MGTK 301.160 - Principles of Management
COURSE SYLLABUS: Fall 2014 16 Week Online Syllabus
Ms. Jessica Robin

COURSE OVERVIEW

This course will study the basic managerial functions of planning, organizing, staffing, directing, and controlling resources to accomplish organizational goals. The systems concept of management and the role of the manager at each level of the organization are emphasized. In addition, a special emphasis will be placed on the skills that are necessary for a manager to be effective. The course will involve an overview approach to covering the various concepts required for an overall understanding of management’s role in the contemporary organization. Management’s evolution as a distinct discipline will be covered.

STUDENT LEARNING OUTCOMES

The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic fundamentals of managing organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

At the close of the semester, student will:

- Have developed a working knowledge of fundamental terminology and frameworks in the four functions of management: Planning, Organizing, Leading and Controlling;
- Be able to analyze organizational case situations in each of the four functions of management;
- Be able to identify and apply appropriate management techniques for managing contemporary organizations; and
- Have an understanding of the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.
YOUR INSTRUCTOR

Name: Ms. Jessica Robin
Campus Office: Virtual Office
Contact: Blackboard (Bb) Message tool on the Course
         Blackboard site first OR Alternate (if Blackboard is
down): jrobin@tamuct.edu

Virtual Office Hours: I have virtual hours all day long. I am readily accessible
                    through Blackboard message, which I check daily
during the week and once a day on weekends. I will
                    get back to you within 24-36 hours during the week
                    and within 36 hours on the weekend. Be sure to allow
                    plenty of lead time prior to a due date if you are asking
                    about an assignment.

Management Dept. POC: Christine Garza – Administrative Assistant, Dept. of
                      Management and Marketing, COBA
                      Founders Hall, Room 318
                      Phone: (254) 519-5437
                      Fax: 254-501-5825
                      cobainfo@tamuct.edu

METHOD OF INSTRUCTION

This course is a 100% online course and uses TAMUCT’s Blackboard system (Bb).
http://tamuct.blackboard.com. The instructions in section VI of this syllabus will assist
you with gaining access and technical support. Once you are in BB, there is tab on the
left labeled “Online Learning” that will have additional BB resources if you are unfamiliar
with Bb. Though no specific knowledge is required as a prerequisite to this course, it
will be essential that you have a familiarity with the use of Microsoft Word, the Internet,
and attaching documents at a minimum.

INSTRUCTIONAL MATERIALS & SUPPORT RESOURCES

Required Text: for this course is a custom version (to save you money) of
Management: Leading & Collaborating in a Competitive World, Eleventh
Edition, by Bateman and Snell, one of the leading books in Principles of
Management for many years. The text has been customized for the bookstore in an
effort to save you money. Over the duration of the semester, you will also be required
to complete a variety of assignments that will be delivered via ConnectPlus, an
innovative online learning system that is integrated with the text and proven to help
students achieve greater success. Assignments completed in ConnectPlus will make up
a significant portion of your total grade in this course so you should arrange access
immediately.
To access and purchase ConnectPlus:

- Click the first Connect assignment in your Blackboard course. You'll be prompted to either login with an existing Connect account username and password, or to create a new account. Then enter your access code, purchase access online or begin a free trial period. Once you've completed your selection, you'll arrive at the start of your first Connect assignment.

**Student Options for Purchasing**

1. **Campus Bookstore:** You can purchase your package in the bookstore, which includes the print book and the ConnectPlus access code. ISBN: 9781259412936

2. **Online:** All DIGITAL (or print upgrade). Price $90 You can purchase Connect Plus, which includes an e-text, following the instructions above. If you also want to purchase a print text, you can buy a $40 loose-leaf version of your book with the click on a button from within ConnectPlus. Connect is also available for $75, but this version will not include an ebook or the adaptive reading experience within LearnSmart, which is required, so don't choose this option.

**TECHNICAL REQUIREMENTS & SUPPORT**

For this course, you will need reliable and frequent access to a computer and to the Internet. If you do not have frequent and reliable access to a computer with Internet connection, please consider dropping this course and substituting a face to face course.

**Logon** to [https://tamuct.blackboard.com](https://tamuct.blackboard.com) to access the course.

**Username:** Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

**Initial password:** Your MyCT password

Check browser and computer compatibility by following the “Browser Check” link on the TAMU-CT Blackboard logon page. ([https://tamuct.blackboard.com](https://tamuct.blackboard.com)) This is a CRITICAL step as these settings are important for when you take an exam or submit an assignment.

For this course, you will need reliable and frequent access to a computer and to the Internet. You will also need a headset with a microphone or speakers and a microphone to be able to listen to online resources and conduct other activities in the course. If you do not have frequent and reliable access to a computer with Internet connection, please consider dropping this course or contact me (your email and phone number) to discuss your situation.
If you need a refresher on Blackboard tools use the links available on the left-hand course menu to access training materials and on-demand videos. Capability to use key Bb tools, such as Exams, Assignments, Messaging and Discussion Boards, is critical to success in this course.

