



COURSE SYLLABUS – MGT 305
Principles of Management (3 credit hours) CRN 10673, SEC 30
Monday– 4:00pm-6:30pm– HEC W34
Fall
2018

<p><u>Instructor Information</u> Allison Bean Concord E-mail: abean@concord.edu Department Website: http://www.concord.edu/business</p>	<p><u>Availability:</u> If you have questions and need to contact me, please call or text my cell phone (404-915-9151), use the email address above, or call the department of business, and they will be able to contact me.</p>
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Prerequisites:
none

Text, Materials, and Technology Required

- Bateman, Snell, and Konopaske (2016). *Management: Leading and Collaborating in a Competitive World*. McGraw Hill Education. ISBN: 9780077862596.
- Blackboard – course supplements available

Course Description/Rationale:

This course provides an introduction to the theory and practice of the management of organizations. Core disciplines we will draw upon include sociology, social psychology, economics, political science, and philosophy. The course examines management from the perspective of planning, organizing, controlling, leading and development of staff. Specific topics we will cover include leadership, teamwork, motivating employees, decision making, politics and conflict, organizational culture and structure, stakeholder management, business and corporate strategy, change management, and conducting ethical business. We will look at management as a function of controlling organizational resources for the purpose of achieving organizational goals, and explore management’s role in the efficient and effective use of resources, which requires both technical and human skills, and involves both internal and external activities.

A main objective of the course is the development of critical thinking skills. Doing the reading and memorizing concepts will get you only so far; therefore, engagement with the material is necessary. Exams and assignments will emphasize applying, critiquing, and integrating ideas. Having the ability to think critically and express your ideas clearly will be important throughout your coursework in the Business program, in your career, and in life.

Concord University Educational Goal(s):

The goals of this course are consistent with the mission of Concord University: The mission of Concord University is to provide a quality; liberal arts based education, to foster scholarly activities, and to serve the regional community. This course addresses all three education goals.

Skills: Proficiency in interpreting data, integrating information, formulating ideas, thinking critically, and communicating with others:

1. Effective inter-communication skills and literacy adapted as needed for the demands of various kinds of discourse:
 - listening and speaking
 - reading and writing
 - media and technological literacy
2. An ability to employ appropriate observational, logical, analytical, and critical thinking skills within and across academic disciplines; and to apply these skills in problem solving.
3. An ability to analyze, synthesize, and integrate elements, information and ideas.
4. An ability to evaluate elements, information, and ideas on the basis of appropriate criteria.
5. An ability to apply and to transfer academic and experiential learning appropriately from one context to another.
6. An ability to learn and work effectively both independently and collaboratively.

Knowledge: Familiarity with principles underlying academic discourse in various fields:

1. An ability to discern the reciprocal influences of environments, cultural beliefs and attitudes, and societal institutions and practices.
2. An ability to interpret events and trends within historical contexts.
3. Self-knowledge, including awareness of one's own competencies, deficiencies, and optimal individual learning-style(s).

Attitudes: Tendencies conducive to self-knowledge, personal growth and development, and responsible citizenship

1. Respectful attentiveness to differing perspectives and willingness to engage in dialogue across differences in order to seek mutual understanding and equitable conflict resolution.
2. Cultivation of and support for attitudes and practices that foster physical, mental, emotional, and social well-being.
3. Motivation to pursue lifelong learning and ongoing intellectual growth.

Learning Outcomes:

Based upon online discussions, instructional activities and lecture materials, successful completion of learning activities, and the use of course curriculum materials, the students will be able to:

- 1) Understand the core concepts and theories of management.
- 2) Understand and recognize functions of management including, planning, organizing, leading and controlling.
- 3) Discuss how the functions of management lead to the efficient use and allocation of resources.
- 4) Evaluate a business environment and gain meaningful insight to current management challenges.
- 5) Take an active role in today's dynamic business environment and understand the role of management in business objectives and goals.

