

## **MGT 3010 – Overview of Management Practice**

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**Units: 3**

**Grading: Letter**

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### **I. Rationale**

MGT 3010 – The course involves the examination of management processes, structure and behavior, focusing on the changing nature of management in response to turbulent internal and external environment. Various theories are integrated into applied dimensions of successful business practices. There is also an emphasis on global management perspectives.

This course is part of a program that recognizes that the growing economic interdependence between nations has created an acute awareness of the need for international course offerings. The program addresses this growing worldwide demand for graduates with greater managerial capability in transnational business and economics.

### **Alliant's Mission Statement**

Alliant International University prepares students for professional careers of service and leadership, and promotes the discovery and application of knowledge to improve the lives of people in diverse cultures and communities around the world.

Alliant is committed to excellence in four areas:

1. **Education for Professional Practice**

Alliant's educational programs are designed to give students the knowledge, skills and ethical values they need to serve and lead effectively in a variety of professional settings. Alliant graduates are expected to achieve mastery of a body of knowledge and be able to apply that knowledge in professional practice in order to achieve desired and beneficial outcomes.

## 2. Scholarship

Scholarship in the Alliant context includes the discovery of new knowledge; the discovery of new applications of knowledge to solve practical problems; the integration of knowledge in new ways; and innovation in teaching knowledge and professional competencies.

## 3. Multicultural and International Competence

Alliant is an inclusive institution committed to serving diverse populations around the world by preparing professionals to work effectively across cultural and national boundaries; by increasing the number of professionals working in underserved areas; and by understanding and responding to the needs of diverse communities.

## 4. Community Engagement

Alliant's faculty, students, alumni and staff are dedicated to making a positive difference in the world through professional education and practice. We measure the success of our university in part by the impact we have, both directly and indirectly, on the welfare of individuals, families, organizations and communities.

## **II. Course Description, Purpose, Student Learning Outcomes and Assessment**

### **Course Description**

Addresses management processes, structure and behavior, in a turbulent internal and external environment. Both theoretical and applied dimensions of successful business practices and global management perspectives.

### **Purpose of the Course**

The objective here is to fully understand the basic theory and best practices of management in organizations.

### **Learning Outcomes**

The generic learning outcomes for a degree in business are:

1. **Concepts** – Demonstrate an understanding of international business history, contexts, concepts, actors, and ideas.
2. **Multiculturalism and Global Diversity** – Demonstrate appreciation for multiculturalism and global diversity.
3. **Critical analysis** – Demonstrate competent critical, analytical, and independent thinking.

**4. Collaborative Problem-Solving and Communication** – Demonstrate ability to understand others and problem-solve in a collaborative manner, and demonstrate competence in oral and written communication as it relates to business.

On successfully completing this course, the student will be capable of the following as a minimum:

- Gain awareness of management processes, structure and behavior,
- Understand the changing nature of management in response to turbulent internal and external environment
- Understand various theories in applied dimensions of successful business practices
- Place this knowledge in a global management perspective

### **Instructional Strategy**

Instruction will be carried out through lectures, discussion, individual and group learning projects/presentations, videos and websites, occasional special talks.

### **Description of Course Requirements and Assessment Methods**

#### **GRADING**

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Exam	25%
Homework/Essays/Cases	25%
Project	30%
Project presentation	10%

**Project:** In teams, you will have to propose recommendations presenting the results of your strategic analysis from a market analysis and be able to justify your choice of implantation between the 2 target markets in an international environment.

**Homework:** You will have to deliver individually your analysis within a practical case relating to management practice and strategic diagnostic in organizations and their environment.

The grade for this course will be based on participation and projects totaling 100 points composed of the following items. The total number of points will be translated into a letter grade (including plus/minus) based on the normal conversions of point to grades (i.e., 94-100=A; 90-93=A-; 87-89= B, and so on).

**The following grading scale will be used for this course:**

<b>Grade</b>	<b>Percent</b>
A	90%
A-	85% – 89%
B+	83% – 88%
B	77% – 82%
B-	71% – 76%
C	65% – 70%
F	Less than 65%

### **III. Course Readings and Materials:**

#### **Main textbook**

Fred R. David (2009), *Strategic Management*, Pearson Prentice Hall.

#### **OTHER SOURCES TO BE CONSULTED**

Newspapers (*El Economista, El Financiero, The Wall Street Journal, The Miami Herald, El País, Financial Times, Le Figaro*, etc.)

Magazines (*Businessweek, Fortune, Time, Le Point, Expansión, Negocios-Bancomext*, etc.), News Channels (BBC, CNN, Bloomberg, DW, RAI).

### **IV. Policies and Procedures:**

#### ***Behavioral Expectations/Attendance***

*Alliant Mexico 2011*

1. Policies Related To Class Attendance, Lateness, Missed Exams or Assignments

The University expects regular class attendance by all students. Each student is responsible for all academic work missed during absences. When an absence is necessary, students should contact the instructor as courtesy and to check for assignments. See the University Catalog for the complete policy on attendance.

Attendance criteria for this class are:

Punctuality: Please be on time!

Attendance: More than four unexcused absences will lower course grade one level.

2. Information on Participation/types of participation required by the course

Readings and participation are the central elements in the course. The assignments provide details for class discussions, small and large work groups; and will vary on each assigned topic. This is an interactive course and students are expected to read the assigned material prior to class. The amount and quality of participation in activities and discussions will be reflected in the students' final grades.

