
- Have a working knowledge of the behavior of the team leader and team members in developing work teams into high performance teams.
- To increase the student's understanding of the process of human communications in the small group context.
- To develop the student's competence as a communicator in solving problems in task-oriented groups.
- To develop the student's personal and interpersonal skill in dealing with people in all types of groups.
- Analyze and comprehend why teams are functional or dysfunctional.

11. Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

12. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

13. The Learning Environment:

Reagan National University is committed to providing a positive learning environment in which students of all ages and backgrounds can learn together in a setting that encourages the free exchange of ideas and information. To accomplish this goal, the members of the RNU Board have established the following expectations for learning.

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- During class discussions, everyone feels welcome to participate and a free exchange of ideas takes place.
- All members of the class arrive on time and leave the class only on breaks or in case of emergency.
- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
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- At the end of a class, the members of the class and the instructor leave the classroom in good condition so that the next class can begin without disruption.

Reagan National University Library Services:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 412
Course Title:	Managerial Psychology
Credit Hours:	3
Prerequisite:	MGT 201
Term:	SP 2019
Class Time:	SA 9:00-12:45
Class Room:	1
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Course Description:

This course focuses on interpersonal effectiveness about understanding and managing behavior in the work environment. It presents the theoretical background for practical tasks solving while working with diverse groups of people. It covers topics like ethics and confidentiality, assessment, crisis intervention, treatment planning, counseling, case management, record keeping and consultation.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Textbook:

Readings in Managerial Psychology, 4th Edition by Harold J. Leavitt (Editor), Louis R. Pondy (Editor), David M. Boje (Editor), ISBN-13: 978-0226469928.

Examinations

There are two in-class exams and they are scheduled as:

Midterm:	6th class
Final:	last class

Late Assignments: will be penalized 10% of the available marks per day up to a maximum of three days. Beyond this, no extensions will be granted on homework assignments, except in extreme cases (e.g. medical reasons). Please plan ahead.

5. Grading:

Midterm Exam	40%
Final Exam	40%
Term Paper	20%

The course grades are assigned as:

90 – 100%	=	A-
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Term Paper

Term paper requires students to write a report on "The Uses of Psychology to People at Work." An in depth understanding of human behavioral patterns can be applied positively in order to get the most out of people and increase productivity at work. This is achieved by reducing factors that interfere with the efficiency of peoples' work. This assignment will aim to focus on factors that are ongoing and socially aroused by the interaction between people and their environment, namely: dealing and coping with work stress; lowering the rate of bullying and harassment in the workplace; and maintaining a high level of motivation and effort both in demanding and tedious tasks.

Every type of person in an organization is susceptible to suffering from worry and stress. Stress is a challenge to a person's capacity to adapt to inner and outer demands, which may be physiologically arousing and emotionally taxing and call for cognitive and behavioral responses (Westen, 1999). Stress provokes physical and emotional disturbances, which have the ability to affect both one's health and performance. It can lead to tension in the workplace and frequent absenteeism due to illegitimate claims of sickness, thus its prevention is beneficial to both employee and organization. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

CLASS	TOPICS
1	Introduction
	The three lenses
	Research project methods and examples
2	Perceptions and attitudes
	Motivation
	Motivation case
3	Cognitive style (MBTI)
	Decision making
	Negotiation
	Creativity
4	Social influence
	Groups
	Group decision making
5	Organizational analysis
	Networks
	Organizational culture
6	Midterm Exam
7	Leadership and power
	Organizational learning
	Presentation skills
8	Organizational change visit
9	The strategy that wouldn't travel

CLASS	TOPICS
10	The strategy that wouldn't travel (cont.)
11	Finalist presentations
12	Final Exam

6. Academic Integrity:

To maintain integrity of scholarship, academic honesty is expected of all students. For further information, students should consult the **Student Handbook** and the **University Catalog**.

7. Class Operations:

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8. Course Learning Outcome:

It is expected that at the end of the course you will have developed the following capabilities:

• understand the scope and complexity of the field of managerial psychology;
• appreciate the philosophical and cultural underpinnings of human behavior,
• understand the basis physiology of brain functioning and the impact of disease and dysfunction of behavior
• understand the factors influencing effective and ineffective decision making and the application of these factors to business decisions and corporate strategy making.

9. Academic Honesty:

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to the online library through the computers and laptops available at home and on campus. Each student must use their own pass code to access the library.

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 431
Course Title:	Project Management
Credit Hours:	3
Prerequisite:	MGT 201
Term:	SP 2019
Class Time:	SA 9:00-12:45
Class Room:	1
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Course Description:

This course develops a foundation of concepts and solutions that supports the planning, scheduling, controlling, resource allocation, and performance measurement activities required for successful completion of a project.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Textbook:

Pinto, Jeffrey K., *Project Management, Achieving Competitive Advantage (5th Edition),* Prentice Hall, ISBN-13: 9780134730332.

Examinations

There are two in-class exams and they are scheduled as:

Midterm:	6th class
Final:	last class

Late Assignments: will be penalized 10% of the available marks per day up to a maximum of three days. Beyond this, no extensions will be granted on homework assignments, except in extreme cases (e.g. medical reasons). Please plan ahead.

5. Grading:

Midterm Exam	40%
Final Exam	40%
Term Paper	20%

The course grades are assigned as:

90 – 100%	=	A -
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

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Term Paper

Term paper requires students to write a report on "The Uses of Psychology to People at Work." Picture a person who that is juggling doing several things at once; they are balancing a stick in one hand and another stick on their nose. Each stick has a plate on the top that they want to keep spinning without losing balance or dropping either. There is a lot going on in those actions including the exact timing of when to reach up and spin a plate, constant body movement to keep the sticks balanced as not to fall, and a continued push from the free hand to keep both plates spinning. This paradigm could be used to describe integration knowledge area of project management. Schwalbe (2014) defines project management as, "Coordinating all other project management knowledge areas throughout a project's life-cycle. This integration ensures that all the elements of a project come together at the right times to complete a project successfully" (p. 140).

Many people consider project integration to be the key to overall project success. It includes; developing the project charter, the project management plan, directing, monitoring, controlling project work, performing integrated change control, and closing the project (Schwalbe, 2014, p. 140-141). It is seeing the project through from start to finish and keeping all the moving parts of the project on track at the same time. This is all based around clear communication and stakeholder involvement. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

CLASS	TOPICS
1	Course Overview
	Introduction to Project Management
	Scope Management
2	Leading the Team
	Class Discussion of Code Red Case
3	Time Management
4	Cost Management
	Quality Management
5	Program Management
6	Midterm Exam
7	Class Discussion of Petersen Events Center Case
8	Microsoft Project Tutorial in class – bring your laptops!
9	Risk Management
10	Agile Project Management
11	Certification and Careers in Project Management
	Leadership Attributes of Effective Project Managers
12	Final Exam

6. Academic Integrity:

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7. Class Operations:

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8. Course Learning Outcome:

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

- Define the terms project and project management.
- Describe the project life cycle, project selection, project environment, and approval process.
- Identify the project management process groups including initiating, planning, executing, monitoring and controlling, and closing.
- Explain the role of the project manager in initiating and completing a project.
- Explain knowledge areas including project integration management, project scope management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management, and project procurement management
- Identify and apply the steps that must be taken to complete projects on time and on budget.
- Identify and apply human-resources skills in forming and developing a team.
- Describe how to organize the organizational structure for a project.
- Identify tools and techniques for planning and tracking a project.

