



COURSE SYLLABUS – MGT 305
Principles of Management (3 credit hours) CRN 20137, SEC 01
Tuesday and Thursday – 12:30-1:45pm – Rahall 304
Spring 2019

Instructor Contact Information

Dr. Angie Edwards, EdD
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Office Hours:

Monday and Wednesday 10:00am-12:30pm
Thursday 11:00am-12:00pm

Inclement weather schedule:

www.concord.edu/emergency-alerts

Sign up for emergency text messages:

<http://sms.concord.edu>

Text, Materials, and Technology Required

- Bateman, Snell, and Konopaske (2016). *Management: Leading and Collaborating in a Competitive World*. McGraw Hill Education. ISBN: 9780077862596.
- Blackboard – course supplements available

Catalog Description: This course provides an introduction to the theory and practice of the management of organizations. Core disciplines drawn upon include sociology, social psychology, economics, political science, and philosophy. The course examines management from the perspective of planning, organizing, controlling, leading and development of staff. Specific topics will include leadership, teamwork, motivation, decision-making, strategy, change management, and ethics.

A main objective of the course is the development of critical thinking skills. Doing the reading and memorizing concepts will get you only so far; therefore, engagement with the material is necessary. Exams and assignments will emphasize applying, critiquing, and integrating ideas. Having the ability to think critically and express your ideas clearly will be important throughout your coursework in the Business program, in your career, and in life.

Course Objectives:

- 1) To understand the core concepts and theories of management.
- 2) To familiarize students with the functions of management including, planning, organizing, leading and controlling.
- 3) To realize how the functions of management lead to the efficient use and allocation of resources.
- 4) Students will be able to evaluate a business environment and gain meaningful insight to current management challenges.
- 5) To prepare students to take an active role in today's dynamic business environment and understand the role of management in business objectives and goals.

Teaching Strategies/Processes

The following teaching methods will be utilized in the presentation of course materials:

1. **Class Discussions:** Lectures will be utilized to provide important material from the text and outside sources to be covered in class. Students should plan to take careful notes as all material cannot be found in the text or readings.
2. **Case Study analysis** will be utilized review and discuss a variety of cases related to management communication. Discussions in small groups as well as the whole class are encouraged. Students are encouraged to engage in question/answer sessions to facilitate a more effective learning process.
3. **Learning Activities:** Students will engage in a variety of learning activities, to provide hands-on applications of course content presented. A variety of activities including large and small group discussions, peer reviews of work, internet research, research readings, and case studies analysis will be utilized.
4. **Visual Aids and Computer Applications:** Several visual aids including computer presentation media will be used as part of the learning environment. In addition, students will utilize computers to conduct research using the Internet as part of their assignments. Email will also be utilized during the course as a communication tool.
5. **Assessment Measures:** Assessment measures utilized in this course will include completion of instructional topics and examinations.

Method of Evaluation

A point system will be utilized to configure grades with a total of **1000 possible points**. The grading point scale to be used is as follows:

<u>GRADING SCALE:</u>		
A = 90 – 100%	900 – 1000 Points	Track your points and you can easily determine your grade at any time!
B = 80 – 89%	800 – 899 Points	
C = 70 – 79%	700 – 799 Points	
D = 60 – 69%	600 – 699 Points	
F = Below 60%	599 and below	

Evaluation and Grading

Chapter Assignment	10 points each	Will vary	10-150
Company Analyses	50 pts each	50 pts x 3	150 pts
Tests/Exams	50 pts each	50 pts x 3	150 pts
Class Activities/Participation	Will vary		25pts
Total points possible			325 -475 pts

Class Activities:

Class Activities are in-class assignments specific to the chapter we are reviewing. Class Activities will vary from discussions, group work, and individual work. All class activities must be complete **IN CLASS**. If you miss a class, then you miss the class activities. No exception.

Chapter Assignment:

These assignments are designed to enhance the chapter learning objectives. Typically, you will follow the directions in the textbook for these exercises/homework; though, I sometimes will provide you with an “answer” sheet or alter the directions.

Company Analyses:

At the beginning of week 2, you will select a Fortune 500 company and will use that company to answer questions designed to correspond with course chapters. If several of you select the same company, I will

ask you to select another company. The company analyses questions are at the end of the syllabus (see below). The questions are designed to both get to know your company and apply class concepts. When you submit the answers for each chapter, they **must be cited** and **grammatically correct**, as well as have proper **APA style references** at the end. Each question should be addressed in a substantive paragraph.

Instructor's Classroom Management Policies

The Learning Environment – An orderly classroom is essential to teaching and learning, and respect for all students and the instructor is expected. In order to maintain a productive learning environment, it is requested that each student in this course follow and maintain the classroom policies as outlined below.

