



MGMT 3301-120 Principles of Management Online – Spring 2021

COURSE OVERVIEW AND INSTRUCTOR CONTACT INFORMATION

Instructor: Dr. Larry Garner, Dean Emeritus

Office Phone: 254-519-5483

Office: FH 217

E-mail: lgarner@tamuct.edu (use canvas course messaging for all class related communication)

Office Hours: Monday & Wednesday 11:00am-12:30pm and 2:30-4:00 pm or by appointment. Call Melanie Mason at 254.501.5944 or m.mason@tamuct.edu to set an appointment.

College of Business Administration Information:

COBA Main Phone Number: 254-519-5437

COBA Main Email: cobainfo@tamuct.edu

COBA Main Fax#: 254-501-5825

a. Method of Instruction and course access: This course is a 100% online course via TAMUCT's Canvas Learn system (<https://canvas.instructure.com>). ***An online course offers great flexibility but only students with strong self-discipline can enjoy the benefit and succeed in passing the course.*** Students often find an online course more time consuming than a traditional face-to-face course. Specific guidelines for taking an online course using TAMUCT's Canvas classroom are available under the "Modules" tab on the left-hand menu (then click "Orientation"). **Note:** *Technology issues are not an excuse for missing a course requirement or deadline – make sure your computer is configured correctly and address issues well in advance of deadlines.*

Specific technical guidelines for using online course materials in TAMUCT's Canvas classroom are available below in the "**TECHNOLOGY REQUIREMENTS AND SUPPORT**" section and under the "Home" tab on the left-hand panel (course menu) when you log into the classroom.

- Tutorials for using Canvas can be found under the "Canvas Help" tab in the online classroom.
- To check browser specifications: <https://community.canvaslms.com/docs/DOC-10720-67952720329>
- To check computer specifications: <https://community.canvaslms.com/docs/DOC-10721-67952720328>

It will be essential that you have a familiarity with the use of Adobe Acrobat Reader, Power Point, Microsoft Word, the Internet, copying and pasting information and attaching documents at a minimum.

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>]

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 your instructor.

b. Student/Professor Email: I am accessible through Canvas Inbox, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. Do not use my TAMUCT email for course related matters. Please provide in the subject line of each Canvas Inbox message the course information “MGMT 4306.130” so that I can identify your class.

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/alertmanagement) <https://portal.publicsafetycloud.net/Texas-AM-Central/alertmanagement> 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

a. Course Overview and description: 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.

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. 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 Connect Plus 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 Connect Plus 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 8-10). Demonstrate understanding of organizing, in particular organization structure, organizational agility, and human resources management with a minimum of 80% mastery by successfully completing the Connect Plus 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 Connect Plus 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, Chapters 16). Demonstrate understanding of controlling, in

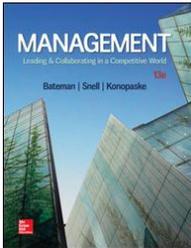
particular managerial control and creating and leading change with a minimum of 80% mastery by successfully completing the Connect Plus exercises for each chapter, the weekly activities, discussions, and the weekly organization analysis.

d. 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.

Meeting the Course Objective and Student Learning Outcomes. In meeting the course objective and learning outcomes, students must:

- _Become familiar with the Canvas classroom
- _Thoroughly read and understand this course syllabus.
- _Familiarize themselves with the Canvas classroom.
- _Thoroughly read and understand the information in each chapter reading.
- _Fully participate in all classroom discussions.
- _Complete all required work in this course, submitting on time (***the essence of a good manager and leader***).
- _Finally, ask questions about information or materials you do not understand (***also the essence of a good manager and leader***).



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 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

Connect Plus, an innovative online learning system that is integrated with the text and proven to help students achieve greater success. Assignments completed in Connect Plus will make up a significant portion of your total grade in this course so you should arrange access immediately.

To access and purchase Connect Plus:

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 Connect Plus access code. ISBN: 9781260513486;
2. **Online:** You can purchase a 1-semester Connect Plus 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

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.

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 Connect Plus 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.

b. Discussion Postings (SLO 3.0, 4.0: 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!

c. **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 25 multiple-choice questions that can be accessed with Connect Plus. The quizzes are very thorough in ensuring that you have read and listened to the materials provided, as this substitutes for an in-class lecture.

d. **Company Analysis Assignment (SLO 2.0, 3.0, 4.0: 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. **Company Analysis** - There are 6 company analysis assignments based off of the text that challenges you to analyze and apply the concepts learned for a company that you will choose at the beginning of the course. The organization you select should be a Fortune 500 company or another 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 A. In each analysis, make sure to follow APA guidelines. Each analysis should be approximately 1-2 paragraphs in length. Make sure to cite your sources in answering the questions posted and include the associated references at the end. **Each analysis 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>

Evaluation criteria for these analysis submissions 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.