Blackboard supports the most common operating systems:
- PC: Windows 8, Windows 7, Windows Vista
- Mac: Mac OS X 10.9 (Mavericks), 10.8 (Mountain Lion), and 10.7 (Lion)

**NOTE:** Computers using Windows XP, Windows 8 RT and OS X 10.6 or lower are NO longer supported

**Technology issues are not an excuse for missing a course requirement.** Be sure to make sure that your computer is configured correctly to support course requirements well in advance of deadlines. Checking your connections prior to beginning an Exam is especially important.

Check browser and computer compatibility by following the “Browser Check” link on the TAMUCT Blackboard logon page. (https://tamuct.blackboard.com) This is a CRITICAL step as these settings are important for when you take an exam or submit an assignment.

**Technology Support:** For technological or computer issues, students should contact Help Desk Central. 24 hours a day, 7 days a week:

- Email: helpdesk@tamu.edu
- Phone: (254) 519-5466
- Web Chat: http://hdc.tamu.edu

*When calling for support please let your support technician know you are a TAMUCT student.*

Contact your professor via the “Course Q&A” discussion forum or Bb messages for course CONTENT issues (NOT technology issues--they should be directed to the Help Desk).

**Connect Support:**

*If you need any Technical Support for Connect, please contact McGraw-Hill Customer Experience at (800)-331-5094 or the chat or email features found on the help button within Connect.*

Please be sure to make note of your case number when you contact the McGraw-Hill Customer Experience team.

**FAQs:** [http://www.connectstudentsuccess.com/](http://www.connectstudentsuccess.com/)
PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

a. Course Standards: Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional, including Discussion Board postings and email correspondence. For written assignments, all work should be proofread, free of grammatical errors, include proper citations and be in accordance with American Psychological Association (APA) standards.

LIBRARY & RESEARCH SERVICES

Information literacy focuses on research skills which Library distance education services aims to make available quality assistance to A&M-Central Texas students seeking information sources remotely by providing digital reference, online information literacy tutorials, and digital research materials. Much of the TAMUCT collection is available instantly from home. This includes over half of the library’s book collection, as well as approximately 25,000 electronic journals and 200 online databases. Library Distance Education Services are outlined and accessed at: http://www.tamuct.edu/departments/library/deservices.php

Information literacy focuses on research skills which prepare individuals to live and work in an information-centered society. Librarians will work with students in the development of critical reasoning, ethical use of information, and the appropriate use of secondary research techniques. Help may include, but is not limited to: the exploration of information resources such as library collections, the identification of appropriate materials, and the execution of effective search strategies. Library Resources are outlined and accessed at: http://www.tamuct.edu/departments/library/index.php

ACADEMIC INTEGRITY

Texas A&M University - Central Texas expects all students to maintain high standards of honor in personal and scholarly conduct. Any deviation from this expectation may result in a minimum of a failing grade for the assignment and potentially a failing grade for the course. All academic dishonesty concerns will be reported to the university's Office of Student Conduct. Academic dishonesty includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. When in doubt on collaboration, citation, or any issue, please contact your Professor before taking a course of action. More information can be found at: http://www.tamuct.edu/departments/studentconduct/academicintegrity.php

Links to academic integrity resources can also be found on the left-hand menu on the course web site.
Any instance of Academic Dishonesty, as determined by me, for any assignment, project or exam in this class will result in 0 points at a minimum. Serious violations or multiple lesser ones will result in an F course grade.

DROP POLICY

It is the student’s responsibility to be aware of University mandated drop deadlines should you find yourself needing to drop this course. The deadlines are all available via the "TAMUCT Academic Calendar" link from the Course web site left-hand menu. If you discover that you need to drop this class, you must contact the Records Office and request the necessary paperwork. Professors cannot drop students; this is always the responsibility of the student. The record’s office will give a deadline for which the form must be returned, completed, and signed. Once you return the signed form to the records office and wait 24 hours, you must go into Warrior Web and confirm that you are no longer enrolled. If you are still enrolled, follow-up with the Records Office immediately. Should you miss the deadline or fail to follow the procedure, you will receive an F in this course. Incompletes are not given except for documented medical or family emergencies, with a significant (at least 2/3) portion of the course already completed.

STUDENTS WITH DISABILITIES:

At Texas A&M University – Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to an education that is barrier-free. The Office of Disability Support and Access is responsible for ensuring that students with a disability enjoy equal access to the University's programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Disability Support and Access at (254) 501-5831 in Warrior Hall, Ste. 212. For more information, please visit their website at http://www.tamuct.edu/departments/disabilitysupport/index.php. Any information you provide is private and confidential and will be treated as such. Please advise your professor within the first week of class of any accommodations needed.

TUTORING

Tutoring is available to all TAMUCT students, both on-campus and online. Subjects tutored include Accounting, Finance, Statistics, Mathematics, and Writing (APA). Tutors are available at the Tutoring Center in Founder's Hall, Room 204, and also in the Library in the North Building. Visit www.ct.tamus.edu/AcademicSupport and click "Tutoring Support" for tutor schedules and contact info. If you have questions or if you're interested in becoming a tutor, contact Academic Support Programs at 254-519-5830 or by emailing gnichols@ct.tamus.edu.
Tutor.com is an online tutoring platform that enables TAMU-CT students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in Mathematics, Writing, Career Writing, Chemistry, Physics, Biology, Spanish, Calculus, and Statistics. Chat live with a tutor 24/7 for any subject on your computer. To access Tutor.com, click on www.tutor.com/tamuct.

