



MGMT3301-140, CRN 80238, Principles of Management

Fall 2017 rev. 08.23.2017

Texas A&M University-Central Texas

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Ms. Christine Luciano

Office: Virtual Office

Phone: 254-291-3257

Email: You can use Canvas Inbox via the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>] first OR if Canvas is down email me at (as a last resort): c.luciano@tamuct.edu. Please provide in the subject line of each Canvas Inbox message the course information "MGMT 3301" so that I can identify your class. If you text me on my cell phone, please mention the same information in your text.

I also use the **Remind** (App) to communicate with my students weekly. It also allows you to communicate via text message with me. You can download "Remind" to your phone OR you can text the following to join my class:

Text this number: **81010**

Text this message: **@mgmt3301**

College of Business Administration Department Information:

COBA Department Main Phone Number: 254-519-5437

COBA Department Main Email: cobainfo@tamuct.edu

COBA Department Main Fax#: 254-501-5825

Office Hours:

I have virtual hours all day long and am available by appointment.

Mode of instruction and course access:

This course is a 100% online course and uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>]. For information on how to access Canvas, please refer to section "Technology Requirements and Support" in this syllabus. There are prerequisites to this course such as solid knowledge of APA style, familiarity with the use of PowerPoint, Microsoft Word, the Internet, and attaching documents. You will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course website. Online learning requires students to be very self-disciplined, be sure you understand and are prepared to comply with all required class assignments and deadlines. I am the facilitator for your learning who will provide you with the information, but it will be up to you to study the material to achieve learning.

Student-instructor interaction:

I am readily accessible through Canvas Inbox, which I check daily during the week and once 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.

911 Cellular:

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

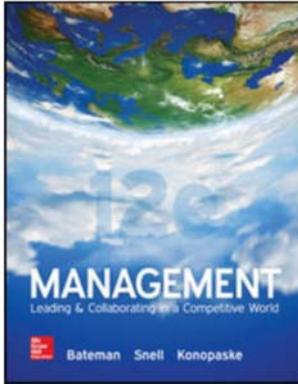
Course Overview and description: (3 Semester Credit Hours) This course is a study of the basic managerial functions of planning, organizing, staffing, directing and controlling resources to accomplish organizational resources. The systems concept of management and the role of the manager at each level of the organization are emphasized.

Course Objective: 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. Chapter level objectives are found in Appendix A and in the course content folders.

Student Learning Outcomes: Upon successful completion of the Principles of Management course, the 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.

Required Reading and Textbook(s):



The required textbook for this course is *Management: Leading & Collaborating in a Competitive World*, Twelfth Edition, by Bateman, Snell, & Konopaske and has been one of the leading books in Principles of Management for many years. 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:

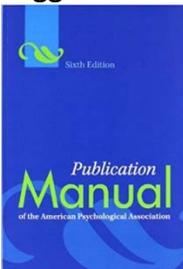
- Click the first Connect assignment in your Canvas course. You'll be prompted to either login with an existing Connect account username and password, or to create a new account. Then enter your access code, purchase access online or begin a free trial period. Once you've completed your selection, you'll 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. ISBN10: 1259546942; ISBN13: 9781259546945
2. **Online:** You can purchase a 1-semester ConnectPlus online access for \$125, which includes an e-text, following the instructions above. ISBN10: 1259732045; ISBN13: 9781259732041

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/>

Suggested Course Materials:



Publication Manual of American Psychological Association (6th ed.).

American Psychological Association.

ISBN 1433805618

It is highly advisable that that you keep this text following the course, as APA citations are the required citation method within the Department of Management & Marketing and will be used throughout your undergraduate and, hopefully, graduate education.

Note: A student of this institution is not under any obligation to purchase a textbook from a

university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

COURSE REQUIREMENTS

- **Learn Smart Completion activities (160 total points, 16 at 10 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 continue to work at each activity until you earn the full points available. These always must be completed by the end of the day on **Sundays (CST)**, with the exception of the very last week of class when it must be completed by Thursday.