3. Instructor Assumptions

It is the student's responsibility to identify and complete any work missed in the course. All written work is due at the beginning of class on the assigned dates. Late papers will be accepted only at the professor's discretion and will be penalized. Grades will be determined on the basis of these course requirements as follows:

You are always welcome to discuss this course or other academic issues with me during my office hours. I will also be happy to make an appointment for another time if you cannot see me during office hours. Don't hesitate to ask if you have any questions or problems.

4. Responsibility to Keep Copies

Remember – it is good practice to keep copies of ALL major assignments/papers you turn in. On rare occasions, work may be lost because of computer failure or other mishaps.

5. Respectful Speech and Actions

Alliant International University, by mission and practice, is committed to fair and respectful consideration of all members of our community, and the greater communities surrounding us. All members of the University must treat one another as they would wish to be treated themselves, with dignity and concern.

As an institution of higher education, Alliant International University has the obligation to combat racism, sexism, and other forms of bias and to provide an equal educational opportunity. Professional codes of ethics (e.g., from the APA for psychology students) and the Academic Code shall be the guiding principles in dealing with speech or actions that, when considered objectively, are abusive and insulting.

6. Academic Code of Conduct and Ethics

The University is committed to principles of scholastic honesty. Its members are expected to abide by ethical standards both in their conduct and in their exercise of responsibility towards other members of the community. Each student's conduct is expected to be in accordance with the standards of the University. ***The complete Academic Code, which covers acts of misconduct including assistance during examination, fabrication of data, plagiarism, unauthorized collaboration, and assisting other students in acts of misconduct, among others, may be found in the University Catalog.*** The University reserves the right to use plagiarism detection software.

7. Disability Accommodations Request

If you need disability-related accommodations in this class, please see me privately. All accommodations must be requested in a timely manner (at least 2 weeks ahead of time) with a letter of support for Alliant's Office of Disability Services. If you have questions about accommodations, please contact the Office of Disability Services.

8. Policy on Course Requirements During Religious Holidays

Alliant International University does not officially observe any religious holidays. However, in keeping with the institution's commitment to issues of cultural diversity as well as humanitarian considerations, faculty are encouraged to appreciate students' religious observances by not penalizing them when they are absent from classes on holy days. Alliant International University faculty will be sensitive to these matters. Students should be similarly respectful of faculty members' right to observe religious days.

9. Resources for Obtaining Tutoring or Other Student Support Services

Tutors are available to help students with course-based or exam-based needs. Contact the Director of Student Support Services for information on obtaining tutoring – or other student support services – on your campus.

10. Problem Solving Resources

If problems arise with faculty, other students, staff, or student support services, students should use the University Problem Solving Procedures located on the web at: [http://www.alliant.edu/academic/studentproblemsolving/Student\\_Grievance\\_Policy.pdf](http://www.alliant.edu/academic/studentproblemsolving/Student_Grievance_Policy.pdf).

## V. Course Schedule:

### **Reminder that Syllabus is Subject to Change**

The following is the general structure and content of the course. Students should remember that the exact content and schedule of the syllabus is subject to change without prior notice to meet student, faculty, or other needs. We may spend more time on some topics as needed, and conversely, may move more quickly over other topics.

### **Organizational management**

- I. Decision making in the organizational management
- II. Roles of management team
- III. Management styles
- IV. Notion of power (definition, sources and repartition of power)
- V. Managers diversity (managers of private organizations, managers of public organizations)
- VI. Limits of management power (intern and extern counter-powers, roles of counter-powers, control modalities on managers)
- VII. Organizational strategy (strategic characteristics and strategic underpinnings, organizational mission, analysis of organizational skills)
- VIII. The strategic process (strategic formulation, strategic implementation and strategic evaluation)
- IX. Remunerating and motivating the staff (how to recover a legitimate power and restore order within a team?)
- X. Multiculturalism and global diversity

## **Appendix: Alliant Mission, Values, Professional Practices and Competencies**

### **A. Alliant Mission**

Description: Alliant's mission is:

Alliant International University prepares students for professional careers of service and leadership, and promotes the discovery and application of knowledge to improve the lives of people in diverse cultures and communities around the world.

Purpose: The purpose of this anchor is to ensure that the Program fits within the University and School mission and vision.

### **B. Alliant Core Values**

Description: The Alliant Core Values are Integrity, Intellectual Advancement, Diversity, Social Responsibility, Innovation, Stewardship, Partnership and Collaboration.

Purpose: The purpose of this anchor is to ensure that Alliant's Programs are planning and operating in accordance with Alliant's Core Values.

### **C. Alliant Professional Practice University Components of Excellence from the Mission**

Description: The four components of a professional practice university explained in Alliant's mission are:

Education for Professional Practice  
Scholarship  
Multicultural and International Competence  
Community Engagement

Purpose: The purpose of this anchor is to ensure that the 4 components of Alliant as a professional practice university are incorporated into the Programs.

### **D. Professional Practice Competencies**

Description: The Alliant Professional Practice Competencies (A-IMPACT) are:

A discipline-specific body of knowledge and research/scholarship  
Insight into the context of practice  
Multicultural/International competence  
Professional literacies  
Application of knowledge and research in new ways  
Conduct, judgment, dispositions and ethics  
Team-based and multidisciplinary approaches

Purpose: The purpose of this anchor is to ensure that the competencies are part of all Alliant's Programs (at an appropriate level) and thus become a hallmark of an Alliant Program.