



UGSM-MONARCH BUSINESS SCHOOL SWITZERLAND

Principles of Management - MGMT651

Course Outline

PROFESSOR: Dr. Gary Keller, Ph.D.

COURSE OBJECTIVES

This course is divided into two key segments to achieve its goals. The first provides a contemporary perspective about the effect that management has on corporate performance and the unpredictable influences that outside forces have on the enterprise. The second portion of the course examines the role that ethics have on business leaders and corporate cultures and the steps necessary to create sustainable business models and practices.

TEXTBOOK AND CASEBOOK REQUIREMENTS

This course is based on academic papers. See reading list below.

EVALUATION

The evaluation will consist of:

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| 1. | A 10 page paper that analyses three of the academic papers listed below to assess what, if any, role CEOs have on corporate outcomes and evaluates effective methods to measure enterprise performance. | 20% |
| 2. | A 10 page paper evaluating the effectiveness a leader, of your choice, based on criteria derived from both assigned reading material and other scholarly sources. In particular the assessment should include how the leader responded to a crisis, dealt with changes in the firm's industry and external environment and how the leader led his/her firm through the change process. | 20% |
| 3. | A 10 page paper detailing the Stakeholder Theory of Management. Emphasis should be placed on why the theory came to be and how it differs from previous theories. Students must include references from multiple stakeholder theorists. | 20% |

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| 4. | CAPSTONE PAPER: A 25 page paper outlining the major developments of Social Issues in Management thinking, CSR, and management ethics from the early 1900s through to today. Students should identify the major theories and theorists and be able to provide a literature review landscape that shows the major issues and inflection points within the Social issues in Management (Simian) debate. | 40% |
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Total	100%
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Assignment Details

Each assignment should be a maximum of 10 pages (not including the title page, abstract and reference page). Each assignment should conform to APA 6 style guide and include at least 10 scholarly references no older than ten years. In text referencing as per APA 6 is required as well as a separate reference page. The assignment should be double spaced, with proper header and page numbers located on each page. It is expected that each paper reflects the position of the student supported by references.

The CAPSTONE paper should be a maximum of 25 pages and a minimum of 20 pages. It should conform to APA 6 style guide and include at least 10 scholarly references no older than ten years. In text referencing as per APA 6 is required as well as a separate reference page. The assignment should be double spaced, with proper header and page numbers located on each page. It is expected that each paper reflects the position of the student supported by references.

SCHEDULE

The course is based on two Sections as shown below:

SECTION 1 : GENERAL MANAGEMENT

Part 1: General Management Topics

- Kanter, R. (2009). What would Peter say? (cover story). *Harvard Business Review*, 87(11), 64-70.
- Gavetti, G. (2011). The new psychology of strategic leadership. *Harvard Business Review*, 89(7/8), 118-125.
- Ming-Jer, C., & Miller, D. (2010). West meets east: Toward an ambicultural approach to management. *Academy of Management Perspectives*, 24(4), 17-24. doi:10.5465/AMP.2010.55206381

Part 2: The Effect of Management on Corporate Performance

- Bloom, N., & Van Reenen, J. (2007). Measuring and explaining management practices across firms and countries. *Quarterly Journal of Economics*, 122(4), 1351-1408.
- Dossi, A., Patelli, L., & Zoni, L. (2010). The missing link between corporate performance measurement Systems and chief executive officer incentive plans. *Journal of Accounting, Auditing & Finance*, 25(4), 531-558.

Part 3: Staffing and Change

- Mossholder, K. W., Richardson, H. A., & Settoon, R. P. (2011). Human resource systems and helping in organizations: A relational perspective. *Academy of Management Review*, 36(1), 33-52. doi:10.5465/AMR.2011.55662500
- Ibarra, H., & Hansen, M. T. (2011). Are you a collaborative leader? *Harvard Business Review*, 89(7/8), 68-74.
- Kegan, R., & Lahey, L. (2001). The real reason people won't change. *Harvard Business Review*, 79(10), 85-92.

Part 4: Leadership

- Nonaka, I., & Takeuchi, H. (2011). The wise leader. *Harvard Business Review*, 89(5), 58-67.
- Rubin, R. S., Dierdorff, E. C., & Brown, M. E. (2010). Do ethical leaders get ahead? Exploring ethical leadership and promotability. *Business Ethics Quarterly*, 20(2), 215-236.

Part 5: Dealing with Crisis

- Alpaslan, C. M., Green, S. E., & Mitroff, I. I. (2009). Corporate governance in the context of crises: Towards a stakeholder theory of crisis management. *Journal of Contingencies & Crisis Management*, 17(1), 38-49. doi:10.1111/j.1468-5973.2009.00555.x

SECTION 2: ETHICS, SUSTAINABILITY, CSR

Section 2 makes extensive use of a multitude of journal readings, slide presentation and videos taken from the library resources of the Center for Ethics & CSR found on the student learning portal. The major journal readings that are required include:

- Freeman - 2001 - A Stakeholder Approach to Strategic Management
- Freeman - 2005 - A New Approach to CSR: Company Stakeholder Responsibility
- Frederick - 1978 - From CSR1 to CSR2
- Friedman - 1970 -The Social Responsibility of Business is to Increase its Profits
- Davis - 1973 - The Case For And Against
- Levitt-1958-The Dangers of Social Responsibility
- Carroll-1979-A 3-D Conceptual Model of Corporate Performance
- Wood-1991-Corporate Social Responsibility Revised
- Mele-Garriga-2004-CSR Theories-MappingTheTerritory
- Min-Dong-2008-A Review of the Theories of CSR
- Carrol-1994-Social Issues In Management
- Sethi-1979-A Conceptual Framework
- Donaldson-Preston-1995-The Stakeholder Theory
- Clarkson-1995-Stakeholder Framework
- Prahalad-2002-Serving The World's Poor Profitably