### COURSE REQUIREMENTS

**a. Discussion Forums (100 total points, 4 at 25 points each):**

There will be four discussion assignments throughout the semester that will be worth 25 points each. The parameters for each will be described in the “Discussions Instructions” in Bb. **Late postings and attempts to post after the deadline will result in a zero.**

**b. Supplemental Material Quizzes (120 Total Points, 4 at 30 points each):**

You will have four short quizzes over the supplemental resources provided in the module content folders, such as the audio lectures, readings or videos. The quizzes may be composed of multiple choice, true/false or short essay questions and may vary quiz to quiz.

**c. Learn Smart Completion activities (200 total points, 16 at 12.5 points each):**

Each week you will be responsible for completing a required Learn Smart activity with ConnectPlus that helps measure and improve your understanding of key concepts. The end score is what you make it in terms of effort. You can work at each activity until you earn the full points available.

**d. Management Portfolio Assignment (340 total points):**

In this course, you will be learning about how organizations differ from each other in terms of their strategies, their design and structure, their control systems, leadership, and other management practices.

It is important in this Principles of Management class for you to begin thinking about how these differences in managerial perspectives impact your career planning. At the beginning of the semester you must identify a company you wish to work for in the future and all Portfolio Assignments will be completed for that company. The organization you select should be a Fortune 500 company that has enough written about it in the business press (e.g., *Business Week*, *Fortune*, *Forbes*, *The Wall Street Journal*) for you to do an in-depth analysis. Or, you may select a local company that you would like to work for. If you select this
local company option, go see the manager of that company. Tell him or her who you are and that you are currently enrolled in a management class at TAMUCT. Inform him/her that one of your course requirements is to perform a case study on a company and ask for permission to perform such a study of their company. Inform him or her that your study will require looking at company documents and interviewing managers briefly. Students who wish to complete this project for a local company, non-profit or governmental agency must obtain prior approval from me by the end Week 2 of the course.

There are “Management Portfolio” assignments based on Chapters 1-6, 8-10 and 12 that challenge you to analyze these components for your chosen company. Complete the management portfolio assignments, given in Appendix C, and use these as the background material to prepare your Managerial Portfolio for a real company. The Portfolio paper challenges you to use the information gained from your 10 chapter portfolio analyses to better your candidacy as a future employee for your chosen company. The complete Portfolio, including analyzing your career potential in this organization and all 10 chapter analyses, will be due: 12/3/14 by midnight.

The final product of your Management Portfolio will likely be a 12-18 page written report, not including the title page, references, and Appendix. It should include all elements contained in the detailed description of this project in Appendix C and on the course web site. This project is worth a significant percentage of your Course Grade, a possible 340 grading points. Be sure to keep up with the project!

Example “A” Portfolios are included in the Management Portfolio Project Resources Course link in Course Content. Please note the requirements for the first section on company analysis has been revised since these examples were submitted. Please see Appendix C for more on this.

You may not use Apple, Google, McDonalds, Southwest Airlines, Starbucks, Wal-Mart, or Whole Foods as companies for your Portfolio project, as these are overused and some of the ones that are provided as samples.

e. Management Competency Journal Assignments (240 Points, 15 at 16 points each):

The management competency journal is where you should demonstrate in written form that you have mastered and can apply course concepts in a real-world context. Each chapter in the text has a closing case or exercise. In this course you are required to compose four journals in which you record what you have learned from completing the end-of-chapter cases assigned. More information is found in Appendix B.
CLASS / GRADING POLICIES

Posting of Grades:

All student grades will be posted on the Blackboard Grade book and students should monitor their grading status through this tool. Grades for all assignments will be posted no later than one week after the assignment is due. Grades on Exams will be available once the availability period for the Exam has passed.

Due Dates and Late Submissions:

Students should post all assignment due dates on the personal calendar most useful to them. Late submission will not be allowed in this course unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to your Professor at the soonest available time PRIOR to or on the day of the deadline, and provide a doctor’s statement.

Changes to Syllabus:

This syllabus serves as an instructional and study planning document. Although every effort will be made to maintain the schedule and activities presented herein, it may become necessary during the course of the semester to make changes to the syllabus. In such events, changes will be announced via the course web site and Instructor announcements. The new date will be published in the revised version of the Syllabus.

GRADE COMPUTATION

There are a total of 1,000 grading points possible in this course. The points and percentages associated with each assignment as it contributes to your final grade include:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Percentage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussions (4 @ 25 points each)</td>
<td></td>
<td>10%</td>
<td>100</td>
</tr>
<tr>
<td>Supplemental Quizzes (4 at 30 points each)</td>
<td></td>
<td>12%</td>
<td>120</td>
</tr>
<tr>
<td>Management Portfolio (340 points)</td>
<td></td>
<td>34%</td>
<td>340</td>
</tr>
<tr>
<td>Management Competency Journal Assignments (15 at 16 each)</td>
<td></td>
<td>24%</td>
<td>240</td>
</tr>
<tr>
<td>Learn Smart (16 @ 12.5 points each)</td>
<td></td>
<td>20%</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>100%</td>
<td>1000</td>
</tr>
</tbody>
</table>

NOTE #1: There is NO EXTRA CREDIT in this course.

