



MGMT 3301-110 Principles of Management, Fall 2018
Thursday, 6:00pm, EWCHEC - Hutto

I. COURSE OVERVIEW AND INSTRUCTOR CONTACT INFORMATION

Instructor: Dr. David Geigle

Email: geigle@tamuct.edu

Office Hours: By appointment

a. Mode of Instruction: This course meets face-to-face. However, you will be using the A&M-Central Texas Canvas Learning Management System for accessing resource materials and submitting assignments. [<https://tamuct.instructure.com>].

b. Student – Instructor Interaction: I check emails daily during weekdays and will normally respond to your message within 24 hours.

c. 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.

II. COURSE INFORMATION

- a. Course Overview and Description:** Study the basic managerial functions of planning, organizing, staffing, directing, and controlling resources to accomplish organizational goals. Special emphasis on the systems concept of management and role of the manager in each level of the organization.
- b. Course Objective:** The objective of this course is for each student 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, according to the five modules and their associated goals.
- c. Student Learning Outcomes (SLOs):**

1.0 Develop a working knowledge of fundamental terminology and frameworks in the four

functions of management: planning, organizing, leading, and controlling.

2.0 Analyze a self-chosen Fortune 500 organization and determine its methods of using each of the four functions of management.

3.0 Identify and apply appropriate management techniques for managing contemporary organizations.

4.0 Describe the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.

d. Module Goals:

Module 1: Foundations of Management (SLO 1.0, 2.0, 3.0, 4.0; Chapters 1-3). Demonstrate understanding of the foundations of management, in particular managing and performing, external and internal environments, and managerial decision making with a minimum of 80% mastery by successfully completing the ConnectPlus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

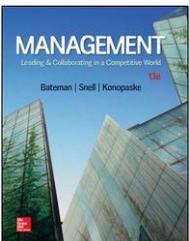
Module 2: Planning (SLO 1.0, 2.0, 3.0, 4.0; Chapters 4-7). Demonstrate understanding of planning, in particular strategic management, ethics and corporate responsibility, international management, entrepreneurship with a minimum of 80% mastery by successfully completing the ConnectPlus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

Module 3: Organizing (SLO 1.0, 2.0, 3.0, 4.0; Chapters 8-11). Demonstrate understanding of organizing, in particular organization structure, organizational agility, and human resources management with a minimum of 80% mastery by successfully completing the ConnectPlus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

Module 4: Leading (SLO 1.0, 2.0, 3.0, 4.0; Chapters 12-15). Demonstrate understanding of leading, in particular leadership, motivating for performance, teamwork, and communicating with a minimum of 80% mastery by successfully completing the ConnectPlus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

Module 5: Controlling (SLO 1.0, 2.0, 3.0, 4.0, Chapter 16). Demonstrate understanding of controlling, in particular managerial control and creating and leading change with a minimum of 80% mastery by successfully completing the ConnectPlus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

e. Required Textbook and Supplemental Materials: The required textbook for this course is *Management: Leading & Collaborating in a Competitive World*, 13th Edition, by Bateman, Snell, & Konopaske. You will 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:

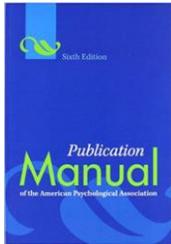
Click the first Connect assignment in your Canvas course. You'll be prompted to either login with an existing Connect account username and password, or to create a new account. Then enter your access code, purchase access online or begin a free trial period. Once you've completed your selection, you'll 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 loose-leaf version and the ConnectPlus access code. ISBN: 9781260513486;
- 2. Online:** You can purchase a 1-semester ConnectPlus online access for \$125, which includes an e-text, following the instructions above. ISBN10: 1260194213; ISBN13: 9781260194210
<https://www.mheducation.com/highered/product/M1259927644.html#buying-options>

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

APA citations are the required citation method within the Department of Management & Marketing and will be used throughout your undergraduate and graduate education.

III. COURSE REQUIREMENTS/ASSESSMENTS

a. Learn Smart Completion activities (SLO 1.0: 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 Thursdays (CST).

b. Management Activities (SLO 3.0, 4.0: 120 total points, 6 @ 20 point 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. All management activities will be conducted during the class period.

c. Exams (400 Total Points, 4 at 100 points each):

- Exam 1 will cover chapters 1-4
- Exam 2 will cover chapters 5-8

- Exam 3 will cover chapters 9-12
- Exam 4 will cover chapters 13-18

All exams will be administered in class.

d. Company Analysis Assignment (SLO 2.0, 3.0, 4.0: 320 total points): In this course, you will be learning about how organizations differ from each other in terms of strategy, design and structure, control systems, leadership, and other management practices.

There are two components in this assignment:

1. **Company Analysis** – You will select a Fortune 500 company or another business for which you would like to work. Select a company that has enough written about it in the press (e.g., *Business Week*, *Fortune*, *Forbes*, *The Wall Street Journal*, etc.) and online (**not Wikipedia**) for you to do an in-depth analysis. Each analysis should be a minimum of one full page of content, double spaced. You need to follow APA guidelines when citing your references. The six questions to be addressed are found in Appendix A. **Each of the six analysis assignments is worth 40 points giving 240 total points.**
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 summary should be a minimum of one full page of content, double spaced. This component will be worth **80 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>

e. Extra Credit Case Study.