9. Academic Honesty:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 445
Course Title:	Small Business Management
Credit Hours:	3
Prerequisite:	MGT 201
Term:	SP 2019
Class Time:	M 9:00-12:45
Class Room:	1
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Course Description:

This course reviews considerations faced by an individual planning to establish and manage a small business venture in today's complex business environment. It includes a review of legal forms of ownership, financial planning and resources, considerations of management, operations and control, ethical issues, and the importance of social responsibility.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Textbook:

Entrepreneurial Small Business, 5th Edition, By Jerome Katz and Richard Green
ISBN13: 9781259573798.

Examinations

There are two in-class exams and they are scheduled as:

Midterm: 6th class

Final: last class

Late Assignments: will be penalized 10% of the available marks per day up to a maximum of three days. Beyond this, no extensions will be granted on homework assignments, except in extreme cases (e.g. medical reasons). Please plan ahead.

5. Grading:

Midterm Exam	35%
Final Exam	40%
Final Project	25%

The course grades are assigned as:

90 – 100%	=	A-
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Final Project

Term paper requires students to write a report on "Small Business Administration." In the United States, small businesses play a vital role in building the economy. Today, there are over 28 million small businesses in America. What exactly is considered to be a small business? Initially, the Small Business Administration (SBA) deemed any manufacturer with 250 employees or less to be a small business, but today it considers companies with fewer than 500 employees to be small. Today's marketplace is an excellent opportunity for the budding entrepreneur. Today's small business owner has a wealth of opportunities to help him/her gain economic success in today's marketplace. (SBA)

For the first century of America's existence until the 1880s, it would be fair to say that all businesses were considered to be small. These small businesses have been a major part of the American way since the time of the first colonial settlers. These early settlers were small farmers who made their living from simple family farms. These farmers raised their own food, made their own soaps, and traded goods and services as needed. During this time, transportation was slow and productivity was very limited thus making trade difficult. In these early days, financial institutions had not been established, yet America believed in the concept of small enterprise. It was believed that mall business proprietorship cultivated character and strengthened democracy. In the late 1800s, America's belief in small business was put to the test.

In 1887, to protect smaller businesses from what was deemed a natural monopoly, the U.S. Congress enacted the Interstate Commerce Act to regulate railroads. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

CLASS	TOPICS
1	In class: Introduction to SBM & Entrepreneurs and SBM, a quest to make money. Web Assignment: Research your idea for a Business Plan Reading Assignment: Chapter 1, Entrepreneurs
2	In class Business Plan Preparation – The Industry Small Business vs. Large Corporations Web Assignment: Your Industry
3	In class: Business Plan Preparation – Marketing Analysis Why you are taking this class! Web Assignment: Your Market Reading Assignment – Chapter 2, Strategic Management
4	In class: Business Plan Preparation – Competitive Analysis Ethical responsibilities of an entrepreneur Web Assignment – Your Competition
5	In Class: Business Plan Preparation – Marketing Plan Creating your assumptions Web Assignment – Prepare your Marketing Plan Reading Assignment – Chapter 3, Choosing a Form of Ownership
6	Midterm Exam
7	In class: Business Plan Preparation – The Management Team Preparing simple resumes and flow charts Read: Chapter 4, Franchising
8	In class: Business Plan Preparation – Organization Plan Business laws, Accounting Requirements Reading Assignment: Chapter 7, Creating a Solid

CLASS	TOPICS
	Financial Plan
9	In class: Understanding the Balance Sheet Working your own P&L month by month Reading Assignment: Chapter 13, E-Commerce
10	In class: Classroom sharing of P&L Year 1, 2, 3 Reading Assignment: Chapter 18, Inventory Online Discussion Topic
11	In class: Classroom sharing of Balance Sheet Discussion : Funding sources Reading Assignment: Chapter 21, Ethics and Social Responsibility
12	Final Exam

6. Academic Integrity:

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7. Class Operations:

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8. Course Learning Outcome:

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

1. Describe important issues about small business
2. Identify essential management skills required of a successful entrepreneur
3. Conduct industry profile and marketing research using Internet resources in order to develop a marketing plan for a business
4. Develop cost and revenue projections that are utilized in constructing projected financial statements

5. Utilize tax and cash flow methodologies in order to manage an enterprise as an entrepreneur
6. Construct a business plan.

9. Academic Honesty:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 450
Course Title:	International Management
Credit Hours:	3
Prerequisite:	MGT 201
Term:	SP 2019
Class Time:	SA 9:00 – 12:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Course Description:

This course focuses on opportunities and challenges created by globalization and the management issues related to management in an international marketplace. It explores the opportunities and problems that confront international managers through complex and ever-changing global economic, political, legal, technological and cultural environment.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Textbook:

Carl Rodrigues, International Management: A Cultural Approach, 3rd edition (or latest), ISBN 13: 9781412951418, South-Western College Publishing.

Due to the abundant amount of material that has to be covered in this class, in addition to the regular class periods, extra class might be necessary.

Examinations

There are two in-class exams and they are scheduled as:

Midterm: 6th class

Final: last class

Late Assignments: will be penalized 10% of the available marks per day up to a maximum of three days. Beyond this, no extensions will be granted on homework assignments, except in extreme cases (e.g. medical reasons). Please plan ahead.

5. Grading:

The grading for the course will be based on final project (worth 45%), a one hour midterm test (worth 15%), and a three hour final exam (worth 40%). One must obtain a mark of at least 35/100 on the final examination to pass the course. If a student's grade on the final exam is less than 35%, then their final course grade will be equal to the exam grade.

The course grades are assigned as:

90 – 100%	=	A-
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Final Project

Term paper requires students to write a report on "International Management Challenges." In recent decades, the process of globalization has accelerated and the world economy has become increasingly interdependent. The rise in the number of businesses that extensively operate in more than one foreign country, which is known as multinational corporations, plays an important role in the ongoing procedure of globalization. The United Nations has reported that multinational corporations hold one-third of world's productive assets and control 70 percent of world trade (Schermerhorn et al., 2014). As there is a considerable growth in international businesses, worldwide economy is becoming more highly competitive. The global economy not only offers great opportunities for multinational enterprises but also on the other hand, creates many difficulties for them. Therefore, success in the large-scale economy requires a number of elements. One of the major determinants is dependent on global managers. In the operation of organizations, managers may encounter different international management challenges that restrict their business development. These challenges often include issues associated with the host countries, the global workforce diversity management, management across cultures, difficulties in competitive global business environment as well as in the process of global planning and controlling. This essay is going to discuss the above international management challenges in a broad sense and giving illustration in aspects of each challenge. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper

will be developed throughout the course.

6. Academic Integrity:

To maintain integrity of scholarship, academic honesty is expected of all students. For further information, students should consult the **Student Handbook** and the **University Catalog**.

7. Class Operations:

Classes will start promptly as scheduled, and students are expected to be on time. Excessive lateness and/or absenteeism will be dealt with in accordance with the University's policies. There will be a 10-minute break in the middle of the session. A make-up exam will be given only with the permission of the Instructor. A course grade of "Incomplete" will be given under very unusual circumstance, and only with the permission of the Chair of the Management Division. For further information, students should consult the **Student Handbook**.

