



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

MGMT 3301.130 – CRN 11016 – Principles of Management (Online)
Spring 2021: Jan 19 to May 14, 2021

INSTRUCTOR INFORMATION AND COURSE MODALITY

Instructor: Dr. Vivien E. Jancenelle
Office: Founder's Hall 217K
Phone: (254) 501 5944
Email: vjancenelle@tamuct.edu – Email is preferred for communications. Please allow 24 hours for a response on a weekday, and 48 hours on a weekend.

Office Hours: Virtual office hours due to COVID-19.

Required Textbook: Management: Leading & Collaborating in a Competitive World, 13th Edition, by Bateman, Snell, & Konopaske Publisher: McGraw Hill. ISBN: 978-1259927645.

Mode of Instruction and Course Access: This course meets *online*. The TAMUCT Canvas Learning Management System [<https://tamuct.instructure.com>] will be used for instruction and assessment.

Required Textbook: Management: Leading & Collaborating in a Competitive World, 13th Edition, by Bateman, Snell, & Konopaske Publisher: McGraw Hill. ISBN: 978-1259927645.

COVID-19 SAFETY MEASURES

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, Texas A&M University-Central Texas has adopted policies and practices to minimize virus transmission. All members of the university community are expected to adhere to these measures to ensure their own safety and the safety of others. Students must observe the following practices while participating in face-to-face courses, course-related activities (office hours, help sessions, transitioning to and between classes, study spaces, academic services, etc.) and co-curricular programs:

- Self-monitoring—Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction. Students required to quarantine must participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities.

- **Face Coverings**— Face coverings must be worn inside of buildings and within 50 feet of building entrances on the A&M-Central Texas Campus. This includes lobbies, restrooms, hallways, elevators, classrooms, laboratories, conference rooms, break rooms, non-private office spaces, and other shared spaces. Face coverings are also required in outdoor spaces where physical distancing is not maintained. The university will evaluate exceptions to this requirement on a case by case basis. Students can request an exception through the Office of Access and Inclusion in Student Affairs.
- If a student refuses to wear a face covering, the instructor should ask the student to leave and join the class remotely. If the student does not leave the class, the faculty member should report that student to the Office of Student Conduct. Additionally, the faculty member may choose to teach that day’s class remotely for all students.
- **Physical Distancing**—Physical distancing must be maintained between students, instructors, and others in the course and course-related activities.
- **Classroom Ingress/Egress**—Students must follow marked pathways for entering and exiting classrooms and other teaching spaces. Leave classrooms promptly after course

WARRIOR SHIELD

Warrior Shield 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 to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Required Textbook: Management: Leading & Collaborating in a Competitive World, 13th Edition, by Bateman, Snell, & Konopaske Publisher: McGraw Hill. ISBN: 978-1259927645.

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.

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

Student Learning Outcomes: At the close of the semester, students will be able to:

- a) Have developed a working knowledge of fundamental terminology and frameworks in the four functions of management: Planning, Organizing, Leading and Controlling.
- b) Be able to analyze organizational case situations in each of the four functions of

- management;
- c) Be able to identify and apply appropriate management techniques for managing contemporary organizations; and
 - d) Have an understanding of the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.

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.
- 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, and entrepreneurship.
- 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.
- 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.
- 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.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements for the Course:

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)

Password: Your MyCT password

Canvas Support

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

Other Technology Support for the Course:

For technology issues, students should contact Help Desk Central. Available 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. For issues related to course content and requirements, contact your instructor.

UNIVERSITY RESOURCES, DATES, PROCEDURES, AND POLICIES

Drop Policy:

If you discover that you need to drop this class, you must complete a Drop Request Form, found through the Registrar’s web page: <https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2FSubmit%2FForm%2FStart%2F53b8369e-0502-4f36-be43-f02a4202f612>]. 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.

For more information regarding the Student Conduct process, [<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may submit a report, [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Penalty for Academic Integrity Violations:

All academic misconduct 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. Additionally, zero points will be given for any assignment or exam for which academic misconduct has occurred (e.g., cheating on an exam). The instructor reserves the right to use appropriate tools—such as *turnitin.com* reports or similar software—to identify plagiarism.

Academic Accommodations:

At Texas A&M University-Central Texas, we value an inclusive learning environment where

every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our Access & Inclusion Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

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

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

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>].

Behavioral Intervention:

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting behaviors that pose a threat to safety, or individuals causing a

significant disruption to our community, please make a referral to the Behavioral Intervention Team. You can complete the referral online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information [<https://www.tamuct.edu/student-affairs/bat.html>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Tutoring:

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. Tutor.com tutoring will not offer writing support beginning August 1, 2019, but will continue to offer other tutoring support. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

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.

The University Writing Center:

The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Spring 2021 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. 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. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help.

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WOnline [<https://tamuct.mywconline.com/>]. In addition, you can

email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library:

The University Library provides many services in support of research across campus and at a distance. They 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 TAMUCT 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.

The 27,000-square-foot facility on the TAMUCT 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 their homepage: <https://tamuct.libguides.com/>

For Spring 2021, all reference service will be conducted virtually. Please go to our Library website [<http://tamuct.libguides.com/index>] to access our virtual reference help and our current hours.

Important University Dates:

Important university dates can be accessed at: <https://www.tamuct.edu/registrar/docs/2020-2021-academic-calendar.pdf>

INSTRUCTOR POLICIES

Spelling, Grammar, and Writing Skills for reports: The content of all written assignments is what you will be evaluated on, provided that your spelling and grammar does not have major issues. While a few spelling and grammar mistakes are acceptable and will not affect your grade, I reserve the right to remove of up 10% of the points of a written assignment for excessively bad grammar and spelling mistakes. Students who proofread their work, use spelling and grammar checking tools, or obtain help from the University Writing Center (described above) should not be affected by this policy. Discussion posts will also require APA format.