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

NOTE: DO NOT RECYCLE PAPERS FROM OTHER COURSES (I Will be able to tell)!

GRADING POINTS AND POLICIES

- a. There is 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:

Learn Smart (16 @ 10 points each)	16%	160
Discussions (6 @ 40 points each)	24%	240
Quizzes (4 at 75 points each)	30%	300
Company Analysis (300 points total)		
1. Company Analyses (6 at 40 points each)	24%	240
2. Company Reflection Assignment	6%	60
	100 %	1000

NOTE: Regardless of the device you are using to complete this course (phone, tablet, computer, etc.), your writing must be grammatically correct, with few to no errors, complete sentences, and, **under no circumstances** reflect a “text message” style of shortened writing.

Plagiarism: Plagiarism is the *intentional or unintentional* claiming of the statements or ideas by others, as their own (APA, 2010, p. 15; Owl Purdue Online Writing Lab, 2018, para 1). For Owl see: [Plagiarism at https://owl.english.purdue.edu/owl/resource/589/01/](https://owl.english.purdue.edu/owl/resource/589/01/) . Both of these sources (APA and Owl) show you how to avoid plagiarism. Plagiarism is considered a grievous offence in academia and is not tolerated in the TAMUCT, Management and Marketing Department, and will not be tolerated in this course. Plagiarism is an ethical decision someone makes and as undergraduate students, you must decide to learn how to avoid plagiarism and make avoiding plagiarism your standard in writing throughout your academic career and beyond.

If any student is caught plagiarizing within any assignment in this course, that student will receive a zero for that assignment. If any student is caught continuously plagiarizing assignments in this course, I have the option of failing that student. Additionally, that student will be reported to Student Affairs for possible university level disciplinary action.

NO LATE WORK ACCEPTED!

NOTE #1: Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances where the majority of the course at a minimum has already been completed. Any request for an incomplete grade in this course must be approved by the professor and department chair prior to the end of the course. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. TAMUCT uses the grade of ‘K’ on transcripts and grade reports to identify incomplete grades.

NOTE #2: Questions concerning one’s grade on a particular task (e.g., test, case) should be resolved within one week after receiving the graded material.

Course Grades are assigned as follows:

LETTER GRADE	Point Ranges	Performance
"A"	900 - 1000	Excellent
"B"	800-899	Good
"C"	700-799	Acceptable
"D"	600-699	Needs Improvement
"F"	599-below	Unsatisfactory

- b. Grading Policy:** Minimum points required for a specific course grade are noted on the above table. There are NO expectations that I may deviate from these required point ranges.
- c. 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.
- d. 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.
- e. Identifying Submissions:** Submissions must clearly identify the student and the title of the assignment.
- f. 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.**
- g. 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.**
- h. 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.
- i. 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 unless announced otherwise.

PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

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

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Issues & Troubleshooting: For technology issues, students should contact Help Desk Central. 24 hours a day, 7 days a week:

This course will use the TAMUCT Instructure Canvas learning management system.

Logon to TAMUCT 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 technology 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](http://hdc.tamu.edu)

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

For issues related to course content and requirements, contact your instructor.

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.

Technology issues are not an excuse for missing a course requirement – make sure your computer is configured correctly and address issues well in advance of deadlines.

COURSE OUTLINE

This course outline is provided for informational purposes and is subject to change. All times are Central Standard Time.

Week	Dates	Subject/Reading	Assignments
1	Jan 19-24	Read Chapter 1- Managing and Performing and listen to or read any supplemental resources	Submit Course Agreement, Introductions, and Discussion #1 by Sunday
2	Jan 25-31	Read Chapter 2 - The External and Internal Environments and listen to or read any supplemental resources	Complete the LearnSmart activity for Chapters 1 & 2 by Sunday, Submit Company Analysis #1 by Sunday,.
3	Feb 1-7	Read Chapter 3 - Managerial Decision Making and listen to or read any supplemental resources	Complete the LearnSmart activity for Chapter 3 by Sunday, Submit Discussion #2 by Sunday,
4	Feb 8-14	Read Chapter 4 - Planning and Strategic Management and listen to or read any supplemental resources	Quiz #1 (Chapters 1-4) must be completed by Sunday Complete LearnSmart activity for Chapter 4 by Sunday
5	Feb 15-21	Read Chapter 5 - Ethics and Corporate Responsibility and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 5 by Sunday, Submit Company Analysis #2 Sunday,
6	Feb 22-28	Read Chapter 6 - International Management and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 6 by Saturday, Submit Discussion #3 by Sunday,
7	Mar 1-7	Read Chapter 7 - Entrepreneurship and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 7 by Sunday, Submit Company Analysis #3 by Sunday,
8	Mar 8-14	Read Chapter 8 – Organization Structure and listen to or read any supplemental	Quiz #2 (Chapters 5-8) must be completed by Sunday, Complete LearnSmart activity for Chapter 8 by Sunday,
	Spring Break		