Class Schedule:

Class	Topics	Reading Assignments	Case Studies
1	The global imperative	Ch. 1	Transprint in China
2	International Business Environment	Ch. 2	Ben & Jerry's in Moscow
3	Government Relations and Political Risk	Ch. 3	Click and Mortar Pacific-Western Oil
4	Cultural Awareness	Ch. 8	Sesame Street in the M/E
	Social Responsibility & Ethics	Ch. 4	Labor Conditions in Latin America -- Mexico
5	Global Strategic Planning	Ch. 5	Corning & Vitro -- Taiwan
	Going Global	Ch. 6	Parmacia Grupo Financiero Inverlat -- France
6	Midterm Exam		
7	Intercultural Communications	Ch. 9	Polish/US Joint Venture Can this Man Save Chrysler
8	Leadership	Ch. 15	Transformational Leader -- India, Japan

9	Intercultural Negotiations	Ch. 10	A Latin Experience in Patience -- Saudi Arabia
10	International Teams & Diversity Management	Ch. 16	IKEA The Road to Hell -- Denmark, Spain
	International Labor Relations	Ch. 11	Developing Private Enterprise in Latvia
11	Global HRM -- Reading 3:1	Ch. 13	Floundering Expatriate -- Singapore
	Managing the Expatriate -- Hand in Journals	Ch. 12	Steve Parker & SA Tech -- Germany
12	Final Exam		

8. Course Learning Outcome:

At the end of this course, the student should be able to describe/explain/discuss:

- The International Management Process: The impact of culture on international planning, organization, staffing, coordinating and controlling.
- What are ethics? The legality and social acceptability of ethics.
- The considerations and complications in complying with foreign ethical practices.
- The Global Environment: Discussions of the nature of countries' cultural, economics, competitive environments, trade barriers, labor relations, etc.
- The strategic approaches used by international corporations.
- The four Ps of international strategy: Product and service, Place of entry, Price, Promotion.
- International Organizational Structures: Flat, Organic, Mechanistic structures.
- International Human Resource Management.

9. Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

10. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

11. The Learning Environment:

Reagan National University is committed to providing a positive learning environment in which students of all ages and backgrounds can learn together in a setting that encourages the free exchange of ideas and information. To accomplish this goal, the members of the RNU Board have established the following expectations for learning.

- All backgrounds and cultures are respected.
- During class discussions, everyone feels welcome to participate and a free exchange of ideas takes place.
- All members of the class arrive on time and leave the class only on breaks or in case of emergency.
- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
- Consideration is always given to other classes that are taking place in adjoining classrooms.
- At the end of a class, the members of the class and the instructor leave the classroom in good condition so that the next class can begin without disruption.

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 472
Course Title:	Operations Management
Credit Hours:	3
Prerequisite:	MGT 201
Term:	WI 2019
Class Time:	M 9:00-12:45
Class Room:	4
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Course Description

This course introduces the concepts, principles, problems, and practices of operations management by covering both service industries and manufacturing. It focuses on the designing, planning, organizing, operating and controlling of operating systems. It also covers managerial processes for effective operations in both goods-producing and service-rendering organization.

3. Teaching Procedures

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Course Learning Outcome:

The learning outcomes of this course are:

- To understand what is operations management;
- To provide the student with an in-depth understanding of the role of Operations Managers;
- To describe real world situations in which operations management has been used successfully; and
- To learn ten (10) operations decisions.

5. Required TEXT

Jay Heizer and Barry Render, Operations Management, 13th edition, ISBN 978-1292295039, Prentice Hall Publishing.

6. Course Requirements/Grading

Grade components

One reading project	20%
Term project	30%
Midterm examination	25%
Final examination	25%

Letter grades will be assigned to each student based on a mathematical calculation of the points earned on the paper, the application project, and examinations completed. Grades will not be "curved." Therefore, any number of students in this course can earn a grade of A (or F) on the projects and examinations for the course as a whole.

The course grades are assigned as:

90 – 100%	=	A -
80 – 89%	=	B
70 – 79%	=	C
60 – 69%	=	D
Below 60%	=	F

One reading project

Students will search one paper related to the topic discussed in the class and write a study report about this paper. Each student is required to attach all supporting documents (such as web pages or research papers) in the report. More details will be discussed in the class. Research with InfoTrac: InfoTrac is one of the most advanced on-line research tools. Access to InfoTrac is available to all RNU students through the University Library and the Web site. Contact the librarian for more information on InfoTrac and other research resources available at the RNU Library.

Term project

Term project requires students to write a report on "FedEx and Operations Management." Operations management focuses on carefully managing the processes to reduce and distribute products and services. Related activities include managing purchases, inventory control, quality control, storages, logistics and evaluations. A great deal of focus is on efficiency and effectiveness of processes. Therefore, operations management often includes substantial measurement and analysis of internal processes. Ultimately, the nature of how the operations management is carried out in an organization depends very much on the nature of products or services in the organization, for example, retail, manufacturing, wholesale and etcetera.

For operations management to be successful, the function of the operation must be first be defined. The degree to which this is achieved is a measure of effectiveness, the key objective of operations management. Efficiency is less important since there is no point in which carrying out an irrelevant, or worse damaging, activity effectively. Effectiveness means achieving objectives, efficiency means consuming minimum resources. While both are desirable, the former is of overriding importance.

FedEx as 3rd party logistics service provider FedEx is one of the world's largest freight companies it is based in Memphis, Tennessee and employs more than 290,000 employees and contractors worldwide.

In April 2003, FedEx Supply Chain Services (FSCS) a group company of FedEx Corporation was selected as the "Supplier of the Year" for offering excellent logistics and supply chain management (SCM) services. This was the fifth consecutive year FSCS received the distinction. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course. .

Examinations

Midterm and final examinations may be a combination of multiple choice, true/false, problem solving, and short essay questions.

All make-up examinations should be pre-approved by the instructor one week prior to the scheduled examinations.

6. Academic Integrity

Reagan National University is committed to the principles of honesty and academic integrity in every facet of our operation. This requirement includes every person in the RNU community. Students are expected to uphold these principles in the strictest ways possible. Scholarship is fundamental to the very existence of the University and without integrity and honesty we cannot endure.

The University has established extensive processes to promote these virtues and to provide penalties for those who transgress. Students are referred to the STUDENT HANDBOOK and the UNIVERSITY CATALOG for further information and penalties.

7. Class Operations and Expectations

Teaching procedures for this course will include lectures, discussion, and examinations. In this class, students are expected to review the required reading before coming to the class.

8. Class Calendar and Schedule of Due Dates

LECTURE	TOPIC	CHAPTER
Week 1	Operations and Productivity	1
	Operations Strategy for Competitive Advantage	2
	Operations in Global Environment	3
Week 2	Design of Goods and Services	5
	Managing Quality	6

Week 3	Process Strategy and Capacity Planning	7
	Location Strategies	8
Week 4	Layout Strategy	9
Week 5	Human Resources and Job Design	10
	Supply-Chain Management	11
Week 6	Mid-term Examination	
Week 7	Inventory Management	12
Week 8	Aggregate Planning	13
Week 9	Material Requirements Planning	14
Week 10	Short-Term Scheduling	15
Week 11	Maintenance and Reliability	17
Week 12	Final Examination	

9. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

10. The Learning Environment:

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- Each student turns in work that is his or her own.

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 499
Course Title:	Management Project
Credit Hours:	3
Prerequisite:	At least 8 MGT courses completed.
Term:	SP 2019
Class Time:	Monday 14:00 – 17:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

Course Description: This is a special course for selected students to carry out research under the guidance of a faculty member. This course requires the student to prepare a proposal, which must be approved by the Department Chair.