NOTE #2: Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances where the majority of the course at a minimum has already been completed. Any request for an incomplete grade in this course must be approved by the professor and department chair prior to the end of the
course. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. TAMUCT uses the grade of ‘K’ on transcripts and grade reports to identify incomplete grades.

**NOTE#3:** Questions concerning one’s grade on a particular task (e.g., test, case) should be resolved within one week after receiving the graded material.

**Course Grades are assigned as follows:**

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>Points Necessary</th>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>“A”</td>
<td>900 and above</td>
<td>90 %</td>
<td>100 %</td>
</tr>
<tr>
<td>“B”</td>
<td>800-899</td>
<td>80%</td>
<td>89%</td>
</tr>
<tr>
<td>“C”</td>
<td>700-799</td>
<td>70%</td>
<td>79%</td>
</tr>
<tr>
<td>“D”</td>
<td>600-699</td>
<td>60%</td>
<td>69%</td>
</tr>
<tr>
<td>“F”</td>
<td>500-599</td>
<td>Below</td>
<td>60%</td>
</tr>
</tbody>
</table>

**Grading Policy:** Minimum points and percentages required for a specific course grade are noted on the above table. There are NO expectations that I may deviate from these required point ranges.

**Posting of Grades:** All student grades will be posted in the Blackboard Grade book and students should monitor their grading status through this tool. Grades for Exams will be posted the day after the availability period has expired. Grades for longer Written Assignments will be posted within one week from the due date.
## COURSE SCHEDULE

- This course outline is provided for informational purposes and is subject to change. **All times are Central Standard Time.**
- All graded assignments & due dates are noted in bold, time for each is 11:59 p.m.

<table>
<thead>
<tr>
<th>Module</th>
<th>Subject/Reading</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| Week 1 8/25 - 8/31 | Read Chapter 1 - Managing and Performing and listen to or read any supplemental resources in the Week 1 Folder | 1. Complete LearnSmart activity for Chapter 1 by: Saturday, 8/30, at 11:59PM (23:59)  
2. Submit Management Competency Journal #1 by: Sunday 8/31 at 11:59PM (23:59) |
| Week 2 9/1 – 9/7  | Read Chapter 2 - The External and Internal Environments and listen to or read any supplemental resources in the Week 2 Folder | 1. Complete LearnSmart activity for Chapter 2 by: Saturday, 9/6, at 11:59PM (23:59)  
2. Submit Management Competency Journal #2 by: Sunday, 9/7, at 11:59PM (23:59)  
3. Complete Discussion #1 by: Sunday, 9/7, at 11:59PM (23:59) |
| Week 3 9/8 – 9/14 | Read Chapter 3 - Managerial Decision Making and listen to or read any supplemental resources in the Week 3 Folder | 1. Complete LearnSmart activity for Chapter 3 by: Saturday, 9/13, at 11:59PM (23:59)  
2. Submit Management Competency Journal #3 by: Sunday, 9/14, at 11:59PM (23:59)  
3. Supplements Quiz #1 (Chapters 1-3) must be completed by: Sunday, 9/14, at 11:59PM (23:59) |
| Week 4 9/15-9/21 | Read Chapter 4 - Planning and Strategic Management and listen to | 1. Complete LearnSmart activity for Chapter 4 |
| Week 5 9/22-9/28 | Read Chapter 5 - Ethics and Corporate Responsibility and listen to or read any supplemental resources in the Week 5 Folder | **1.** Complete LearnSmart activity for Chapter 5 by: Saturday, 9/27, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #4 by: Sunday, 9/21, at 11:59PM (23:59) |
| --- | --- | --- |
| Week 6 9/29-10/5 | Read Chapter 6 - International Management and listen to or read any supplemental resources in the Week 6 Folder | **1.** Complete LearnSmart activity for Chapter 6 by: Saturday, 10/4, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #5 by: Sunday, 9/28, at 11:59PM (23:59)  
**3.** Complete Discussion #2 by: Sunday, 10/5, at 11:59PM (23:59) |
| Week 7 10/6-10/12 | Read Chapter 7 - Entrepreneurship and listen to or read any supplemental resources in the Week 7 Folder | **1.** Complete LearnSmart activity for Chapter 7 by: Saturday, 10/11, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #7 by: Sunday, 10/12, at 11:59PM (23:59)  
**3.** Supplements Quiz #2 (Chapters 4-7) must be completed by: Sunday, 10/12, at 11:59PM (23:59) |
| Week 8 10/13-10/19 | Read Chapter 8 – Organization Structure and listen to or read any supplemental resources in the Week 8 Folder | **1.** Complete LearnSmart activity for Chapter 8 by: Saturday, 10/18, at 11:59PM (23:59)  
**2.** Submit Management |
<table>
<thead>
<tr>
<th>Week 9</th>
<th>10/20-10/26</th>
<th>Read Chapter 9 – Organizational Agility and listen to or read any supplemental resources in the Week 9 Folder</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Competency Journal #8 by: Sunday, 10/19, at 11:59PM (23:59)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Complete LearnSmart activity for Chapter 9 by: Saturday, 10/25, at 11:59PM (23:59)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Submit Management Competency Journal #9 by: Sunday, 10/26, at 11:59PM (23:59)</td>
</tr>
<tr>
<td>Week 10</td>
<td>10/27–11/2</td>
<td>Read Chapter 10 – Human Resource Management and listen to or read any supplemental resources in the Week 10 Folder</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Complete LearnSmart activity for Chapter 10 by: Saturday, 11/1, at 11:59PM (23:59)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Complete Discussion #3 by: Sunday, 11/2, at 11:59PM (23:59)</td>
</tr>
<tr>
<td>Week 11</td>
<td>11/3 – 11/9</td>
<td>Read Chapter 12 – Leadership and listen to or read any supplemental resources in the Week 11 Folder</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1. Complete LearnSmart activity for Chapter 12 by: Saturday, 11/8, at 11:59PM (23:59)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Supplements Quiz #3 (Chapters 8-10, 12) must be completed by: Sunday, 11/9, at 11:59PM (23:59)</td>
</tr>
</tbody>
</table>
| Week 12  
11/10-11/16 | Read Chapter 13 – Motivation for Performance and listen to or read any supplemental resources in the Week 12 Folder | **1.** Complete LearnSmart activity for Chapter 13 by: Saturday, 11/15, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #12 by: Sunday, 11/16, at 11:59PM (23:59) |
|---|---|---|
| Week 13  
11/17 – 11/23 | Read Chapter 14 – Teamwork and listen to or read any supplemental resources in the Week 13 Folder | **1.** Complete LearnSmart activity for Chapter 14 by: Saturday, 11/22, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #13 by: Sunday, 11/23, at 11:59PM (23:59) |
| Week 14  
11/24–11/30 | Read Chapter 15 – Communicating and listen to or read any supplemental resources in the Week 14 Folder | **1.** Complete LearnSmart activity for Chapter 15 by: Saturday, 11/29, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #14 by: Sunday, 11/30, at 11:59PM (23:59)  
**3.** Complete Discussion #4 by: Sunday, 11/30, at 11:59PM (23:59) |
| Week 15  
12/1-12/7 | Read Chapter 16 – Managerial Control and listen to or read any supplemental resources in the Week 15 Folder | **1.** Complete LearnSmart activity for Chapter 16 by: Saturday, 12/6, at 11:59PM (23:59)  
**2.** Submit Management Competency Journal #15 by: Sunday, 12/7, at 11:59PM (23:59)  
**3.** Management Portfolio Project Due: **12/3 by midnight** |
**This Syllabus is subject to change by the Professor. Should changes be made, they will be announced via the course Blackboard web site, and a Syllabus with a new date will be posted.**
Appendix A

