



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

COLLEGE of BUSINESS ADMINISTRATION

MGMT301.110 (10306), Principles of Management
16-Week Face-to-Face Syllabus
Tuesdays and Thursdays, 9:30 AM to 10:45 AM
Spring Semester, January 16 to May 11, 2018
Warrior Hall, Room 417

1. INSTRUCTOR CONTACT INFORMATION

Instructor: Mr. John La Lone, MS-HRM
Department: Management and Marketing
Office: Founder's Hall, Room 318L
Office Phone: 254-519-5472
E-mail: jlalone@tamuct.edu
Office Hours: Monday and Wednesday: 11:15 AM to 2:30 PM
 Tuesday and Thursday: 11:15 AM to 12:45 PM
You must call our Admin Assistant to schedule appointments.

ADMIN

ASSISTANT: Ms. Kathy Fields, PH: (254) 519-5437
Student Professor Interaction: Preferred contact with me for this course is via Canvas message or TAMUCT e-mail, *if Canvas is not working*. I will respond to Canvas messages and e-mails within 24-48 hours, except on weekends and holidays.
 I encourage students to interact with me and to ask questions about upcoming assignments, get clarity on course concepts, and/or review your grading status in the course.

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

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.

2. COUESE MATERIALS COPYRIGHT

My lectures and course materials, including MS. PowerPoint presentations, tests, and similar materials, are protected by copyright. I am the exclusive owner of copyright in those materials that I create. You may take notes and make copies of course materials for your own use. You **may not** allow others to reproduce or distribute lecture notes and course materials publicly whether or not a fee is charged without my express written consent. Similarly, you own copyright in your original papers and exam essays. If I am interested in posting your answers or papers on the course web-site, I will ask for your written permission.”

Persons who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor’s Course Materials may be considered in violation of the University Code of Student Conduct.

3. COURSE DESCRIPTION/OVERVIEW

MGMT 3301. Principles of Management. 3 Semester Credit Hours. 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.

4. 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.

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

5. METHOD OF INSTRUCTION

Logon to TAMUCT Canvas [<https://tamuct.instructure.com>]

This course is a Face-to-Face course but does use TAMUCT's Canvas Learning system <http://tamuct.instructure.com>. The instructions in paragraph 6 [below] of this syllabus will assist you with gaining access, and obtaining technical support. Once you are in Canvas, there is tab on the left labeled "Online Learning" that will have additional Canvas resources if you are unfamiliar with Canvas. 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.

6. 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*, 12th edition, by Bateman, Snell and Konopaske, 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.

- Click the "First Connect Assignment" in your Canvas course. You will 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 have completed your selection, you will 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 "Printed Textbook" and the ConnectPlus access code. ISBN 978-1-259-54694-5 [MHID: 1-259-54694-2].
2. **Online: ALL DIGITAL (or print upgrade). Price: For \$90.00** you can purchase ConnectPlus. Which includes an e-text, following the instructions above. If you also want to purchase a printed text, you can buy a \$40.00 loose-leaf version of your book with the click on a button from within ConnectPlus. Connect is also available for \$75.00, but this version will not include an e-book or the adaptive reading experience within LearnSmart, which is required, so **"do not"** choose this option.

7. 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.instructure.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 *Canvas* logon page. (<https://tamuct.instructure.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 Canvas tools use the links available on the left-hand course menu to access training materials and on-demand videos. Capability to use key Canvas tools, such as Assignments, Messaging and Discussion Boards, is critical to success in this course.

Canvas 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 Canvas logon page. (<https://tamuct.instructure.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 e-mail 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/>

8. PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

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

9. 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>

10. 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.

11. ADD/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.

- 11.1. **Last day** for student's to add or drop a course without having to process manual Texas A&M University documents is **Thursday**—January 18, 2018.
- 11.2. **Last day** to drop a 16 Week class ""with no record" is **Wednesday**—January 31, 2018.
- 11.3. **Last day** to drop a class with a "Q" or "W"-Withdrawal" is **Friday**—March 30, 2018.
- 11.4. **PRIORITY** filing for Spring Semester 2018 Graduation is: **Friday**--February 2, 2018.
- 11.5. **DEADLINE** to Submit Spring Semester 2018 Graduation Application for Ceremony Participation—**Thursday**-March 2018
- 11.6. **LAST DAY** to file for Spring Semester 2018 Degree Conferral is: **Friday**—May 11, 2018 [Late Fee Also Required]. But it will be *conferral only*—you will not be able walk the stage at the graduation ceremony!
- 11.7. **Last day to "withdraw"** from the university is **Friday**-May 11, 2018.
- 11.8. **GRADUATION CEREMONY**: Will be held at 7:00 PM, on **Saturday**—May 12, 2018—at the Bell County Expo Center.