Course Information:
This course is intended to be the culmination of your undergraduate curriculum. As a capstone course, it provides a framework for integrating knowledge from functional foundation courses throughout the undergraduate curriculum. You will be expected to analyze and assess internal operations of a firm and the external and competitive environment of an industry. Students will also be asked to formulate effective competitive strategies for firms under conditions of domestic and international uncertainty. Comprehensive case studies, readings and industry simulations will be used to help the student understand the difficulties and challenges of effectively implementing strategic plans. This course is designed to challenge your analytical and decision-making skills, as well as develop interpersonal skills important to your future success. Guest presenters may also participate in specific classes to provide "real life" experiences, as determined by instructor.

Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

Text:

Reading materials provided by the instructor.

Course Requirements:

Letter grades will be assigned to each student based on a mathematical calculation of the points earned on the examinations. The weights of the exams are:

Contribution to Class …... 20%
Final Presentation …… 30%
Final Project…….. 50%

No makeup exams!!!

The course grades are assigned as:

91 – 100% -- A
81 – 90% -- B
71 – 80% -- C
61 – 70% -- D
Below 61% -- F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of "A" (or "F".) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Final Project:

Final project requires students to write a Research Topics in Business Administration. A business administration research topic offers students a great chance to write something innovative, and establish their academic success. But with hundreds of business management research topics available for you to choose from, this can be a frustrating task. Which business administration topic to choose so that it's effective and can be easily researched and well-presented? Once again, it's important to consider your subject, and your field of interest, and then find business research topics that you're easily going to write about. Among so many business administration topics, we've chosen ones for you that are the most interesting ones, so that your research paper is read from cover to cover with excitement. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

Course Schedule:

Week	Topic
1	Introduction to the Course and Overview of Course and Requirements. Selection of teams and Brainstorming
2	SUBMIT BUSINESS IDEA by end of week 2 READING TEST WPI: market research
3	Feedback on WPI
4	WPII: the strategy WPI HAND IN WPI

	READING TEST
5	Feedback on WPII
6	HAND IN WPII WPIII: Finance 360 Degree Evaluation
7	Feedback on WPIII
8	HAND IN WPIII WPIV: Marketing
9	HAND IN WPIV The Business Plan
10	Feedback on Business Plan
11	SUBMIT BUSINESS PLAN
12	360 Degree Evaluation Presentations

Classroom Policies:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments, homework and examinations. You can get policies regarding to the University academic policies from the Student Handbook on the University web-site or in the University catalog.

Attendance, Absence, Lateness, Incomplete:

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Course Outcome:

Upon completing the course, the student should be able to:

1) Demonstrate integration of strategic analysis, strategy formulation and strategy implementation in an organization.
2) Assess the managerial activities to create sustainable competitive advantage for their companies.
3) Apply the tools of strategic and competitive analysis in the global business environment by analyzing a firm's industry and strategy and developing recommendations.
4) Analyze the managerial task associated with formulating, implementing and executing company strategies and the actions managers can take to promote competent strategy implementation.
5) Synthesize the knowledge gained in a variety of different business and related courses, and the case discussions to provide a professional consulting advice to

local organizations to solve a business problem in order to gain competitive advantage.

Moodle Forum:

We will use the Moodle Forum to extend the class discussion. I will actively participate in all ongoing discussion threads. This is a good place to engage your classmates in discussions of course topics. To encourage all to participate, contributions to the bulletin boards will be counted towards your class participation points. Other aspects of "class participation" will be discussed on the first day of class.

Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a "0" on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

Special Needs and Accommodations:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 500
Course Title:	Principles of Management
Credit Hours:	3
Prerequisite:	Permission from Instructor
Term:	WI 2019
Class Time:	M 9:00-12:45
Class Room:	4
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

Course Description:

This course presents fundamentals and concepts of management, administrative policies, objectives and procedures and problem of organization and leadership. It covers various concepts of management including management controls, operations management, and human resource management. It also provides various concepts required for an overall understanding of management's role in the contemporary organization.

Course Learning Outcomes:

Through this course and upon its successful completion, you will be able to:

1. provide a foundation of knowledge for understanding the development, applications, and implications of management theories and practices.
2. establish a perspective for understanding the relationships between management practices and organization performance.
3. develop a theoretical framework for understanding the importance of human resources in organizations.

Teaching Procedure: Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

Textbook:

Daft, Richard L., *Management*, 12th edition, published by Southwestern College, ISBN # 9781285861982.

Supplemental Materials: Extended lecture notes, Questions/Problems and Answers.

Topics for Each Class Session:

Class 1: The main objective of session 1 is to provide the student a basic knowledge of key concepts and definitions. Topics covered include:

- The definition of management
- The four management functions
- Organizational performance
- What is it like to be a manager?
- Leading the management revolution
- The classical management perspective
- The humanistic perspective
- The management science perspective
- The external environment
- The internal environment
- Shaping corporate culture for the 21st century

Class 2: The main objective of session 2 is to review the impacts of various environments to managers. Topics covered include:

- The economic environment
- The legal-political environment
- The sociocultural environment
- Getting started internationally
- Managing in a global environment
- What is managerial ethics?
- Criteria for ethical decision making
- The natural environment
- Evaluating corporate social performance
- Corporate actions toward social demands
- Managing company ethics and social responsibility
- What is entrepreneurship?
- Starting and entrepreneurial firm
- Managing a growing business
- Intrapreneurship in a growing business

Class 3: Session 3 examines the purpose of planning and goal setting. Topics covered include:

- Overview of goals and plans
- Criteria for effective goals
- Planning types and models
- Thinking strategically
- The strategic management process

- Formulating corporate-level strategy
- Formulating business-level strategy
- Formulating functional-level strategy
- Decision making models
- Personal decision framework
- Improving decision-making breadth and creativity

Class 4: The main objective of session 4 is to understand the organizing function of management. Topics covered include:

- Organizing the vertical structure
- Departmentalization
- The horizontal organization
- Traditional versus learning organization
- Factors affecting structure
- Model of planned organizational change
- Initiating change
- Implementing change
- Types of planned change
- Culture/People changes

Class 5: Session 5 examines Human Resources Management. Topics covered include:

- The strategic role of Human Resources Management (HRM)
- Environmental influences of HRM
- The changing nature of careers
- Attracting and effective workforce
- Developing and effective workforce
- Maintaining an effective workforce
- Valuing diversity
- The changing workplace
- Affirmative action
- New responses to cultural diversity
- Defining new relationships in organizations
- Global diversity
- Benefits of valuing diversity

Class 6: **Midterm examinations**

Class 7: The main objective of session 6 is to understand the fundamentals of leadership. Topics covered include:

- Organization behavior
- Stress and stress management

- The nature of leadership
- Leadership versus management
- Leadership traits
- Autocratic versus democratic leaders
- Behavioral approaches
- Contingency approaches
- The concept of motivation
- Foundations of motivation
- Job design for motivation
- Empowerment and other motivational programs

Class 8: Session 7 continues the focus on leadership from the previous session. Topics covered include:

- Communication and the manager's job
- Communicating among people
- Organizational communication
- Communication in teams
- Managing organizational communication
- Teams at work
- Types of teams
- Team processes
- Managing team conflict
- Benefits and costs of teams

Class 9: The main objective for Session 8 is understanding the examines Human Resources Management. Topics covered include:

- The importance of control
- Organizational control focus
- Budget and financial control
- Total Quality Management (TQM)
- Trends in quality and financial control
- Qualities of effective control systems
- Information technology
- Strategic use of Information Technology IT)
- Criteria for IT system success
- Designing operations management systems
- Inventory management
- Managing productivity

Class 10:

- Managing Compensation
- Incentive Compensation

Class 11: Class Presentation

Class 12: Final examinations. Term paper due.