- **Management Activities / Discussions (240 total points, 6 at 40 points each):** Six times this semester, you will complete an activity either practicing or reflecting on some of the necessary tools for good management, as well as participate in a discussion question with your classmates. You are required to post three messages per discussion to receive credit for each forum: one opening point of 150 to 200 words that needs to be posted by Wednesday and two counterpoints of 100 to 200 words each that are due by Sunday. Both quantity and quality are important considerations when posting substantive messages. For example, "I agree" or "I see your point" are not considered quality participation because neither adds substance to the discussion. Effective responses might share personal experience, ask for clarification, or add additional information, so feel free to analyze, interpret, critique, and suggest. Do not use any attachments, instead, cut and paste your questions/responses directly into a forum message. Be sure to restate the question you are answering and address your classmates by their names.
 - Your postings/insights on the discussion topic should be based on the following:
 - Application of text concepts;
 - Ability to articulate assigned analysis clearly; and
 - Integration of student colleagues' contributions and insights leading the discussion to a deeper level of understanding.

 - **IMPORTANT!!!** To allow for a discussion, which is an ongoing process that cannot be achieved by submitting all three required posts on the last day of the week, your first post has to be submitted by Wednesday. This will allow for your classmates to read your opening post and reply to you and for you to reply to them in turn. The remaining two posts can be completed between Wednesday and Sunday. Remember, for full participation points you need to post at least three substantive notes throughout the week!

- **Supplemental Materials Quizzes (300 Total Points, 4 at 75 points each):** You will have four quizzes over the book and supplemental resources provided in the module content folders, such as the audio lectures, readings or other videos. The quizzes will be

composed of 50 multiple-choice questions. The quizzes are very thorough in ensuring that you have read and listened to the materials provided, as these help substitute for an in class lecture.

- **Company Analysis Assignment (300 total points):** In this course, you will be learning about how organizations differ from each other in terms of its strategies, design and structure, control systems, leadership, and other management practices.
- There are **two** main components with the Company Analysis Assignment:
 1. **Chapter Analysis** - There are 6 company analysis assignments based on the information covered in Chapters 1-6, 8-10, & 12 that challenges you to analyze and apply the concepts learned for your chosen company. The organization you select should be a Fortune 500 company or other business that has enough written about it in the press (e.g., *Business Week*, *Fortune*, *Forbes*, *The Wall Street Journal*) and online (**not Wikipedia**) for you to do an in-depth analysis. The questions to be addressed are found in Appendix B. In each analysis, make sure to follow APA guidelines. Each analysis should be approximately a half page in length. Make sure to cite your sources in answering these questions and include the associated references at the end. **Each chapter assignment is worth 40 points (10 points are devoted to grammar, citations and references), thus they're worth 240 total points of your final course grade.**
 2. **Reflection Assignment** – At the end of the semester you will re-assess whether or not you would still be interested in working for the company you identified. This component will be worth **60 of the 300 points**.
 - 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>

Grading Polices/Guidelines

- **Individual Performance:** It is vital that you are active in the course and complete all work in a professional fashion. One of the biggest issues with student success in online courses is simply not submitting work on time. You are expected to read the chapters as assigned in the syllabus as well as read or view any supplemental resources that may be found in the Module content folders for that period.
- **Quality Work:** All work submitted for grading shall be of upper level quality: Depth of analysis, grammatical structure, etc. 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.

- **Identifying Submissions:** Submissions must clearly identify the student and the title of the assignment.
- **Submission Style Requirements:** For written assignments, all work should be proofread, free of grammatical errors, include proper citations and references in accordance with The Publication Manual of the American Psychological Association, 6th ed. **All written work must be submitted utilizing Microsoft Word in either a .doc or .docx format.**
- **Due Dates and Late Submissions:** The assignment instructions and deadlines are clearly laid out in the syllabus. As such, it is expected that all work will be submitted **on time**, as timeliness is an important aspect of professional communications and behavior. If you encounter an issue, please let me know as soon as possible. It is much easier to discuss issues before due dates rather than after. Questions concerning one's grade on a particular task (e.g., test, case) should be resolved within one week after receiving the graded material. **Late work is not accepted.**
- **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.
- **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 and students will receive written notice as soon as possible.