Note # 1: In rare, emergency cases (and they must be justified), students may qualify for an incomplete grade, which is recorded as an "I-Incomplete" grade report and on your transcript. Requests for incomplete grades must be made according to TSU policy and approved by the instructor prior to the final week of classes. Incomplete grades are not given except for documented medical or family emergencies, with a significant (at least 2/3rds) portion of the course already completed. All requirements must be completed by two-weeks prior to the end of the next semester or the "I" automatically changes to an "F."

12. 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.**

13. TUTORING

Tutoring is available to all TAMUCT students, both on-campus and online. Subjects tutored include Accounting, Finance, Statistics, Mathematics, and Writing (APA-WH 417). 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.

14. COURSE REQUIREMENTS

a. **Discussion Forums:** There will be two discussion assignments throughout the semester, and each will be worth 25 points. The parameters for each will be described in the "Discussion Instructions in the Blackboard. **Late postings and attempts to post after the deadline will result in a zero [grade]. (2 Discussions @ 25 Points each = 50 Total Points).**

b. **Examinations/Tests:** There will be three examinations during the semester. Each will be a combination of multiple-choice, true/false, and fill-in-the-blank questions. Scheduled exams will be non-cumulative. Exams will be closed book and closed notes. Exams will be administered in class during our normal scheduled class sessions [see paragraph 18 [schedule]. **(3 Exams/Tests @ 100 Points = 300 Total Points)**. Be aware that our class sessions begin at 9:30 AM, and I will be administering all exams at 9:30 AM-Sharp on the scheduled Exam days. Any student who arrives in the classroom after 9:45 AM will NOT be allowed to complete an exam on that day. A Make-Up exam for all missed/make-up exams [regardless of reason] will be offered as scheduled in paragraph 18 below—and they will be a combination of multiple-choice, true/false, fill-in-the-blank, and essay questions.

- c. **LearnSmart Completion Activities**: Each week, you will be responsible for completing a *required* LearnSmart 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. **(12 Assignments at 15 Points Each = 180 Total Points)** [See Appendix A for a further explanation].
- d. **Management Competency Journal Assignments**: 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. **(10-Assignments at 15 points each = 150 Total Points)**.
- e. **Company Analysis/Management Portfolio Assignment (12-Assignments at 20 points each = 240 Total Points, and “Reflection Assignment” (Below) valued at 80 Points for a total of (320 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 of Week 2 of this course. ***Please be aware that I will not allow you to change to a different company without my approval. And if I do approve your request, you must redo all previous assignments to align the information to this new company.***

There are “Company Analysis→Management Portfolio” assignments based on Chapters 1-6, and 8-12 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 Company Analysis Portfolio, With Reflection Assignment including analyzing your career potential in this organization and all 10 chapter analyses, will be Due: May 3, 2018.**

The final product of your Company Analysis→Management Portfolio [**Reflection Assignment--(Worth 80 Points)**] will be at least a **10-12 page written report** [not including the title page, references, and Appendixes. It should include all elements contained in the detailed description of this project in Appendix C and on the course web site. This **entire project** is worth a significant percentage of your Course Grade, a possible 315 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.

15. CLASS / GRADING POLICIES

Posting of Grades:

- a. **Homework Assignments**: All student grades will be posted in the Canvas gradebook,, and students should monitor their grading status through this tool. Grades for exams will be posted the day after the availability period has expired.
- b. **Grading Policy**: 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.
- c. There is **NO EXTRA CREDIT** allowed in this course.
- d. Questions concerning one’s grade on a particular task (e.g., test, case, etc.) must be resolved within one week after you receive the graded material back from me.

Due Dates and Late Submissions:

Students must post all assignment by the due dates listed on this course syllabus. 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 you must provide your instructor with a doctor’s statement.**

Incomplete Grades:

Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances where the majority (75 % or more) of the course at a minimum has already been completed—and the student has completed the majority (75 % or more) of the course assignments. 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 ‘I’ on transcripts and grade reports to identify incomplete grades.

16. CHANGES TO COURSE 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—and I reserve that right. In such events, changes will be announced via the course web site and Instructor announcements. The new date will be published in a revised version of the Syllabus.