Course Requirements: (i) Two written examinations, a midterm and a final (see "Topics for each Class Session" above, (ii) a term paper, (iii) participation in class discussion of current topics of interest, and (iv) regularly read local and foreign financial newspapers such as the Wall Street Journal (US), the Financial Time (UK), the Economist (UK), and the Asian Economist (Singapore) and other financial publications. Students will be evaluated as follows: Midterm and final exams are worth 30% each of the course letter-grade (100%); the term paper, 30%; and class participation 10%.

Late Assignments: will be penalized 10% of the available marks per day up to a maximum of three days. Beyond this, no extensions will be granted on homework assignments, except in extreme cases (e.g. medical reasons). Please plan ahead.

The grading for the course will be based on term paper (worth 45%), a one hour midterm test (worth 15%), and a three hour final exam (worth 40%). One must obtain a mark of at least 35/100 on the final examination to pass the course. If a student's grade on the final exam is less than 35%, then their final course grade will be equal to the exam grade.

The course grades are assigned as:

90 – 100%	=	A
80 – 89%	=	B
70 – 79%	=	C
Below 70%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Term Paper

Term paper requires students to write a "Management Principles to Run a Successful Firm". The objective of this paper has been to understand the Management principles and theories for a running a successful firm. We took up coffee shop as we wanted to understand what it takes to manage this business in China where coffee is not as preferred & popular as tea. The firms that have ventured into coffee shop business in the country are Starbucks , Costa Coffee, Café Mocha, Georgia Coffee, Chimayo Chains owned Qwiky's brand of coffee pubs and Barista to name a few. Out of these we chose Starbucks Coffee Company for our study because of their popularity and wide presence in the country. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

Student Feedback and Grading Procedures: To ensure the achievement of the stared course objectives, current problems and issues directly related to concepts and techniques learned will be assigned to students for presentation and discussion in class, and their ability to apply these concepts and techniques to "real world" problems will be assessed and monitored.

Attendance, Lateness, Absence, Make-up Exams and Incomplete Work: In accordance with the policies of the Si Tanka University:

- Academic honesty is expected of all students
- Regular class attendance is required
- Classes will start promptly as scheduled, and students are expected to be on time
- Excessive lateness and/or absenteeism will be dealt with in accordance with the University's policies
- A make-up exam will be given only with the permission of the Chair of the Management Department
- A course grade of "Incomplete" will be given under very unusual circumstance, and only if the student has completed at least 75% of the assigned work by the last day of class and only when an Incomplete Contract is completed and approved, For more details, please consult the Student's Handbook (See SI TANKA Catalog SI TANKA's web site www.SiTanka.us

The above schedule and procedures are subject to change in the event of extenuating circumstances.

Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the counselor for special needs.

The Learning Environment:

Reagan National University is committed to providing a positive learning environment in which students of all ages and backgrounds can learn together in a setting that encourages the free exchange of ideas and information. To accomplish this goal, the members of the RNU Board have

established the following expectations for learning.

- All backgrounds and cultures are respected.
- During class discussions, everyone feels welcome to participate and a free exchange of ideas takes place.
- All members of the class arrive on time and leave the class only on breaks or in case of emergency.
- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
- Consideration is always given to other classes that are taking place in adjoining classrooms.
- At the end of a class, the members of the class and the instructor leave the classroom in good condition so that the next class can begin without disruption.

Reagan National University Library Services:

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As an RNU student, you are required to use the RNU online library, as one source, to assist you in completing a required research paper or project.

Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 520
Course Title:	Human Resource Management
Credit Hours:	3
Prerequisite:	MGT 500
Term:	SP 2019
Class Time:	M 9:00-12:45
Class Room:	4
Instructor:	[redacted]
Office Hours:	F 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. **Course Description:** This course presents the human resources function within today's organizations, such as an organization acquires, rewards, motivates, uses, and generally manages its people effectively. It explores the role managers play in the successful management of the organization's human resources. It emphasizes the employee-supervisor relationship and applications involved in effectively managing people in organizations.

3. **Teaching Procedure:** Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Required Text: *Human Resource Management*, third edition by David Lepak and Mary Gowan, ISBN-13: 978-0997117158.

5. **Course Outline**:

Class	Chapter No.	Main Topics are :
1.	Chap.1	The scope of human resource management (HRM); Essentials of management; major functions of HRM
2.	Chaps. 2 & 3	HRM and the changing business environment: Cultures, workforce diversity, equal employment opportunity.
3.	Chaps. 5	Resource planning and job analysis: The process of HR planning;
4.	Chap. 6	Techniques to obtain job analysis information
5.	Chap. 7	Devices to screen potential employees.

6.	**Midterm Exam;** Discussion of the research paper.	
7.	Chaps. 8	Training, and employee development
8.	Chap. 10	Evaluating employee performance
9.	Chap. 11	Establishing rewards and pay plans
10.	Chap.16	Labor Relations and collective bargaining.
11.		Class Presentation
12.		**Final Exam**

7. <u>Course Requirements</u>: (i) Two written examinations, *a midterm and a final*, (ii) *a research paper*, and (iii) participation in class discussions of current topics of interest (see class schedule above). Students will be evaluated as follows: Each exam is worth 35% of the course letter grade (100%); research paper, 25%; class participation, 5%.

The course grades are assigned as:

90 – 100%	=	A
80 – 89%	=	B
70 – 79%	=	C
Below 70%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Research Paper

Term paper requires students to write a "Supervision Of Human Resource Management". Organization policies of HRM are considered significant source for determining the impudence and performance of its employees. Management and supervision of Human Resource Management has many forms of prolongation but in organizations the key purpose is to make best use of people capabilities and keep a good relation with them. The world of HR is changing more rapidly than our thought. The competition and challenges between organizations has created the need for basic and essential improvements in HRM (Malik, 2013).

Bowra et al. (2012) conducted a research in the banking section of Pakistan to observe the relationship between the employee performance and three Human Resource practices; promotion, performance appraisal and compensation practices. Questionnaire was administered between 235 banking staff and a multi-stage procedure of sampling, regression analysis was used. The result shows that promotion and evaluation policies were considerable but the

other one practice compensation was not considerable. The research proves very supportive for banking sector management to improve their policies and retain best employees.

The correlation between human resource policies and employee performance relating to developed countries has been maintained by many researchers and slight research has been made relating to countries such as Pakistan. Shahzad et al. (2008) has made research on university teachers in Pakistan and found a positive relation between performance and promotion, compensation but the teachers performance was not correlated with performance evaluation. The key purpose of the research was to improve the teacher's performance. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

8. Student Feedback and Grading Procedures: To ensure the achievement of the stated course objectives, current problems and issues directly related to concepts and techniques learned will be assigned to students for presentation and discussion in class, and their ability to apply these concepts and techniques to "real world" problems will be assessed and monitored.

9. Attendance, Lateness, Absence, Make-up Exams and Incomplete Work: In accordance with the policies of the Si Tanka University:

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- Regular class attendance is required
- Classes will start promptly as scheduled, and students are expected to be on time
- Excessive lateness and/or absenteeism will be dealt with in accordance with the University's policies
- A make-up exam will be given only with the permission of the instructor
- A course grade of "Incomplete" will be given under very unusual circumstance, and only with the permission of the Chair of the Management Division. *For more details, please consult the Student's Handbook* (See RNU Catalog or go to www.sitanka.us).