Grading Criteria Rubric and Conversion

A detailed grading rubric will be available with the assignment instructions and submission locations in Canvas. 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:

Course Element	Points
Learn Smart (16 @ 10 points each)	160
Management Activities/Discussions (6 at 40 points each)	240
Supplemental Quizzes (4 at 75 points each)	300
Company Analysis – Part 1, Company Analyses (6 at 40 points each)	240
Company Analysis – Part 2, Reflection Assignment	60
Total Points Possible	1000

Grade Computation

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

POINTS	EQUALS	LETTER GRADE
900 - 1000	=	A
800 - 899	=	B
700 - 799	=	C
600 - 699	=	D
500 - 599	=	F

Posting of Grades

- All student grades will be posted in the Canvas 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 OUTLINE AND CALENDAR

All graded assignments & due dates are noted in bold, time for each is 11:59 p.m. CST

Module	Subject/Reading	Assignments
Week 1 8/28	Read Chapter 1- Managing and Performing and listen to or read any supplemental resources	1. Submit Management Activity/Discussion #1 by Sunday, 9/3
Week 2 9/4	Read Chapter 2 - The External and Internal Environments and listen to or read any supplemental resources	1. Complete the LearnSmart activity for Chapters 1 & 2 by Sunday, 9/10; 2. Submit Company Analysis #1 by Sunday, 9/10.

Week 3 9/11	Read Chapter 3 - Managerial Decision Making and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete the LearnSmart activity for Chapter 3 by Sunday, 9/17; 2. Submit Management Activity/Discussion #2 by Sunday, 9/17
Week 4 9/18	Read Chapter 4 - Planning and Strategic Management and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Supplemental Materials Quiz #1 (Chapters 1-4) must be completed by Sunday, 9/24; 2. Complete LearnSmart activity for Chapter 4 by Sunday 9/24;
Week 5 9/25	Read Chapter 5 - Ethics and Corporate Responsibility and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 5 by Sunday, 10/1; 2. Submit Company Analysis #2 Sunday, 10/1.
Week 6 10/2	Read Chapter 6 - International Management and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 6 by Saturday, 10/8; 2. Submit Management Activity/Discussion #3 by Sunday, 10/8;
Week 7 10/9	Read Chapter 7 - Entrepreneurship and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 7 by Sunday, 10/15; 2. Submit Company Analysis #3 by Sunday, 10/15.
Week 8 10/16	Read Chapter 8 – Organization Structure and listen to or read any supplemental	<ol style="list-style-type: none"> 1. Supplemental Materials Quiz #2 (Chapters 4-8) must be completed by Sunday, 10/22; 2. Complete LearnSmart activity for Chapter 8 by Sunday, 10/22;
Week 9 10/23	Read Chapter 9 – Organizational Agility and listen to or read any supplemental	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 9 by Sunday, 10/29; <p>Submit Management Activity/Discussion #4 by Sunday, 10/29;</p>
Week 10 10/30	Read Chapter 10 – Human Resource Management and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete Learnsmart activity for Chapter 10 by Sunday, 11/5; 2. Submit Company Analysis #4 by Sunday, 11/5.
Week 11 11/6	Read Chapter 11 – Managing the Diverse Workforce and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete Learnsmart activity for Chapter 11 by Sunday 11/12; 2. Submit Management Activity/Discussion #5 by Sunday, 11/12;

Week 12 11/13	Read Chapter 12 – Leadership and listen to or read any supplemental resources in the Week 12 Folder	<ol style="list-style-type: none"> 1. Complete Supplemental Materials Quiz #3 (Chapters 9-12) by Sunday, 11/19; 2. Complete LearnSmart activity for Chapter 12 by Sunday, 11/19;
Week 13 11/20	Read Chapter 13 – Motivation for Performance and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 13 by Saturday, 11/26; 2. Submit Company Analysis #5 by Sunday, 11/26.
Week 14 11/27	Read Chapter 14 – Teamwork and listen to or read any supplemental resources in the Week 14 Folder	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 14 by Sunday, 12/3; 2. Submit Management Activity/Discussion #6 by Sunday, 12/3;
Week 15 12/4	Read Chapter 15 – Communicating and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 15 by Sunday, 12/10; 2. Submit Company Analysis #6 by Sunday, 12/10.
Week 16 12/11	Read Chapter 16 – Managerial Control and listen to or read any supplemental resources	<ol style="list-style-type: none"> 1. Complete LearnSmart activity for Chapter 16 by Thursday, 12/14; 2. Supplemental Materials Quiz #4 (Chapters 13-16) due by Thursday, 12/14. 3. Submit company analysis reflection assignment by Thursday, 12/14.