KEY CHAPTER LEVEL LEARNING OBJECTIVES

PART ONE: INTRODUCTION TO MANAGEMENT FOUNDATIONS

Chapter 1 ("Managing and Performing")
1. Identify the sources of competitive advantage for a company.
2. Explain how the functions of management are evolving in today’s business environment.
3. Compare how the nature of management varies at different organizational levels.
4. Identify and define the skills you need to be an effective manager.
5. Understand the principles that will help you manage your career.

Chapter 2 ("External and Internal Environments")
6. Describe how environmental forces influence organizations and how organizations can influence their environments.
7. Distinguish between the macroenvironment and the competitive environment.
8. Explain why managers and organizations should pay attention to economic and social developments.
9. Identify elements of the competitive environment.
10. Define elements of an organization’s culture.

Chapter 3 ("Managerial Decision-Making"):  
11. Summarize the steps in making “rational” decisions.
12. Recognize the pitfalls you should avoid when making decisions.
13. Evaluate the pros and cons of using a group to make decisions.
14. Identify procedures to use in leading a decision-making group.
15. Explain methods to encourage creative decisions.

PART TWO: FUNDAMENTALS OF PLANNING

Chapter 4 ("Planning and Strategic Management")
1. Summarize the basic steps in any planning process.
2. Understand how strategic planning should be integrated with tactical and operational planning.
3. Identify elements of the external environment and internal resources of the firm to analyze before formulating a strategy.
4. Define core competencies and explain how they provide the foundation for business strategy.
5. Identify the types of choices available for corporate strategy.
6. Evaluate the effectiveness of various strategy implementation tools.
Chapter 5 (Ethics and Corporate Social Responsibility”)
7. Understand how different ethical perspectives guide decision making.
8. Outline a process for making ethical decisions.
9. Identify the important issues surrounding corporate social responsibility.
10. Identify actions managers can take to manage with the natural environment in mind.

Chapter 6 (“International Management”)
11. Discuss what integration of the global economy means for individual companies and their managers.
12. Define the strategies organizations use to compete in the global marketplace.
13. Compare the various entry modes organizations use to enter overseas markets.
14. Understand the skills and knowledge managers need to manage globally.
15. Identify ways in which cultural differences across countries influence management.

Chapter 7 (“Entrepreneurship”)
1. Describe why people become entrepreneurs and what it takes, personally.
2. Summarize how to assess opportunities to start new businesses.
3. Identify common causes of success and failure.
4. Discuss common management challenges.
5. Explain how to increase your chances of successes, including good business planning.
6. Describe how managers of large companies can foster entrepreneurship.