The above schedule and procedures are subject to change in the event of extenuating circumstances.

10. Course Learning Outcome:

- Students will be able to define, identify, and/or apply the principles of Employee and Labor Relations.
- Students will be able to define, identify, and/or apply the principles of Employment Law.
- Students will be able to define, identify, and/or apply the principles of Ethics.
- Students will be able to define, identify, and/or apply the principles of HR's Roles in Organizations.
- Students will be able to define, identify, and/or apply the principles of Job Analysis and Job Design.

11. Academic Honesty:

It is assumed that all students have familiarized themselves with the university's policy on and definition of academic dishonesty. All work should be the student's own - academic honesty is expected of everyone. Those who do not adhere to university and professional expectations with respect to this will be dealt with in

accordance with college policy. In general – students will receive a 0 on their work if they either submit work that isn't their own (including cutting and pasting content from the Internet without proper citation) or allow other students to use their work. A second instance results in failure of the course.

12. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

13. The Learning Environment:

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- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
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As an RNU student, you are required to use the RNU online library, as one source, to assist you in completing a required research paper or project.

Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 522
Course Title:	Strategic Management
Credit Hours:	3
Prerequisite:	MGT 500
Term:	WI 2019
Class Time:	TU 9:00-12:45
Class Room:	3
Instructor:	[redacted]
Office Hours:	M, W 10:00 – 1:45 PM
Telephone:	
E-Mail:	[redacted]

2. Catalog Description:

This course presents the strategic analyses, decisions and actions with the consideration of both the internal condition and the external environment. It examines management theory and practice through a framework involving strategic thinking and strategic planning. The context of strategy, leadership, managerial uses of structure and design and performance will be covered.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

Required:
Strategic Analysis and Action (9th Edition), by Mary M. Crossan, ISBN-13: 978-0133370294.

Recommend:
Slywetzky and Morrison, The Profit Zone, Random House
Porter, Competitive Advantage, Free Press
Porter, On Competition, Free Press

5. Course Requirements:

Written Case Analysis	50%
Strategic Management Project	30%
Strategic Management Oral Presentation	20%

6. Grading:

Letter grades for the course will be assigned based on the total number of points accumulated during the course. Letter grades will be assigned based on the following scale.

Letter Grade	Range
A	91 -100 points
B	81 – 90 points
C	71- 80 points
F	Less than 71

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Strategic Management Project

Term paper requires students to write a "Strategic And Management". What is strategic management? In this study we will view what a manager's role is and the development of strategic management has an affect on their companies performance. We will examine strategic management, what the benefits and problems are when utilizing strategic management, and how to implement strategic management in the company.

Strategic management is a process to enhance the goals of your business. This gives managers a strategic awareness and value of the company when strategic management is implemented. Having a strategic plan in a company makes the business successful. When a manager takes lead in the change of the environment it allows the company to improve on their short and long term goals. Managers play a major role in a company. To implement a strategic plan the manager must decide what needs to be done, how it should be accomplished, delegate the tasks that need to be completed, and monitor the results of the project. Companies face many challenges and are constantly competing with other businesses in order to be successful. This is why a manager is important in their role. To be a successful manger and to have a successful business implementing a strategic plan is beneficial.

The benefits of strategic management are viewing the problems that occur and how to utilize strategic management. Strategic management has shown to enhance the company's profits and market shares. Companies need to utilize strategic management in order to improve that their performance and organizations are set. The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

7. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student Handbook on the University web-site or in the University catalog.

8. Attendance, Absence, Lateness, Incomplete:

In accordance with the policies of Reagan National University:

- Academic honesty is expected of all students
- Regular class attendance is required
- Classes will start promptly as scheduled, and students are expected to be on time
- Excessive lateness and/or absenteeism will be dealt with in accordance with the University's policies
- A make-up exam will be given only with the permission of the Chair of the Management Department

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

Students receiving Veteran's benefits and International students in the US on F-1 visas are reminded that regular attendance is required. The university is required by law to report excessive absenteeism by students in these two categories.

9. Course Outline:

Class 1
A) Introduction
1) Syllabus Review
2) Strategic Management Project/Oral Presentation
3) Case Analysis
4) Course Overview

Class 2
A) Strategy and the General Manager
1) Strategy From the Top (Instructor)
2) Prepare Jack Welch: GE's Two Decade Transformation Case, S, pg 57

B) Strategy and the General Manager (cont'd)
1) Jack Welch video
2) GE after Jack Welch

Class 3

A) Strategy and the General Manager (cont'd)
1) Prepare Nike/Phil Knight Case, S, pg 81
2) Prepare What Happened to Nike in 1998?

B) Strategy Formulation/External Analysis
1) Industry Overview
2) Industry Attractiveness, S, pg 4-9

Class 4
A) Industry Analysis/Earth Moving Equipment
1) Prepare Caterpillar Tractor Case, S, pg 17
2) Prepare Komatsu Case, S, pg 39
3) SWOT Analysis (Instructor), S, pg 11-13

Class 5
A) Industry Analysis/Banking and Financial Services
1) Industry Overview (Instructor)
2) Prepare Banking Industry Readings
3) Prepare Wachovia Acquisition Readings
4) Guest Speaker

B) Strategy Formulation Internal Analysis
1) Value Chain Model
2) Strategic Competitive Positions, S, pg 9-11

Class 6
A) Industry Analysis/Food Industry
1) Industry Overview (Instructor)
2) Prepare Campbell Soup Case
3) Prepare Performance Foods Case

Class 7
A) Competitive Cost Position/Value Chain
1) Prepare Wal-Mart Case, S, pg 103
2) Wal-Mart and the New Millennium (Instructor)

B) Competitive Differentiation Position

Class 8
Multiple Competitive Positions
1) Prepare IKEA Case, S, pg 207

B) Strategy Implementation
1) Resource Deployment (Instructor, S, pg 14-15

Class 9
Strategy Implementation (cont'd)

1) Prepare Silvio Napoli at Schindler, India, S, pg 353
2) Strategic Growth via Mergers/Acquisitions

B) Related/non-related acquisitions
2) Prepare Newell Company Case, S, pg 311

Class 10
A) Global Strategies/Competitive Positions
1) Prepare Internationalizing the Cola Wars Case, S, pg 187

B) Personal Values and Corporate Strategy
1) Prepare Ferragamo Case, S, pg 277

Class 11
A) Relating Strategy to Social Responsibility
1) Prepare Allied Chemical Case (Supplied by Instructor)

B) Strategic Business Models
1) E-commerce Industry
2) Prepare E-commerce at Williams Sonoma, S, pg 333

Class 12
A) Oral Presentation – Team 1
B) Oral Presentation – Team 2
C) Oral Presentation – Team 3

10. Course Learning Outcomes:

At the end of this course, the student should be able to describe/explain/discuss:

- Strategic management and strategic competitiveness
- The External Factors: opportunities, threats, industry competition.
- The Internal Factors: resources, capabilities, core competencies.
- Strategy Formulation: business-level and corporate-level strategies.
- Competitive rivalry and competitive dynamics.
- Acquisition and restructuring strategies.
- International strategy; Cooperative strategy.
- Corporate governance; organizational structure and controls.