This Syllabus is subject to change by the Professor. Should changes be made, it will be announced via the course Canvas web site, and a revised Syllabus with new information will be posted.

Important University Dates:

August 28, Add/Drop/Late Registration begins

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

September 1, Priority Deadline to Submit Graduation Application

September 4, Labor Day, CAMPUS CLOSED

September 5, Last day to drop 1st 8-week classes with no record

September 13, Last day to drop 16-week classes with no record

September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 6, Deadline to submit graduation

October 20, Last day to withdraw from the University (1st 8-week classes WF)

October 23, Add/Drop/Late Registration begins, 2nd 8-week classes

October 26, Add/Drop/Late Registration ends, 2nd 8-week classes

October 30, Last day to drop 2nd 8-week classes with no record

November 10, Veteran's Day
November 10, Last day to drop with a Q or withdraw with a W (16-week classes)
November 17, Last day to drop a 2nd 8-week class with a Q or withdraw with a W
November 23-24, Thanksgiving, CAMPUS CLOSED
December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)
December 15, Last day to file for Degree Conferral (Registrar's Office)
December 15, Commencement (End of Fall Term)
December 25-January 1, WINTER BREAK

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements.

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

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

Password: Your MyCT password

Technology Support.

For log-in problems, 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): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select "chat with Canvas support," submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the "Help" link.

For issues related to course content and requirements, contact Professor Luciano.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and 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. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations.

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 a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at

254-519-5796, or by emailing Larry Davis at ldavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

The University Writing Center.

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WCOonline](https://tamuct.mywconline.com/) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at A&M-Central Texas, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Counseling Services (254-501-5956) located on the second floor of Warrior Hall.

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

Appendix A
KEY CHAPTER LEVEL LEARNING OBJECTIVES

PART ONE: INTRODUCTION TO MANAGEMENT FOUNDATIONS

Chapter 1 (“Managing and Performing”)

- Identify the sources of competitive advantage for a company.
- Illustrate how the four functions of management are exercised in today’s business environment.
- Reflect on the skills you need to be an effective manager.

Chapter 2 (“External and Internal Environments”)

- Discuss how environmental forces influence organizations and how organizations can influence their environments.
- Distinguish between the macro environment and the competitive environment.
- Identify elements of the competitive environment.
- Discover the elements of an organization’s culture you prefer.

Chapter 3 (“Managerial Decision-Making”):

- Apply the steps in making “rational” decisions.
- Recognize the pitfalls you should avoid when making decisions.
- Evaluate the pros and cons of using a group to make decisions.
- Identify procedures to use in leading a decision-making group.

PART TWO: FUNDAMENTALS OF PLANNING

Chapter 4 (“Planning and Strategic Management”)

- Recognize the basic steps in any planning process.
- Understand how strategic planning should be integrated with tactical and operational planning.
- Identify elements of the external environment and internal resources of the firm to analyze before formulating a strategy.
- Explain how core competencies impact business strategy.
- Identify the types of choices available for corporate strategy.

Chapter 5 (“Ethics and Corporate Social Responsibility”)

- Measure your ethical work behavior
- Understand how different ethical perspectives guide decision making.
- Discuss issues surrounding corporate social responsibility.
- Identify actions managers can take to manage with the natural environment in mind.

Chapter 6 (“International Management”)

- Discuss what integration of the global economy means for individual companies and their managers.
- Recognize the strategies organizations use to compete in the global marketplace.
- Compare the various entry modes organizations use to enter overseas markets.
- Understand the skills and knowledge managers need to manage globally.
- Identify ways in which cultural differences across countries influence management.