PART THREE: FUNDAMENTALS OF ORGANIZING
Chapter 8 (”Organization Structure”)
1. Understand how differentiation and integration influence an organization’s structure.
2. Define the roles of the board of directors and the chief executive officer.
3. Identify ways organizations can be structured and pros and cons of each type.
4. Discuss how span of control affects structure and managerial effectiveness.
5. Understand how to delegate effectively.
6. Explain importance of and types of integrative mechanisms.

Chapter 9 (“Organization Agility”)
7. Identify the reasons why it is critical for organizations to be responsive.
8. Describe the qualities of an organic organization structure.
9. Identify strategies and dynamic organizational concepts that can improve an organization’s responsiveness.
10. Summarize how firms organize to meet customer requirements.
11. Identify ways that firms organize around different types of technology.
Chapter 10 ("Human Resources Management")
12. Discuss how companies use human resources management to gain competitive advantage.
13. Identify various methods for selecting new employees.
15. Understand how unions and labor laws influence human resources management.

PART FOUR: FUNDAMENTALS OF LEADING
Chapter 12 ("Leadership")
1. Explain how a good vision helps you be a better leader.
2. Identify sources of power in organizations.
3. List personal traits and skills of effective leaders.
4. Describe behaviors that will make you a better leader, and identify when the situation calls for them.
5. Distinguish between different types of leaders.
6. Discuss how to further your own leadership development.

Chapter 13 ("Motivating for Performance")
7. Identify the kinds of behaviors managers need to motivate in people.
8. List principles for setting goals that motivate employees.
9. Summarize how to reward good performance effectively.
10. Describe the key beliefs and how individual needs affect people’s motivation.
11. Define ways to create jobs that motivate.

Chapter 14 ("Teamwork")
12. Discuss how teams can contribute to an organization’s effectiveness.
13. Distinguish the new team environment from that of traditional work groups.
14. Describe how to build an effective team.
15. Identify ways to manage conflict within a team or between teams.

Chapter 15 ("Communicating")
16. Identify Communication Problems to Avoid
17. Describe when and how to use the various communication channels.
18. Summarize ways to become a better sender and receiver of information.
19. Summarize how to work with the company Grapevine.
20. Describe the Boundaryless organization and its advantages.

PART FIVE: FUNDAMENTALS OF CONTROLLING
Chapter 16 ("Managerial Control")
1. Explain why companies develop control systems for employees.
2. Define basic types of financial statements and financial ratios used as controls.
3. Identify procedures for implementing effective control systems.

Chapter 18 ("Creating and Leading Change")
4. Identify what it takes for an organization to become world class.
5. Describe how to manage and lead change effectively.
6. Define methods to overcome resistance to change.
7. List tactics for proactive change.
Appendix B
Management Competency Journal Assignment Instructions

Each chapter in the text has cases and exercises. In this course you are required to prepare 16 journals in which you record what you have learned from completing each of the assigned cases and exercises and the chapter in general. The Management Competency Journal assignments are where you should demonstrate that you have mastered and can apply course concepts. It is not enough to just list your answers.

For “Case Studies,” read the case and then answer the questions at the end of the case be sure and apply the relevant course concepts as appropriate. **Be sure and also include the Case Questions in bold along with your answers.**

For “Exercises” be sure that you discuss **what you have learned about you.** You are not required to duplicate or copy each exercise, just read and comply with the instructions for that particular exercise. **Be sure and give your score for each exercise as part of your discussion.**

A well thought out and complete response to each case/self-assessment applies **concepts from the text** to fully support your analysis. Expected length for responses is a substantive paragraph (3-5 sentences) if more than 2 questions are asked and 1-2 substantive paragraphs per question if two or less are asked. If no questions are asked, your reflection about your findings in relation to chapter principles should be two substantive paragraphs in length.

Submit this assignment through the Journal Assignments Course link in Bb. Consult this same link for the due dates for each assignment (all on Sundays). The assigned cases and exercises that will comprise your Management Competency Journal are:

- Chapter 1 Exercise: Personal Assessment of Management Skills
- Chapter 2 Exercise: Corporate Culture Preference Scale
- Chapter 3 Case: Soaring Eagle Skate Company
- Chapter 4 Case: Wish You Wood Toy Store
- Chapter 5 Exercise: Measuring Your Ethical Work Behavior
- Chapter 6 Exercise: Understanding Multinational Organizations
- Chapter 7 Case: Rolling Out Scrollco
- Chapter 8 Case: Stanley Lynch Investment Group
- Chapter 9 Exercise: 9.2 – Woody Manufacturing Company – Task 1
- Chapter 10 Exercise: Pay Raise Worksheet
- Chapter 12 Exercise: Power and Influence Worksheet
- Chapter 13 Exercise: What Do Students Want From Their Jobs (only answer questions 1, 3 and 5)
- Chapter 14 Case: Excel Pro Drilling Systems
- Chapter 15 Exercise: Nonverbal Communication
Grading Points/Evaluation:
For each chapter case or exercise, discussion questions should be answered fully by applying concepts from the text woven in with case facts/events that support your analysis. Question responses must be clearly written, with professional caliber language and fully proofread. Be sure to answer ALL parts of the question, some are multi-part. 16 points are available for each case or exercise – see the associated grading rubric with the submission location on Bb for specific grading criteria.
Appendix C
Management Portfolio Project Instructions

Your career trajectory probably started a long time ago. Right now, you are a "bundle" of capabilities. The fact that you are in college means that you are probably trying to make that bundle of skills bigger and better—and attractive to employers. This assignment is designed to get you to think in a more organized way about how you will go about preparing yourself for a career.