11. Academic Honesty:

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- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 525
Course Title:	Organizational Behavior
Credit Hours:	3
Prerequisite:	MGT 500
Term:	WI 2019
Class Time:	M 9:00-12:45
Class Room:	2
Instructor:	[redacted]
Office Hours:	M – TH 1:00 – 3:00 P. M.
Telephone:	
E-Mail:	[redacted]

2. Catalog Description:

This course covers the analysis and application of organizational theory, group dynamics and the integration of interdisciplinary concepts from the behavioral sciences. It focuses on individual behavior and impact of work teams in an organization. Topics include development, structure, leadership, decision making, power and conflict will be discussed.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

ORGANIZATION THEORY AND DESIGN, 13th Edition by Richard L. Daft, St. Paul: West Publishing Company, ISBN-13: 978-0357445143.

5. Course Requirements:

Your final course grade will be determined as follows:

Final Project: 300 points

Examination (Mid-term): 300 points

Examination (Final): 300 points

Video case assignments: 50 points

Attendance: 50 points

Letter grades are guaranteed according to the following.

900-1000 points: A

800-900 points: B

700-800 points: C

Less than 700 points: F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Final Project

Final Project requires students to write a "The Importance of Organizational Behavior". What is organizational behavior? Prior to this course, I had never known that much of what is organizational behavior and in which ways it can impact the organization. Initially, over the course my knowledge about OB was expanded.

People who want to have a successful organization in business world; first they should be able to define OB which helps the organizations to be more effectively. "Organizational behavior is a study and an application of knowledge about how people, individuals and groups act in organizations" (Clark, 2000). Frankly, OB can help to identify people behavior and to have a work relationship among the worker. Moreover, it can affect an organization to enhance its profitability and innovation by showing organization resources which can depends on customers. As well, it helps to achieve a job satisfaction by understanding the importance elements of motivation, communication and leadership.

Besides that, OB can serve managers, leaders and customers' purposes. To begin with managers who have to expand their information about the attitude and group's behavior to improve the organization work environment and to create a business plan to have a successful organization. First of all, managers can build a better workplace by recognizing the challenges that face any organizations because of some strategies that used in business environment. For example, one of the challenges are that having a cultural diversity in organization, so managers can build the organization with different cultures which help to encourage employee to do their job well and communicate with others in appropriate way. Secondly, managers can measure the effectiveness and efficiency; also, they can identify the strength and weakness of the organization. According to national institutes of health, Organizational effectiveness is about each individual doing everything they know how to do and doing it well (NIH, 2004). Moreover, OB offers ways that provide ways in how managers can trust their employees' potential and using a reward system to enhance employees' performance. OB is helping the

managers on providing some strategies such as identifying problems by searching and gathering information to have an accurate decision.

The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

6. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student Handbook on the University web-site or in the University catalog.

7. Attendance, Absence, Lateness, Incomplete:

In accordance with the policies of Reagan National University, class attendance is required, and classes will start promptly at the schedule time. If you are absent or excessively late, you will receive a score of zero for the participation of that class.

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

8. Class Schedule:

Week	Topic	Comments
1	Syllabus, Introduction, plan of study	
	Chapter 1. Organization and Organization Theory	
2	Ch.2 Strategy, organization design and effectiveness	
	Video case	Video assignment #1
3	Chapter 3. Fundamentals of Organization Structure	
	Chapter 4 External environment.	
4	Video case	Video assignment # 2
	Ch5 Inter organizational relationships	
5	Exam 1	
	Chapter 6. Manufacturing and Service Technologies.	
6	Ch 6 contd.	
	Video case	Video assignment # 3
7	Chapter 7 Information Technology and Knowledge Mgmt	
	Chapter 8 Organization Size, life cycle and control	
8	Ch 9 Organizational culture and ethical values	
9	Exam 2	

	Chapter 10 Innovation and change	
	Video case 4	Video assignment # 4
10	Ch 11 Decision Making processes	
	Video case	Video assignment # 5
11	Ch 12 Conflict, power and politics	
	Ch 13 Contemporary trends in organizational design	
12	Final exam	

9. Course Learning Outcome:

After completion of this course, student will be able to:

- Place activities and events in public organizational settings into one or more theoretical perspectives.
- Identify the perspectives of several (at least ten) important thinkers about public organizations.
- Compare and contrast the traditional and the emerging paradigms in public organizational theory.
- Understand the uses of metaphor in thinking about organization theory and be able to apply several specific metaphors to case studies of organizations demonstrating different ways to understand and explain and solve problems about the case.
- Compare and contrast different theoretical approaches or models to organizational theory.

10. Academic Honesty:

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11. Special Needs and Accommodations:

Please address any special problems or needs at the beginning of the quadmester with the instructor. If you are seeking accommodations based on a disability, you should provide a disability data sheet, which can be obtained from the student services office.

12. The Learning Environment:

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- Distractions are kept to a minimum. Cell phones and other electronic devices are turned off in class, labs, and library. Students remain seated throughout class and refrain from talking with classmates while another class member or the instructor has the floor.
- Each student turns in work that is his or her own.
- Consideration is always given to other classes that are taking place in adjoining classrooms.
- At the end of a class, the members of the class and the instructor leave the classroom in good condition so that the next class can begin without disruption.

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 531
Course Title:	Business Intelligence
Credit Hours:	3
Prerequisite:	MGT 500
Term:	FA 2018
Class Time:	TU 14:00-17:45
Class Room:	1
Instructor:	[redacted]
Office Hours:	M, W 10:00 – 1:45 PM
Telephone:	
E-Mail:	[redacted]

2. Catalog Description:

This course provides an introduction to business intelligence, including the processes, infrastructure, methodologies and current practices used to transform business data into useful information and support business decision-making. It focuses on the features, uses, and design strategies for IT-enabled managerial decision support.

3. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

4. Text:

Business Intelligence A Managerial Approach 4th ed. by Turban, ISBN: 978-1292220543

5. Course Requirements:

Written Case Analysis	50%
Strategic Management Project	30%
Strategic Management Oral Presentation	20%

6. Grading:

Letter grades for the course will be assigned based on the total number of points accumulated during the course. Letter grades will be assigned based on the following scale.

The course grades are assigned as:

90 – 100%	=	A
80 – 89%	=	B
70 – 79%	=	C
Below 70%	=	F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of A (or F.) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Strategic Management Project

Term paper requires students to write a "Strategic Development". It has become evident in the modern society that most of the successful companies put a generous amount of effort into developing their strategies. Strategic management helps an entity to clearly identify its goals and objectives and achieve them quickly and efficiently. However, it is still argued that the strategy is not an essential component of organizational management, and it is not necessary to invest in strategic development. This essay critically analyses the question of whether it is essential to have strategy as a management component, gives the definition of a strategy in a managerial context and briefly outlines possible problems of modern strategic development.

It is essential to comprehend the core meaning of the word 'strategy' in managerial context. Without a clear understanding of the definition of strategy, it is impossible to determine its usefulness for managers. Shivacumar (2014) states that strategy is a 'determination of the basic long-term goals of the enterprise'. However, this definition is too simplified, and the meaning of strategy is much more complex. For example, Mintzberg (1987a) suggests that strategy can be observed through five strategic P's: plan, ploy, pattern, position and perspective. While each of these dimensions explains the meaning of strategy, only when they are interrelated, the definition becomes full. Strategy cannot be viewed only as a plan that is simple and targeted to specific outcomes. Plans may change, but the overall organizational perspective may remain the same (Mintzberg 1987a). Moreover, various goals may be accomplished using different strategies, and it is only up to an organization which position to choose and what strategic pattern to apply.