Course Requirements:

Chapter Assignment	25 pts each	25 pts x 14	350 pts
Company Analyses	50 pts each	50 pts x 3	150 pts
Tests/Exams	100 pts each	100 pts x 3	300 pts
Class Activities/Participation	Will vary		200 pts
Total points possible			1000 pts

Grading Scale

A = 90 – 100%	900 – 1000 Points
B = 80 – 89%	800 – 899 Points
C = 70 – 79%	700 – 799 Points
D = 60 – 69%	600 – 699 Points
F = Below 60%	599 and below

Grading Policy/Make-up Policy/Late Work

Make-up exams will be given only if the absence is due to: (a) illness requiring medical attention, (b) participation in college related activities (in which case, the make-up test must be taken prior to the test being given to the rest of the class), (c) work-related travel or (d) family emergency.

Late homework is subject to a 10% penalty. Contact me immediately if you encounter problems with the technology or if you have an emergency.

If there are technical problems submitting an assignment, email me at abean@concord.edu immediately and explain the situation. Attach the assignment to the email (if applicable). If email is not possible, call my cell phone at (404) 915-9151 immediately and leave a detailed voicemail message explaining the situation.

It is suggested that students attempt to submit work early to avoid possible problems with the system or other problems. Any late work will be subjected to the terms of the above policy.

All work is to be typed in Word. The format is as follows: double-spaced, 1-inch margins, 12 point font, Times New Roman. Please grammar-check, spell-check, and proofread your work.

It is the student's responsibility to be familiar with the policy on plagiarism set forth by Concord University. Reproduction of any work, in part or whole, without appropriate references will constitute plagiarism. Any paper, or section of a paper, that is reproduced for the class, from any source, with or without proper citation and/or permission, will be considered plagiarized. If the student has any question as to whether or not they are plagiarizing, they should consult the instructor. The APA Manual also defines plagiarism, and since it is a required text for this course,

you have no reason for not understanding what constitutes plagiarism. Per Concord University's policy, any student who plagiarizes will either receive a failing grade on the assignment, receive a failing grade in the course, or be removed from the university.

Course Timeline and Assignment Due Dates

Class Meeting Date	Class Topic	Assignment
8/13/18	Introduction and Review of Syllabus & Chapter 1	
8/20/18	Chapter 2 Review	Chapter 2 Assignment/ Fortune 500 Company
8/27/18	Chapter 3 Review	Chapter 3 Assignment
9/3/18	No Class - Labor Day	
9/10/18	Chapter 4 Review/ Wrap up and Review for Exam #1	Chapter 4 Assignment Study for Exam 1
9/17/18	Exam #1 – Chapters 1, 2 3,4	Company Analysis Chapter 1-4
9/24/18	Chapter 5 & 6 Review	Chapter 5 Assignment and Chapter 6 Assignment
10/1/18	Chapter 7 Review	Chapter 7 Assignment
10/8/18	Chapter 8 Review	Chapter 8 Assignment
10/15/18	Chapter 9 Review Wrap up and Review for Exam #2	Company Analysis Chapter 5-9 and Chapter 9 Assignment
10/22/18	Chapter 10 Review Exam #2 – Chapters 5, 6, 7, 8, 9	Chapter 10 Assignment
10/29/18	Chapter 11 Review	Chapter 11 Assignment
11/5/18	Chapter 12 Review	Chapter 12 Assignment
11/12/18	Chapter 13 & 14 Review	Chapter 13 and 14 Assignment
11/19/18	No Class - Thanksgiving Recess	
11/26/18	Chapter 15 Review	Company Analysis Chapter 10-15

	Wrap Up and Review for Final Exam	Chapter 15 Assignment
12/3/18	Final Exam Due	

Assignment Descriptions

Class Activities:

Class Activities will be a mixture of both in-class and online assignments specific to the chapter we are reviewing. Class Activities will vary from discussions, group work, and individual work.

Chapter Assignment:

These assignments are designed to enhance the chapter learning objectives. Typically, you will follow the directions in the textbook for these exercises/homework unless otherwise instructed.

Company Analyses:

At the beginning of week 2, you will select a Fortune 500 company and will use that company to answer questions designed to correspond with course chapters. If several of you select the same company, I will ask you to select another company. Company Analysis questions are provided at the end of this syllabus, and will also be provided in blackboard.. The questions are designed to both get to know your company and apply class concepts. When you submit the answers for each chapter, they **must be cited** and **grammatically correct**, as well as have proper **APA style references** at the end. Each question should be addressed in a substantive paragraph.