17. 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:

Assignments	Points	Percent
Discussions (2 @ 25 Points Each)	50	05 %
Examinations/Tests (3 @ 120 Points Each)	360	30 %
LearnSmart Activities (12 @ 15 Points Each)	180	18 %
Management Activity/Competency Journal Assignments (6 @ 15 Points Each)	90	09 %
Company Analysis/Management Portfolio (320 Points)	320	32%
Company Analysis Submissions (12 @ 20 Points Each)	240	24
Reflection→Company Analysis (80 Points)	80	08
OVERALL COURSE	1000	100 %

Course Grades are assigned as follows:

LETTER GRADE	Points Necessary	FROM	TO
“A”	900 and above	90 %	100 %
“B”	800-899	80%	89%
“C”	700-799	70%	79%
“D”	600-699	60%	69%
“F”	500-599	Below	60%

18. COURSE SCHEDULE

- ❖ This course outline is provided for informational purposes and is subject to change. **All listed times are Central Standard Time.**
- ❖ All graded assignments & due dates are noted in bold, time for each is 11:59 PM (23:59 Hours).

Module	Subject/Reading	Assignments
MODULE/PART ONE: FOUNDATIONS OF MANAGEMENT		
Week 1		
Monday Jan 15, 2018 To	C L O S E D -----	No Class-Martin Luther King’s B-Day

Wednesday Jan 17, 2018	Course Introduction. Study Chapter 1 , Managing and Performing.	Study Chapter 1, Then listen to or read any supplemental materials in the week 1 folder.
Week 2 Monday Jan 22, 2018 To Wednesday Jan 24, 2018	Chapter 1 , Managing and Performing. Study Chapter 2 , The External and Internal Environments. Then listen to or read any supplemental materials in the week 2 folder	1. Complete Chapter 1 LearnSmart activity Due: Mon -Jan 22, 2018. 2. Submit Management Competency Journal # 1. Due: Wed -Jan 24, 2018. 3. Submit Company Analysis Journal # 1. Due: Sat -Jan 27, 2018. 4. Submit Discussion #1 (On Canvas) Due: Sun -Jan 28, 2018.
MODULE/PART 2: PLANNING, DELIVERING STRATEGIC VALUE		
Week 3 Monday Jan 29, 2018 To Wednesday Jan 31, 2018	Chapter 2 , The External and Internal Environments Study Chapter 3 , Managerial Decision Making. Then listen to or read any supplemental materials in the week 3 folder	1. Complete LearnSmart activity for Chapter 2 BY: Wed -Jan 31, 2018. 2. Submit Management Competency Journal # 2 Due: Sat -Feb 3, 2018. 3. Submit Company Analysis Journal # 2. Due: Sun -Feb 4, 2018.
Week 4 Monday Feb 5, 2018 To Wednesday Feb 7, 2018	Chapter 3 , Managerial Decision Making Study Chapter 4 , Planning and Strategic Management. Then listen to or read any supplemental materials in the week 5 folder	1. Complete LearnSmart activity for Chapter 3. Due: Wed -Feb 7 2018. 2. Submit Management Competency Journal # 3. Due: Sat -Feb 10, 2018. 3. Submit Company Analysis Journal # 3. Due: Sun -Feb 11, 2018. 4. Complete Discussion # 2 on Canvas. Due: Sun , Feb 11, 2018.
Week 5 Monday Feb 12, 2018 To Wednesday Feb 14, 2018	Chapter 4 , Planning and Strategic Management. Exam # 1 -----→	1. Complete LearnSmart activity for Chapter 4. Due: Mon -Feb 12, 2018. Chapters 1, 2, 3, and 4.
Week 6 Monday - Feb 19, 2018 To Wednesday - Feb 21, 2018	Study Chapter 5 , Ethics, Corporate Responsibility, and Sustainability. Then listen to or read any supplemental materials in the week 6 folder Chapter 5 , Ethics, Corporate Responsibility, and Sustainability.	1. Submit Management Competency Journal # 4. Due: Mon -Feb 19, 2018 2. Submit Company Analysis Journal # 4. Due: Wed -Feb 21 2018. 3. Complete LearnSmart activity for Chapter 5. Due: Sat -24, 2018. 4. Submit Management Competency Journal #5 Due: Sun -Feb 25, 2018.
MODULE/PART 3: ORGANIZING: BUILDING A DYNAMIC ORGANIZATION		