If you choose to do an extra credit case study, it is available on Canvas. The case study should be two pages in length, single spaced (three pages including the cover sheet). Your analysis and write-up should use the following outline:

Page 1

I. Summary of case facts

-
-
-
-

II. Statement of problem

-
-

Page 2

III. Alternative solutions

-
-
-

IV. Recommendation

-

V. Implementation

-
-
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GRADING CRITERIA

a. Grades will be calculated as follows:

Learn Smart (16 @ 10 points each)	16%	160
Management Activities (6 @ 20 points each)	12%	120
Quizzes (4 at 100 points each)	40%	400
Company Analyses (6 at 40 points each)	24%	240
Company Reflection Assignment	8%	80
	100%	1000

An extra credit case study is available for a maximum of 75 extra credit points.

Course Grades are assigned as follows:

LETTER GRADE	Point Ranges
“A”	900-1000
“B”	800-899
“C”	700-799
“D”	600-699
“F”	500-599

b. **Due Dates and Late Submissions:** Late work is not accepted.

c. **Posting of Grades:** All student grades will be posted in the Canvas Grade book.

IV. PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

a. **Course Standards:** For written assignments, all work should be proofread, free of grammatical errors, include proper citations and references in accordance with American Psychological Association (APA) standards.

b. **Submission Style Requirements:** All written work must be submitted utilizing Microsoft Word .doc or .docx format

c. **Avoiding Plagiarism:** Be sure to read the following link:

- “Plagiarism: What It is and How to Recognize and Avoid It”, by Writing Tutorial Services at Indiana University <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>

V. COURSE OUTLINE

This course outline is provided for informational purposes and is subject to change.

	Subject	Assignments due
Week 1 8/30	Chapter 1- Managing and Performing	
Week 2 9/6	Chapter 2 - The External and Internal Environments	<ul style="list-style-type: none"> • LearnSmart Chapters 1 & 2 • Company Analysis #1
Week 3 9/13	Chapter 3 - Managerial Decision Making	<ul style="list-style-type: none"> • LearnSmart Chapter 3
Week 4 9/20	Chapter 4 - Planning and Strategic Management	<ul style="list-style-type: none"> • LearnSmart Chapter 4
Week 5 9/27	Chapter 5 – Ethics, Corporate Responsibility, and Sustainability	<ul style="list-style-type: none"> • Exam #1 (Chapters 1-4) • LearnSmart Chapter 5 • Company Analysis #2
Week 6 10/4	Chapter 6 - International Management	<ul style="list-style-type: none"> • LearnSmart Chapter 6
Week 7 10/11	Chapter 7 - Entrepreneurship	<ul style="list-style-type: none"> • LearnSmart Chapter 7 • Company Analysis #3
Week 8 10/18	Chapter 8 – Organization Structure	<ul style="list-style-type: none"> • LearnSmart Chapter 8
Week 9 10/25	Chapter 9 – Organizational Agility	<ul style="list-style-type: none"> • Exam #2 (Chapters 5-8) • LearnSmart Chapter 9
Week 10 11/1	Chapter 10 – Human Resources Management Chapter 11 – Managing the Diverse Workforce	<ul style="list-style-type: none"> • LearnSmart Chapters 10 & 11 • Company Analysis #4
Week 11 11/8	Chapter 12 – Leadership	<ul style="list-style-type: none"> • LearnSmart Chapter 12
Week 12 11/15	Chapter 13 – Motivating for Performance	<ul style="list-style-type: none"> • Exam #3 (Chapters 9-12) • LearnSmart Chapter 13 • Company Analysis #5
Week 13 11/22	Thanksgiving	
Week 14 11/26	Chapter 14 – Teamwork	<ul style="list-style-type: none"> • LearnSmart Chapter 14
Week 15 12/6	Chapter 15 – Communicating	<ul style="list-style-type: none"> • LearnSmart Chapter 15 • Company Analysis #6
Week 16 12/13	Chapter 16 – Managerial Control	<ul style="list-style-type: none"> • LearnSmart Chapter 16 • Exam #4 (Chapters 13-16) • Company Analysis reflection assignment

This Syllabus is subject to change by the Professor.

Important Dates:

Aug 27, Classes Begins

Sep 3, Labor Day

Sep 12, Deadline to drop 16-week classes with no record

Nov 9, Deadline to drop 16-Week Classes with a Q or W

Nov 12, Veterans Day

Nov 22-23, Thanksgiving

Dec 14, Fall Semester Ends

Dec 14, Commencement Ceremony Bell County Expo Center 7:00 p.m.

VI. TECHNOLOGY REQUIREMENTS AND SUPPORT

a. 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

b. Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

c. Other 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>]

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

VII. 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 Academic 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

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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 Office 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 Office 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) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related 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. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. 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].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

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If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from 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 40 subject areas. Access Tutor.com through Canvas.

University Writing Center.

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

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 [WOnline](https://tamuct.mywconline.com/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu for any assistance needed with scheduling.

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 UWC is here to help!

If you have any questions about the UWC, 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 85,000 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 24 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.

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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](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

Appendix A

Management Analysis Assignment Instructions

Part 1 – Getting to Know Your Company

Each of the six analyses needs to be a minimum length of one full page of content using 11 or 12-point font, double-spaced. References should be on a separate page. Use APA style for your citations and references.

Analysis 1) This assignment begins 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 vision, mission, strategies, goals, and values?

Analysis 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?

Analysis 3) Ethics and Corporate Social Responsibility

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?

Analysis 4) Who are your organization's major competitors and how is your company performing in comparison? Also, conduct a 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?

Analysis 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.

Analysis 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 – 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.