University Mission:

The mission of Concord University is to provide quality, liberal arts based education, to foster scholarly and creative activities, and to serve the regional community.

Concord University provides rigorous programs, primarily at the baccalaureate level, which prepare students to pursue various graduate study and career options and to assume leadership and professional roles in a multicultural society. In keeping with its tradition of services to the region, the University will offer a limited number of carefully selected graduate degrees. While we incorporate a variety of educational methodologies/technologies, our size and the caring dedication of our faculty, staff and administration are the principal assurances of a quality opportunity at Concord University.

Division of Business Mission:

The Mission of the Business Administration degree program at Concord University is to transform our students into competent and responsible business leaders through high quality teaching and personalized advising, while stimulating their academic and service zeal within the context of Concord’s strong liberal arts tradition. Business faculty engage in active research and service to ensure that our graduates are ready to take on the challenges of the business world or to pursue rigorous graduate education.

Accessibility/Accommodations

Concord University is committed to responding to the needs of students with disabilities as defined by the Americans with Disabilities Act. Please inform your instructor at the beginning of the class semester if you have a disability and are requesting accommodations. It is your responsibility to self-disclose that you are requesting accommodations. The University and the instructor will provide you with a reasonable accommodation. You should register with CU's Disability Services Office, located on the Athens campus Jean and Jerry Beasley Student Center, Bottom Floor, across from the Campus Post Office. The Disability Services Office phone is 304-384-6086 or you can email the Director, Nancy Ellison, at nellison@concord.edu for assistance.

Academic Dishonesty

Academic dishonesty is morally unacceptable as well as destructive to the learning and teaching atmosphere. Academic dishonesty includes the giving or receiving of improper help on examinations or assignments, falsifying documents, and plagiarism (the act of stealing and using, as one's own, the ideas or the expression of the ideas of another). Such dishonesty can lead to a variety of penalties — including but not limited to failure of assignment, failure of course, loss of institutional privileges, or dismissal from the University. (See University Catalog Academic Policies and Procedures.)

Concord University Honor Code

A Concord University Honor Code was approved by students, staff, faculty, administration, and the CU Board of Governors. The Code states:

"As a member of the Concord University Community I will act with honesty and integrity in accordance with our fundamental principles and I will respect myself and others while challenging them to do the same."

The Honor Code is intended to unite the Concord community behind a culture of honesty, integrity, and civility.

Class/Online Attendance Policy

Regular class attendance is part of a student's academic obligation at Concord. Irregular attendance may affect academic performance adversely and is detrimental to the atmosphere of a class. (See University Catalog Academic Policies and Procedures.)

Please keep all cell phones on silent during class. Laptops in class are permitted, however, individuals who are using their laptops for other activities rather than what is directly related to class will be asked to NOT bring their laptops to future class sessions.

Department of Business and RTM-- General Expectations of Students. All students seeking a Business Administration degree will have an attitude and demeanor that demonstrates a real commitment to the learning process. You will adhere to the expectations developed by the

Division Faculty while in class and while representing the Department of Business and RTM and Concord University. A complete list of these expectations can be found displayed on Department bulletin boards and the website -- <http://www.concord.edu/business/>

Emergency Alert System

In an effort to increase safety and security on our campus, Concord University encourages everyone to register for instant text message alerts. Alerts will only be used for security and safety notices. All students, faculty, and staff are eligible to receive text message alerts on their cell phones or email alerts. Please contact the IT Help Desk for further assistance (304-384-5291).

Emergency Information

Emergency/courtesy telephones are located at the main entrance of each residence hall and at various other locations on campus. Emergency telephones can be identified by the flashing blue light and will provide the user with a direct link to Public Safety at the press of a button. To report an on-campus emergency, call 304-384-5357 or 911. The Office of Public Safety is located on the bottom floor of the Rahall Technology Center. For further emergency information go to: <http://www.concord.edu/administration/office-public-safety>.

Inclement Weather Policy

As a general policy, the University will remain in normal operations during adverse weather conditions. In the event of severe weather conditions, the following may occur:

University Closure

No students or employees are to report.