Week 7 Monday Feb 26, 2018 To Wednesday Feb 28, 2018	Study Chapter 6, Int'l Management. Then listen to or read any supplemental materials in the week 7 folder Chapter 6, Int'l Management.	1. Submit Company Analysis Journal # 5. Due: Sun -Feb 25, 2018. 1. Complete LearnSmart activity for Chapter 6. Due: Wed -Feb 28, 2018. 2. Submit Management Competency Journal # 6. Due: Sat -Mar 3, 2018. 3. Submit Company Analysis Journal # 6. Due: Sun -Mar 4, 2018.
Week 8 Monday March 5, 2018 To Wednesday March 7, 2018	Study Chapter 7, Entrepreneurship. Then listen to or read any supplemental materials in the week 8 folder. Chapter 7, Entrepreneurship.	1. Complete LearnSmart activity Chap 7 DUE: Wed -Oct 9 2017. 2. Submit Company Analysis Journal # 7. Due: Sun -Mar 11, 2018.
Week 9 Monday Mar 12, 2018 To Wednesday Mar 14, 2018	SPRING BREAK SPRING BREAK	N O C L A S S N O C L A S S
Week 10 Monday Mar 19, 2018 To Wednesday Mar 21, 2018	Study Chapter 8, Organization Structure. Then listen to or read any supplemental materials in the week 8 folder. Exam # 2-In Class-----	1. Complete LearnSmart activity for Chap 8. DUE: Mon -Mar 19, 2018. Chapter 5, 6, 7, and 8
MODULE/PART FOUR: LEADING: MOBILIZING PEOPLE [LEADING]		
Week 11 Monday Mar 26, 2018 To Wednesday Mar 28, 2018	Chapter 8, Organization Structure Study Chapter 9, Organizational Agility. Then listen to/read any supplemental materials in the week 8 folder.	1. Submit Company Analysis Journal # 8. Due: Sun -Mar 26, 2018. 2. Complete LearnSmart activity for Chap 9. DUE: Weds -Mar 28, 2018.
Week 12 Monday April 2, 2018 to Wednesday April 4, 2018	Chapter 9, Organizational Agility. Study Chapter 10, Human Resources Management. Then listen to or read any	1. Submit Company Analysis Journal # 9. Due: Mon -Apr 2, 2018. 2. Complete LearnSmart activity for Chap 10. DUE: Sat -Apr 7, 2018.

	supplemental materials in the week 12 folder.	
Week 13 Monday April 9, 2018 to Wednesday April 11, 2018	Chapter 10, Human Resources Management. Study Chapter 11 , Managing the Diverse Workforce. Then , listen to or read any supplemental materials in the week 13 folder.	1. Submit Company Analysis Journal # 10. Due: Wed-Apr 11, 2018. 2. Complete LearnSmart activity for Chap 11. DUE: Sat-Apr 14, 2018.
Week 14 Monday April 16, 2018 to Wednesday April 18, 2018	Chapter 11 , Managing the Diverse Workforce. Study Chapter 12 , Leadership. Then , listen to or read any supplemental materials in the week 13 folder.	1. Submit Company Analysis Journal # 11. Due: Wed-Apr 18, 2018. 2. Complete LearnSmart activity for Chap 12. DUE: Sat-Apr 21, 2018
Week 15 Monday April 23, 2018 TO Wednesday April 25, 2018	Chapter 11 , Managing the Diverse Workforce. Study Chapter 12 , Leadership. Then , listen to or read any supplemental materials in the week 13 folder.	1. Submit Company Analysis Journal # 11. Due: Wed-Apr 25, 2018. 2. Complete LearnSmart activity for Chap 12. DUE: Sat-Apr 28, 2018
Week 16 Monday April 30, 2018 TO Wednesday May 2, 2018	Chapter 12 , Leadership.	1. Submit Company Analysis Journal # 12. Due: Mon-Apr 30, 2018. 2.
Week 17 Monday May 3, 2018 TO Wednesday May 5, 2018	Chapter 12 , Leadership Wind-Up Unfinished Lectures.	1. Reflection Assignment Due: May 3, 2018

Week 18 Monday May 7, 2018	Final Exam/Exam 3 [ONLY] During Normal Class Hours	Chapter 9, 10, 11 and 12.
TO Wednesday May 9, 2018	Exam 1 & 2 [MISSED EXAMS ONLY]	Exam 1 (Was on Chapters 1, 2, 3, and 4) Exam 1 (Was on Chapters 5, 6, 7, and 8)

*****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 FOUNDATIONS OF MANAGEMENT****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”)

1. Describe how environmental forces influence organizations and how organizations can influence their environments.
2. Distinguish between the macro-environment and the competitive environment.
3. Explain why managers and organizations should pay attention to economic and social developments.
4. Identify elements of the competitive environment.
5. Define elements of an organization’s culture.