Academic Honesty and Cheating: All work for individual assignments and exams must be your own. You may not collaborate in any way on online exams. Any students who deliberately cheats on an exam will receive a zero grade for that exam and be reported to the university's Office of Student Conduct.

Submitting Assignments and Late Policy: Students need to submit their assignments (e.g., forum posts and response to a fellow class member, midterm and final examinations) within the allotted time for each module. As can be seen on the course outline, modules close at a preset date and time. Once a module is closed, the submission period is over and students will receive zero points for the module. Late submissions will only be allowed for unanticipated and legitimate reasons (e.g., unforeseeable emergency). Traveling or forgetting about an assignment are not considered to be unanticipated and legitimate circumstances.

COURSE REQUIREMENTS AND ASSESSMENTS

Management Activities / Discussions (240 total points, 6 x 40 pts)

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 your application of text concepts; your ability to articulate assigned analysis clearly; and your 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 should be submitted by the Wednesday of a discussion's week. This will allow for your classmates to read your opening post and to reply to you and for you to reply to them in turn. The remaining two posts can be completed between Wednesday and Sunday of the discussion's week.

Exams (440 points, 4 x 110 pts)

Four exams will be administered online. The exams will be noncumulative, and will be composed of multiple choice questions based on the course content.

Company Analysis Assignment (240 pts for part 1, and 80 pts for part 2)

The company analysis assignment is a major individual project 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 (part 1 is worth 240 pts, 6 x 40 pts) - There are six (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 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 (part 2 is worth 80 pts) - 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 80 of the 320 points.

Evaluation criteria for the company analysis assignment will include (but is not limited to): 1) Effective and accurate use of management terminology and principles, 2) Appropriate application of management principles and theories, and 3) Quality and sophistication of writing and expression. A detailed grading rubric will be available with the assignment instructions and submission locations in Canvas.

SUMMARY OF GRADING CRITERIA

<u>Assessments:</u>		<u>Points:</u>	<u>Percentage:</u>
Management Activities / Discussions	6x40	240	24%
Exam 1		110	11%
Exam 2		110	11%
Exam 3		110	11%
Exam 4		110	11%
Company Analysis Assignment			
1. Company Analysis	6x40	240	24%
2. Reflection Assignment		80	8%
Total points:		1,000	100%

Note: Final grades will be calculated using a standard scale (900-1000 points=A, 800-899 points=B, 700-799 points= C, 600-699 points=D, less than 600 points= F). Students begin the class with 0 points and earn points throughout the semester. Although changes to this grading criteria are rare, I reserve the right to adjust point allocation based on the pace of the class. Grades will be posted on Canvas on a regular basis, although it may take the instructor up to 7 days to post grades.

COURSE SCHEDULE

(Subject to change at the instructors' discretion)

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

Week	Module	Topic	To do
Week 1 1/19-1/24	Module 1	Read Chapter 1- Managing and Performing and listen to or read any supplemental resources	Submit Discussion #1 by Sunday 1/24
Week 2 1/25-1/31	Module 1	Read Chapter 2 - The External and Internal Environments and listen to or read any supplemental resources	Submit Company Analysis #1 by Sunday 1/31
Week 3 2/1-2/7	Module 1	Read Chapter 3 - Managerial Decision Making and listen to or read any supplemental resources	Submit Discussion #2 by Sunday 2/7
Week 4 2/8-2/14	Module 2	Read Chapter 4 - Planning and Strategic Management and listen to or read any supplemental resources	Take Exam #1 by Sunday 2/14
Week 5 2/15-2/21	Module 2	Read Chapter 5 - Ethics and Corporate Responsibility and listen to or read any supplemental resources	Submit Company Analysis #2 by Sunday 2/21
Week 6 2/22-2/28	Module 2	Read Chapter 6 - International Management and listen to or read any supplemental resources	Submit Discussion #3 by Sunday 2/28
Week 7 3/1-3/7	Module 2	Read Chapter 7 - Entrepreneurship and listen to or read any supplemental resources	Submit Company Analysis #3 by 3/7
Week 8 3/8-3/14	Module 3	Read Chapter 8 – Organization Structure and listen to or read any supplemental	Take Exam #2 by Sunday 3/14
Week 9 3/15-3/21		Spring Break	
Week 10 3/22-3/28	Module 3	Read Chapter 9 – Organizational Agility and listen to or read any supplemental	Submit Discussion #4 by Sunday 3/28 Submit Company Analysis #4 by Sunday 3/28
Week 11 3/29-4/4	Module 3	Read Chapter 10 – Human Resource Management and listen to or read any supplemental resources	Submit Discussion #5 by Sunday 4/4
Week 12 4/5-4/11	Module 3	Read Chapter 11 – Managing the Diverse Workforce and listen to or read any supplemental resources	
Week 13 4/12-4/18	Module 4	Read Chapter 12 – Leadership and listen to or read any supplemental resources	Take Exam #3 by Sunday 4/18
Week 14 4/19-4/25	Module 4	Read Chapter 13 – Motivation for Performance and listen to or read any supplemental resources	Submit Company Analysis #5 by 4/25
Week 15 4/26-5/2	Module 4	Read Chapter 14 – Teamwork and listen to or read any supplemental resources	Submit Discussion #6 by Sunday 5/2

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Week 16 5/3-5/9	Module 4	Read Chapter 15 – Communicating and listen to or read any supplemental resources	Submit Company Analysis #6 by Sunday 5/9
Week 17 5/10-5/14	Module 5	Read Chapter 16 – Managerial Control and listen to or read any supplemental resources	Take Exam #4 by Wednesday 5/12 Submit Company Reflection Assignment by Wednesday 5/12