Approaching this assignment begins with some reflection about what company you might like to work for some day that would allow you to fulfill your ultimate career aspirations. To assist you with the career planning portion of this assignment, the Career Services office at TAMUCT also has extensive resources to draw on, including myplan.com (an extensive career planning resource). The link for the TAMUCT Career Services Office is:

http://www.tamuct.edu/departments/careerservices/index.php

In the past, students have chosen businesses and organizations such as Accenture, Ernst and Young, Target, Nike, Prada, the FBI, the American Ballet Theatre, Goldman Sachs, and Merck. If you really do not know where you might like to work, think about some company that you’ve heard about that interests you, or some company that has products you like. If you are considering starting your own business, choose a company that you particularly admire, and that you might use as a model for your own business. Another common aspiration is to be an attorney in a law firm. Although you may not have a specific firm in mind, think in terms of a prototype firm you can research—perhaps a firm that specializes in mergers and acquisitions in a large city or a criminal defense specialty firm. Larger, public firms will often have more information available through their website and other publicly available sources.

In general, it will be easier to find information on larger, publicly traded firms than smaller local ones, so doing the research on the small local firm may take considerable additional effort, but it is by no means impossible. You might also consider your particular major, and think of the firm that is known as the best in what it does. Profiling the very best firm in, for example, brand management or customer service may provide you guidance on the related competencies in a smaller, more local firm.

Early in the semester Discussion #1 requires you to identify the company you have chosen for your Portfolio. Your Professor will contact you IF the company you picked is NOT acceptable for this project. In addition, if you switch Companies during the semester from this original submittal, you are REQUIRED to obtain permission from your Professor on the change.

The final Management Portfolio paper consists of five sections and an appendix. It is intended to showcase not only your chapter analyses of your chosen Company, but to
analyze and reflect on your “fit” for a career within this Company. There should be 10 references (at least, can be more). **In addition, all references should be cited in the body of the paper using proper APA formatting.** The full answers from assigned chapters for the Management Portfolio should follow the References as an Appendix. Submit all of this in one complete file through the assignment link in the Blackboard course web site.

**Organize your paper using these headings and section content:**

1. **Company Synopsis (40 points)**

Your first task in preparing your Management Portfolio is to study this company during the semester in terms of its management processes--its strategy, mission, goals, structure, human resources practices, etc. At the end of this appendix are chapter based Management Portfolio questions designed to guide you in this task. Much of the information is available on-line, but you should feel free to use whatever resource, including in-person interviews and library research, to gain as much information that you can about the company. Be sure to keep detailed records of your sources for all this information and follow APA format for the citations within the paper and the Reference List.

You need to take the answers from your questions and create a one to two page synopsis of the company you would think you would like to work for. As a part of this assignment, you might change your mind too! The whole point of answering the Management Portfolio questions is to be able to describe and analyze your chosen company and to demonstrate that you can apply relevant course concepts and models from the course. Therefore it is not enough to just give the history and background of your company in this section.

2. **Needed Skills and Abilities (20 points)**

Based on your company research and analysis, describe the skills and abilities likely desired by this company. Much of this information can be obtained directly from company websites, but can also be inferred from the strategy and structure of the organization. Given a particular business strategy, what kinds of skills and abilities will be most prized in this company? This section should be approximately a half page.

3. **Gap Analysis/Action Plan (40 points)**

The next step is to do an honest inventory of your current skills and abilities. This part of the paper is not designed to persuade the company that you are the best possible candidate for the job, but rather is the basis for developing an action plan for **becoming the best possible candidate.** So, for example, if you find that entry level positions at an accounting firm require a degree in accounting and a 3.0 grade point average that will not be sufficient. What will distinguish you from the thousands of other students graduating with a degree in accounting with a 3.0 grade point average? How will you separate yourself from the rest? **The third part of the**
paper is thus to define the “gap” between what the company would want from its top candidate, and what you currently have in your bundle of skills and abilities. In doing so, there needs to be some discussion that explains your gap analysis table. In particular you need to give a detailed description of your past job experiences as they relate to the specific skills and abilities required for your chosen job. You will also describe the evidence you could present to the company that you have achieved some of the needed competencies. This first part should be a half page to a page in length.

Once you have done this, create a plan outlining what you are going to do between now and when you go out on the job market to acquire the skills and abilities that you will need to become the company’s most attractive recruit. As with your gap analysis, avoid simplistic statements such as “get my degree in accounting.” Think in terms of skills, abilities and competencies rather than majors, courses, or job titles. This second part of the section represents an action plan for obtaining the competencies necessary to be the most attractive candidate applying to your chosen company and should be a half page to a page in length.

The combined section should be one to two pages in length.

4. References (20 points): Include a Reference List with at least 10 references. Referencing multiple pages from the same organization’s web site only count as one citation (e.g., Apple.com). When using more than one page from the same company, provide a URL that links to the home page or entry page for the document. Also, if there isn't a date available for the document use (n.d.) for no date.