The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

Tentative Course Outline

Week	Lectures	Lectures/Assignment
1	Ch. 1 Intro to Business Intelligence Slides Ch. 1	**End of Chapter Case Page 26** – Outline answers to case questions and prepare to discuss **next class meeting**. Outline to be turned in.
2	Ch.2 Data Warehousing Slides Ch. 2	**End of Chapter Case Page 77** – Outline answers to case questions and prepare to discuss **next class meeting**. Outline to be turned in.

	Ch. 3 Business Performance Management Slides Ch. 3	**End of Chapter Case Page 125** – Outline answers to case questions and prepare to discuss **next class meeting**. Outline to be turned in.
3	Ch.5 Text, & Web Mining Slides Ch. 5	**End of Chapter Case Page 228** – Outline answers to case questions and prepare to discuss **next class meeting**. Outline to be turned in.
4	Ch.6 BI Emerging Trends Slides Ch. 6	
	Introduction to Data Mining Lecture 1 Slides	Demo XLMiner
5	Overview of the Data Mining Process Lecture 2 Slides	Data Exploration Lecture 3 Slides
6	Midterm exam	
7	Assignments Lecture 3**:** Handout Problems 1 & 2 Toyota Corolla Data , Boston Housing Data and Cereals Data File	Evaluating Classification and Predicative Performance Lecture 4 Slides
8	Assignment Lecture 4 Multiple Linear Regression Lecture 5 Slides	
9	Assignment Lecture 5: Predicting Boston Housing Prices	Classification Methods: The Naïve Rule, Bayes Rule & *k*-Nearest Neighbors Lecture 6 Slides
10	Assignments Lecture 6: Personal Loan Acceptance Automobile Accidents	Classification & Regression Trees Lecture 7 Slides
11	Assignments Lecture 7: Competitive Auctions on eBay.com Predicting Delayed Flights Predicting Prices of Used Cars	Association Rules Lecture 8 Slides
12	Student Presentations	Student Presentations
	Take Home Final Due – One week after class 12	

7. Classroom Policies:

Policies regarding to the University academic policies. You can get them from the Student Handbook on the University web-site or in the University catalog.

8. Attendance, Absence, Lateness, Incomplete:

In accordance with the policies of Reagan National University:

- Academic honesty is expected of all students
- Regular class attendance is required
- Classes will start promptly as scheduled, and students are expected to be on time
- Excessive lateness and/or absenteeism will be dealt with in accordance with the University's policies

- A make-up exam will be given only with the permission of the Chair of the Management Department

A course grade of "incomplete" will be given under very unusual circumstances, and only if the student has complete at least 75% of the assigned work by the last day of class and only when an incomplete contract is signed and approved.

Warning: Any cheating and plagiarism will result in a failing grade in the course.

Students receiving Veteran's benefits and International students in the US on F-1 visas are reminded that regular attendance is required. The university is required by law to report excessive absenteeism by students in these two categories.

9. Course Outcomes:

On successful completion of this course you will be able to:

- Appraise and apply evidence practice (EBP) to formulate effective solutions to deal with contemporary performance problems and issues associated with the delivery of business information systems.
- Create a consultant report that critically evaluates important design principles and operations involving business intelligence and that offers effective recommendations aimed at enhancing business outcomes.
- Devise a framework to assess company/industry performance and to apply it to produce a performance report of a nominated entity.
- Evaluate the importance and implementation of learning theory to construct and apply practices that facilitate aspects of personal and institutional change.
- Demonstrate competence in oral, written, and visual communication in business reports and presentations.

10. Academic Honesty:

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Reagan National University

Syllabus

1. Administrative Information:

Course Number:	MGT 544
Course Title:	Managerial Psychology
Credit Hours:	3
Prerequisite:	MGT 500
Term:	Fall 2018
Class Time:	Wednesday 9:00 – 12:45
Class Room:	4
Instructor:	[redacted]
Office Hours:	TUTH 9:00 – 12:00
Telephone:	
E-Mail:	[redacted]

2. Teaching Procedures:

Teaching procedures for this course will include professional lectures, class discussions, reading assignments and examinations.

Participation in Class Discussion

Class participation is a very important part of the learning process in this course. Although not explicitly graded, you will be evaluated on the QUALITY of your contributions and insights. Quality comments possess one or more of the following properties:

- Offers a different and unique, but relevant, perspective;
- Contributes to moving the discussion and analysis forward;
- Builds on other comments;
- Transcends the "I feel" syndrome. That is, it includes some evidence, argumentation, or recognition of inherent tradeoffs. In other words, the comment demonstrates some reflective thinking.

We will use our assessment of your participation to manage borderline grades. While your participation grade is subjective, it will not be random or arbitrary. And, clearly, more frequent quality comments are better than less frequent quality comments.

3. Text:

Managing Behavior in Organizations, 10th Edition by Jerald Greenberg, ISBN-13: 978-0136090199.
Influence: Science and Practice, 5th Edition by Robert B. Cialdini, ISBN-13: 978-0205609994.

4. Course Requirements:

Letter grades will be assigned to each student based on a mathematical calculation of the points earned on the examinations. The weights of the exams are:

Term Project……. 20%
Midterm …… 40%
Final …….. 40%

No makeup exams!!!

The course grades are assigned as:

91 – 100% -- A
81 – 90% -- B
71 – 80% -- C
Below 71% -- F

Note: Scores and grades will not be "curved." Therefore, any number of students in this course can earn a score of 100 (or 0) on quizzes or exams; and any number of students can earn a grade of "A" (or "F".) By using the preceding factor, a student should constantly be aware of his/her potential final grade in the course. Students are welcome to discuss with the professor regarding to his/her progress or any aspects of the course.

Term Project

Term paper requires students to write a "Managerial Motivation". Motivation is the process of stimulating people to act in ways which serve the needs of the organization providing the stimulus. Simply put, motivation is discovering and applying whatever is needed to get the employee to carry out designated activities in specified ways. However, a clear distinction is made between attitude, which is a state of mind, and behavior, which is a state of action.

A milestone in the relationship between the behavioral scientist and the manager was the "Hawthorne Experiments". In that project, behavioral scientists were invited to a large plant to help explain some employee behavior phenomena which were baffling to the managers. The success in this collaboration was achieved in a setting which included the following elements:

1) The study was a joint undertaking between behavioral scientists and practicing managers.
2) The locale of study was the factory, not the psychological laboratory.
3) The problem studied was not staged; it consisted of real life.
4) The tools used for study were the analytical tools of the behavioral scientists, not the empiricism of the managers.

All behavioral scientists agree that human beings act in response to stimuli which appeal to their internal needs and drives. Obviously, it is important to understand just what kinds of stimuli are effective. While the behavioral scientists agree the needs are multiple and that they are unequal in importance, they do not agree on the order of priorities or on the relative importance of potential stimuli.

According to Maslow, people have and tend to satisfy the following five basic needs:
Physiological: food, clothing. Shelter, which people satisfy before all others.
Security: safety and stability, absence of pain, Threat and illness.
Affiliation: desire for friendship, love, and belonging.
Esteem: self-respect, personal achievement, and recognition from others.
Self-actualization: personal growth, self-fulfillment, and realization of ones own full potential.
The paper is expected to be between 8 and 10 pages in length, including front and back matter. Sections of the paper will be developed throughout the course.

5. Classroom Policies:

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