Chapter 7 (“Entrepreneurship”)

- Recognize why people become entrepreneurs and what it takes, personally.
- Identify common causes of success and failure.
- Illustrate how to increase your chances of Entrepreneurial successes, including good business planning.

PART THREE: FUNDAMENTALS OF ORGANIZING

Chapter 8 (“Organization Structure”)

- Understand how differentiation and integration influence an organization’s structure.
- Identify ways organizations can be structured and pros and cons of each type.
- Explain how span of control affects structure and managerial effectiveness.
- Explore the pros and cons of decentralization.
- Discuss the issue of delegating effectively.
- Recognize importance of and types of integrative mechanisms.

Chapter 9 (“Organization Agility”)

- Identify the reasons why it is critical for organizations to be responsive.
- Recognize the qualities of an organic organization structure.
- Discuss how organizations are responsive to their customers’ needs

Chapter 10 (“Human Resources Management”)

- Recognize how companies can use human resources management to gain competitive advantage.
- Identify various methods for selecting new employees.
- Discuss the issues involved in employee appraisals.
- Understand how unions and labor laws influence human resources management.

Chapter 11 (“Managing the Diverse Workforce”)

- Understand how diversity can give an organization a competitive advantage
- Understand the changes in the changes in the U.S workforce.
- Discuss how managers can cultivate diversity.

PART FOUR: FUNDAMENTALS OF LEADING

Chapter 12 (“Leadership”)

- Identify sources of power in organizations.
- Discuss the behaviors/traits that will makes one a better leader.
- Distinguish between different types of leaders.
- Differentiate leadership from management.

Chapter 13 (“Motivating for Performance”)

- Differentiate between the different motivational theories.
- Identify how to reward good performance effectively.
- Recognize ways to create jobs that motivate.

Chapter 14 (“Teamwork”)

- Identify how teams can contribute to an organization’s effectiveness.
- Discuss the barriers to teamwork and how to overcome them,

- Recognize how to build an effective team.

Chapter 15 (“Communicating”)

- Identify when and how to use the various communication channels.
- Discuss communication problems and ways to become a better sender and receiver of information.
- Understand the importance of non-verbal communication.
- Recognize how to work with the company Grapevine.

PART FIVE: FUNDAMENTALS OF CONTROLLING

Chapter 16 (“Managerial Control”)

- Discuss why companies develop control systems for employees.
- Recognize basic types of financial statements and financial ratios used as controls.
- Identify procedures for implementing effective control systems.

Appendix B Management Analysis Assignment Instructions

Part 1 –Getting to Know Your Company

When you submit the answers for each analysis, it must be cited and grammatically correct, as well as have proper APA style references at the end. Each chapter's questions should be answered in one or two paragraphs **(no more than a half page)** total and double-spaced.

1) Company Identification A good, approach to this assignment should probably begin with choosing a company you might like to work for some day that would allow you to fulfill your ultimate career aspirations. After identifying a company give a brief history including: How old is it? What products or services does it sell? Why did you choose it? What are the company's mission, vision, values, and major goals?

2) 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?

3) Ethics and Corporate Social Responsibility *(This one should approach a page in length)*

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?

4) Who are your organization's major competitors and how is your company performing in comparison? Also, conduct a detailed SWOT analysis for your company. What are your company's core capabilities and what unique challenges does it face in the future? How does your organization manage change? Is there evidence that your organization is a change agent, responsive and/or flexible?

5) What is your company's main approach for staffing the organization? Do they appear to value diversity? Cite examples, including any legal issues they have had from a labor and/or employment discrimination standpoint.

6) Who is the CEO? How long has she or he been in this position? What has been the career track of the CEO? Discuss the CEO's leadership style. Would you characterize the CEO as an effective leader? How would you explain his or her success or lack thereof based on text principles? (Cite examples)

Part 2 – Lessons Learned

Reflection Assignment: You are to re-assess whether you are still interested in working for your chosen company. Expand on Why or Why Not? Also, discuss management lessons learned in doing the company analysis assignment. This reflection assignment should be a minimum full page in length, double-spaced.