All citations in the reference list should be cited in the body of your paper (use APA style guidelines).

For information on APA standards and correct citation formats consult the following sources:

http://www.tamuct.edu/departments/library/citingsources.php
http://owl.english.purdue.edu/owl/section/2/10/

http://www.library.cornell.edu/newhelp/res_strategy/citing/apa.html
http://research.lesley.edu/content.php?pid=36436&sid=374698

A sample paper using APA style guidelines can be reviewed at:
http://www.dianahacker.com/pdfs/Hacker-Shaw-APA.pdf
Note that both the Library staff and Tutoring services are available to assist with writing and citation help (should you decide to access these resources, allow plenty of time prior to the project due date for turnaround time for feedback).

5. Appendix (180 points): Answers to the end of chapter Management Portfolio questions for chapters (1-6, 8-10 and 12). Restate the research/analysis requested from the text chapter and clearly state your responses in well written and formatted paragraphs. The answers to the questions from each chapter should be approximately 1 page in length.

For this section, single space the questions and your responses; double space between paragraphs and questions.

Evaluation criteria for this project also include:
1. Effective and accurate use of management terminology and principles.
2. Appropriate application of management principles and theories.
3. Quality and sophistication of writing and expression.
4. Reflective skills assessment and action plan.
5. Amount of preparation as evidenced by your answers (and research supporting them) to the management portfolio questions for your chosen organization.

Report Formatting Instructions:
1) Make sure your document is professionally formatted, including a header with your name and company you are analyzing.
2) Include page numbers at the bottom of each page centered.
3) Section headings should be bolded or underlined.
4) APA guidelines should be used for formatting, citations, and references.
5) For the Appendix only, single space the questions and your responses; double space between paragraphs and questions. Bold the Questions.
6) Be sure your report is one complete file: .doc, .docx.
7) Title of the document should be: last name_company_MGMT301.(.doc, .docx, or .rtf)

Grammar (40 points) — Being able to write professionally is also a key to gaining and maintaining employment. As such, this portfolio should have very few grammatical errors. Points may be deducted for incorrect spelling, punctuation, word choice or phrasing issues.

A detailed grading rubric will be available with the assignment instructions and submission location on Bb.

PROJECT TOTAL: 340 Grading Points
Management Portfolio Questions

Chapter 1 – Managing and Performing

1. Describe the firm. How old is it? In what industry (or industries) is the firm active? What products or services does it sell? Who are its principal competitors? How many employees does it have? What are its sales and profits (use most recent financial data available)?

2. How well has the firm performed recently compared to rivals? Has it outperformed rivals or underperformed them? Why?

3. Who is the CEO? How long has she or he been in this position? What has been the career track of the CEO?

4. Can you find examples of how the CEO has performed the basic functions of management—planning, organizing, leading and controlling his or her organization?

Chapter 2 – The External and Internal Environments

1. Who are your organization’s major competitors and how is it performing compared to them?

2. Conduct a detailed SWOT analysis for your company.

Chapter 3 – Managerial Decision Making

1. Research and find two examples 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?

2. What barriers to effective decision making did the organization face?
Chapter 4 – Planning and Strategic Management

1. 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?

2. What are the strengths of the organization? What are the weaknesses? Opportunities? Threats?

3. 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?

Chapter 5 – Ethics and Corporate Social Responsibility

1. How would you characterize the ethical climate of your company? What evidence is there to support your conclusion?

2. Find out if the organization has been the focus of any adverse ethical issues in recent years (look at historic news reports). If it has, try to determine whether this was due to the isolated actions of rogue managers or to more systemic, organization wide problems?

3. 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?

Chapter 6 – International Management

1. 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?

2. Is your firm active outside its home market? How much of its business comes from foreign sales? What is its global strategy?

3. What is the largest foreign market of your firm? How does it do business in that market (through wholly owned subsidiaries, joint ventures, exporting)? Why do you think managers at the firm chose that entry mode?
Chapter 8 – Organization Structure

1. Describe the basic vertical and horizontal organization structure of your company.

2. 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. What decisions within this organization are centralized at the head office? What decisions are decentralized to subunits? Does the approach toward centralization and decentralization make sense?

Chapter 9 – Organizational Agility

1. What is your organization’s core competence? Describe how it organizes around this core capability.

2. How your firm organize to meet customer requirements? Describe your organization’s approach to customer relationship management (CRM).

3. What is the primary technology your organization utilizes to produce its products and/or services? What strategies has it adopted to organize for speed to meet customer needs as quickly as possible through time-based competition?

Chapter 10 – Human Resource Management

1. What is your company’s strategy for human resource management? Based on available information, does it appear that the company will have a sufficient supply of staff in various job groups over the next five years? Why or why not?

2. 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?

3. To what extent does this organization emphasize development of its workforce? What training methods seem to be most widely used in this organization? Do its training programs seem to be above or below average for this industry?
Chapter 12 – Leadership

1. What can you find out about the vision of the chief executive officer? How would you characterize his or her way of leading and managing?

2. 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?

3. Would you characterize the CEO as an effective leader? How would you explain his or her success or lack thereof?