Classes Cancelled

Students do NOT report BUT employees are expected to report to work at their normal time.

Operating on an Inclement Weather Delay

Under this schedule, all 8 a.m. classes will start at 10 a.m. Students and faculty will follow the Inclement Weather Schedule. (See <http://www.concord.edu/emergency-alerts> for Athens/Beckley Inclement Weather Schedules.)

**Announcements involving the late schedule or other options referenced above are aired on area radio and television stations and are sent as text and email messages to those enrolled for this service.*

Student Conduct

In classrooms, online, laboratories, and during any activities that are part of course requirements, students are expected to observe reasonable rules of conduct.

Technology Services

Contact the CU Help Desk at extension 5291 from campus or 304-384-5291 off campus. You may also e-mail cuhelpdesk@concord.edu.

Syllabus Disclaimer:

“This syllabus is subject to changed based on the needs of the class. Please check Blackboard regularly.” I expect you to contact me if you don’t understand any topic we’ve covered in class.

Grading Rubric for Company Analyses (each worth 50 pts)	
Content as to completeness and accuracy of answer and ideas/creativity (there is no required page length, however, needs to be complete)	35
Follow directions for formatting and using APA style correctly (ease in finding answers)	5
Grammar/writing skills	10

Chapters 1-4 – Due September 17th

1. Give a brief history of your company, including: How old is it? In what industry (or industries) is the firm active? What products or services does it sell?
2. Who is the CEO? How long has she or he been in this position? What has been the career track of the CEO?
3. Find and discuss examples of how the CEO has performed the basic functions of management—planning, organizing, leading and controlling his or her organization?
4. Who are your organization’s major competitors and how is it performing compared to them (use most recent annual financial data for your company and its competitors)?
5. Conduct a detailed SWOT analysis for your company.
6. Find an example of a significant strategic error or a significant strategic success that managers at the organization have made over the last decade? What concepts discussed in the text contributed to the failure or success?
7. What barriers to effective decision making did the organization face in this situation or has faced in the past?
8. Find out as much as you can about the mission, vision, values, and major goals of the organization. Do you think the firm is living up to these? What evidence do you have to support your conclusion?
9. What is the business-level strategy of this firm? (For a multi-business firm, focus on the largest business unit). In your opinion, does this strategy create additional value, boosting the profitability of the enterprise, or is it destroying value and lowering profitability? Why or why not?

Chapters 5-9 – Due October 18th

1. How would you characterize the ethical climate of your company? What evidence is there to support your conclusion? If there have been any problems, try to determine whether this was due to the isolated actions of rogue managers or to more systemic, organization wide problems.
2. Does the organization undertake investments related to corporate social responsibility or the natural environment and sustainability that go beyond its narrow economic self-interest? If so, what kind of investments has it made? Whom do these investments benefit? Do you approve of these investments?
3. Outline how the processes of globalization have impacted your firm and might affect it in the future. What challenges is globalization creating? What opportunities are emerging as a result of globalization?
4. Is your firm active outside its home market? How much of its business comes from foreign sales? What is its global strategy?
5. Describe and classify the basic organizational structure of your company.
6. Does the organization have a tall or flat management hierarchy? What is the span of control of the CEO? In your judgment is this span too narrow, too wide, or just right?
3. Is decision making within this company centralized or decentralized? Explain and give examples.
7. What is your organization's core competence? Describe how it organizes around this core capability.
8. Describe your organization's approach to customer relationship management (CRM). Is it known for quality? If not why? If so, how do they do it?

Chapters 10-15 - Due – November 29th

1. What is your company's main approach for staffing the organization? What environmental conditions, if any, make it easier or more difficult for this company to estimate its future supply of and demand for employees?
2. To what extent does this organization emphasize development of its workforce? What training methods seem to be most widely used in this organization?
3. What can you find out about the vision of the chief executive officer? How would you characterize his or her style of leading and managing?
4. Is the leadership approach he or she has adopted more traditional or contemporary. Describe this approach in detail using one of the leadership models from your text?
5. Would you characterize the CEO as an effective leader? How would you explain his or her success or lack thereof based on text principles?