Chapter 3 (“Managerial Decision-Making”):

1. Summarize the steps in making “rational” decisions.
2. Recognize the pitfalls you should avoid when making decisions.
3. Evaluate the pros and cons of using a group to make decisions.
4. Identify procedures to use in leading a decision-making group.
5. Explain methods to encourage creative decisions.

PART TWO: PLANNING, DELIVERING STRATEGIC VALUE**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 and Sustainability”)

1. Understand how different ethical perspectives guide decision making.
2. Outline a process for making ethical decisions.
3. Identify the important issues surrounding corporate social responsibility.
4. Identify actions managers can take to manage with the natural environment in mind.

Chapter 6 (“International Management”)

1. Discuss what integration of the global economy means for individual companies and their managers.
2. Define the strategies organizations use to compete in the global marketplace.
3. Compare the various entry modes organizations use to enter overseas markets.
4. Understand the skills and knowledge managers need to manage globally.
5. 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: ORGANIZING: BUILDING A DYNAMIC ORGANIZATION**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”)

1. Identify the reasons why it is critical for organizations to be responsive.
2. Describe the qualities of an organic organization structure.
3. Identify strategies and dynamic organizational concepts that can improve an organization’s responsiveness.
4. Summarize how firms organize to meet customer requirements.
5. Identify ways that firms organize around different types of technology.

Chapter 10 (“Managing the Diverse Workforce”)

1. Discuss how companies use human resources management to gain competitive advantage.
2. Identify various methods for selecting new employees.
3. Identify alternatives methods for employee appraisal and reward systems.
4. Understand how unions and labor laws influence human resources management.

PART FOUR: LEADING: MOBILIZING PEOPLE [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 you own leadership development.

Chapter 13 (“Motivating for Performance”)

1. Identify the kinds of behaviors managers need to motivate in people.
2. List principles for setting goals that motivate employees.
3. Summarize how to reward good performance effectively.
4. Describe the key beliefs and how individual needs affect people’s motivation.
5. Define ways to create jobs that motivate.

Chapter 14 (“Teamwork”)

1. Discuss how teams can contribute to an organization’s effectiveness.
2. Distinguish the new team environment from that of traditional work groups.
3. Describe how to build an effective team.
4. Identify ways to manage conflict within a team or between teams.

Chapter 15 (“Communicating”)

1. Identify Communication Problems to Avoid
2. Describe when and how to use the various communication channels.
3. Summarize ways to become a better sender and receiver of information.
4. Summarize how to work with the company Grapevine.
5. Describe the Boundaryless organization and its advantages.

PART FIVE: CONTROLLING: LEARNING AND CHANGING**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”)

1. Identify what it takes for an organization to become world class.
2. Describe how to manage and lead change effectively.
3. Define methods to overcome resistance to change.
4. 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 15 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.

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.

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

Company Analysis/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 this semester is from this original selected company name submitted. You *must* use same company all the way through the course. If you wish to change to a different company: 1) you are REQUIRED to obtain permission from your Professor on the change, and 2) if I allow a-change, you must redo all previously submitted documentation bring yourself, and your documentation into alignment with your newly selected company.

The final **Management Portfolio/Reflection 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 your "fit" for a career within this Company. There should be 10 references (at least, can be more). **In addition, all references MUST be cited in the body-text of the paper using proper APA formatting.** The full answers from assigned chapters for the Management Portfolio

must 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 (20 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 (20 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 must be used and 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). Help is also available at our University Writing Lab located in Warrior Hall, Room 417.

5. **Appendix (240 points): Answers to the end of chapter "Company Analysis/ 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. Ensure that your document is professionally formatted, including a header with your name and the name of the 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 must be used for formatting, citations, and references.
5. **For the Appendix only,**
 - a. Single space the questions and your responses [*Embolden the Questions*]
 - b. Double space between paragraphs and between questions.
6. Be sure your report is one complete file: .doc, .docx, RTF.
7. Title of the document should be: last name, company name 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: 320 Grading Points

Company Analysis/Management Portfolio Questions—See Canvas for Complete Listing**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 its 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?

Reflection Assignment. (80 Points)

The final product of your Company Analysis→Management Portfolio [**Reflection Assignment--(Worth 80 Points)**] will be at least a **10-12 page written report** [not including the title page, references, and Appendixes. It should include all elements contained in the detailed description of this project in Appendix C and on the course web site. This **entire project** [Company Analysis submissions, and Reflection Assignment] are worth a significant percentage of your Course Grade, a possible 315 grading points. Be sure to keep up with the project!