Week	Dates	Subject/Reading	Assignments
9	Mar 22-28	Read Chapter 9 – Organizational Agility and listen to or read any supplemental	Complete LearnSmart activity for Chapter 9 by Sunday Submit Discussion #4 by Sunday,
10	Mar 29-Apr 4	Read Chapter 10 – Human Resource Management and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 10 by Sunday, Submit Company Analysis #4 by Sunday,
11	Apr 5-11	Read Chapter 11 – Managing the Diverse Workforce and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 11 by Sunday Submit Discussion #5 by Sunday,
12	Apr 12-18	<i>Read Chapter 12 – Leadership and listen to or read any supplemental resources in the Week 12 Folder</i>	Quiz #3 (Chapters 9-12) by Sunday, Complete LearnSmart activity for Chapter 12 by Sunday,
13	Apr 19-25	Read Chapter 13 – Motivation for Performance and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 13 by Saturday, Submit Company Analysis #5 by Sunday,
14	Apr 26-May 2	Read Chapter 14 – Teamwork and listen to or read any supplemental resources in the Week 14 Folder	Complete LearnSmart activity for Chapter 14 by Sunday, Submit Discussion #6 by Sunday,
15	May 3-9	<i>Read Chapter 15 – Communicating and listen to or read any supplemental resources</i>	Complete LearnSmart activity for Chapter 15 by Sunday, Submit Company Analysis #6 by Sunday,
16	May 10-14	Read Chapter 16 – Managerial Control and listen to or read any supplemental resources	Complete LearnSmart activity for Chapter 16 by Thursday, Quiz #4 (Chapters 13-16) due by Thursday, Submit company analysis reflection assignment by Thursday,

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.

ACADEMIC CALENDAR – SPRING 2021

- January 18, 2021 Martin Luther King, Jr Day (University Closed)
- January 19, 2021 Add, Drop and Late Registration Begins for 16- and First 8-Week Classes \$25 Fee assessed for late registrants
- January 19, 2021 Classes Begin for Spring Semester
- January 21, 2021 Deadline for Add, Drop, and Late Registration for 16- and First 8-Week Classes
- January 26, 2021 Deadline to Drop First 8-Week Classes with No Record
- February 3, 2021 Deadline to Drop 16-Week Classes with No Record February 26, 2021 Deadline to Drop First 8-Week Classes with a Quit (Q) or Withdraw (W)
- March 1, 2021 Deadline for Teacher Education Program Applications
- March 12, 2021 Classes end for 1st 8-Weeks Session March 15, 2021 Deadline for Clinical Teaching/Practicum Applications

- March 16, 2021 Deadline for Faculty Submission of First 8-Week Final Class Grades (due by 3pm)
- March 15-19, 2021 Spring Break (No Classes - Administrative Offices Open)
- March 22, 2021 Class Schedule Published for Summer Semester
- March 22, 2021 Add, Drop, and Late Registration Begins for Second 8- Week Classes \$25 Fee assessed for late registrants
- March 22, 2021 Classes Begin for Second 8-Week Session
- March 24, 2021 Deadline for Add, Drop, and Late Registration for Second 8-Week Classes
- March 26, 2021 Deadline for Spring Graduation Application for Ceremony Participation
- March 29, 2021 Deadline to Drop Second 8-Week Classes with No Record
- April 1, 2021 Deadline for GRE/GMAT Scores to Graduate School Office
- April 5, 2021 Registration Opens for Summer Semester
- April 16, 2021 Deadline for Final Committee-Edited Theses with Committee Approval Signatures for Spring Semester to Graduate School Office
- April 30, 2021 Deadline to drop Second 8-week Classes with a Quit (Q) or Withdraw (W).
- May 14, 2021 Deadline to Withdraw from the University for 16- and Second 8-Week Classes
- May 14, 2021 Spring Semester Ends

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]. 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 webpage [<https://www.tamuct.edu/departments/access-inclusion>].

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, 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 Imdavis@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 WOnline [<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/>].

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 TAMUCT, 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 Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

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>].

Copyright Notice.

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Copyright. (2019) by Larry Garner at Texas A&M University-Central Texas, College of Business Administration; 1001 Leadership Place, Killeen, TX 76549; 254-519-5483; Fax 254-501-5825; aeads@tamuct.edu

Appendix A

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 page**) total and double-spaced.

Analysis 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?

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 (*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?

Analysis 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?

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 – 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.