1. ***Attendance and Make-up Work*** -- In order for students to complete assignments and to actively and effectively learn the course content presented, consistent class attendance is essential. Roll will be taken at each class meeting.
 - If you are absent, a **valid excuse** must be presented within one week of the absence or the absence will be considered unexcused and any work missed will be graded as zero. In addition to university-excused absences and medically excused absences, I will work with each individual student to determine what is determined as an excused or unexcused absence.
 - If you are absent from class and the absence is EXCUSED, you will have one week from the absence to submit makeup work – this also includes making up a missed exam.
 - Students who miss exams without my prior knowledge and who do not have a valid excuse, will not be considered to makeup the missed exam.
 - **It is the student's responsibility to complete work assigned and to obtain notes and instructions missed during an absence, excused or unexcused.**

2. ***Tardiness and Leaving Class***-- **The class will begin promptly at 1:00pm.** The class atmosphere is disrupted by tardy students and by students who excuse themselves during class. Consistent tardiness or leaving the classroom early may result in an instructor withdrawal from the course. This is considered disruptive behavior and is identified in the catalog as a reason for instructor withdrawal.

3. ***General policies for maintaining a productive learning environment.***
 - **Please keep all cell phones on silent during class.**
 - Laptops in class are permitted, in fact, encouraged to facilitate better note taking and completion of work. However, individuals who are using their laptops for other activities rather than what is directly related to class **will be asked to NOT bring their laptops to future class sessions.**
 - Students who disturb the learning environment by talking, whispering, laughing, making motions to fellow students, ignoring the computer laboratory rules, placing their feet on desks, sleeping, or other types of nuisances, are a distraction not only to the instructor but to their fellow students, and will be corrected.
 - **Department of Business and RTM-- General Expectations of Students.** All students seeking a Business Administration degree will have an attitude and demeanor that demonstrates a real commitment to the learning process. You will adhere to the expectations developed by the Division Faculty while in class and while representing the Department of Business and RTM and Concord University. A complete list of these expectations can be found displayed on Department bulletin boards and the website -- <http://www.concord.edu/business/>

4. ***Late Assignments:*** In order to be fair to students who get their assignments in on time and to keep my schedule, **no late assignments will be accepted.** Please do not ask for an exception to this policy except in **extreme** circumstances. All homework assignments will be due by the beginning of

class. If you know that you are going to be absent for class, you may submit your homework prior to class.

5. **Academic Dishonesty:** It is the policy of this instructor to follow the guidelines for academic dishonesty as specified in the university academic catalog and to follow the University Honor Code.
6. **Special Assistance:** Concord College is committed to responding to the needs of students with disabilities as defined by the Americans with Disabilities Act (ADA). Please inform your instructor at the beginning of the class semester if you have a disability and are requesting accommodations. It is your responsibility to self-disclose that you are requesting accommodations. The University and instructor will provide you with a reasonable accommodation. You should register with CU's Disability Services Office, located in the Athens campus Jerry and Jean Beasley Student Center, Bottom Floor, across from the Campus Post Office. The Disability Services Office phone is 304-384-6086. Concord University's Protocol and Procedures for Serving Students with Disabilities as covered under Section 504/ADA can be accessed at <http://www.concord.edu/parents-visitors/ada-campus-access-plan>
7. **Academic Resources:** The Academic Success Center is ready to assist any student with academic or personal concerns, tutoring, study skills, time management, and much more. The Academic Success Center is located in Suite 243 (Atrium) of the Rahall Technology Center. Students can stop by the ASC Monday through Friday, 8:00 am until 4:00 or by appointment. The ASC may be reached by calling (304) 384-6074, (304) 384-6298, or asc@concord.edu. Website: <http://hub.concord.edu/academicsuccess/>
8. **Sexual Harassment & Assault**

Federal law, Title IX, and Concord University policy prohibits discrimination, harassment, and violence based on sex and gender (Including sexual harassment, sexual assault, domestic/dating violence, stalking, sexual exploitation, and retaliation). If you or someone you know has been harassed or assaulted, you can receive confidential counseling support through the Concord University Counseling Center (304-384- 5290). Alleged Violations can be reported non-confidentially to the Concord University Title IX Coordinator at 304-384-6327 or titleix@concord.edu. Reports to Campus Security can be made at (304- 384-5357). As an employee at Concord University, I am a mandatory reporter which means I must report any sexual misconduct I am made aware of. This includes verbal or written (such as in an assignment) disclosures of sexual harassment or sexual assault.

The drop-in tutoring schedule is posted online: <https://apps.concord.edu/tutoring/>. Smarthinking—online, and on-demand tutoring—is available on Blackboard at elearn.concord.edu.

Please review the following websites, which may be useful to you.

The inclement weather schedule: <http://www.concord.edu/emergency-alerts>

The Beckley inclement weather schedule:
http://www.concord.edu/userfiles/files/emergency/HEC_Inc_Weather_Schedule.pdf

Concord University encourages everyone to register to receive instant emergency text message alerts via cell phones and/or email alerts: <http://sms.concord.edu/>

The Department of Business and RTM Mission statement and reference to the Department of Business and RTM homepage: <http://www.concord.edu/business/node/1>

The university Honor Code and Mission statement,
www.concord.edu/userfiles/files/Academics/StudentHB2010-2012.pdf (page 4)

TENTATIVE Schedule for MGT 305		
Week	Class Work and Assignments	Assignment and/or Work Due
<i>Week 1</i> <i>Jan 15 & 17</i>	Introduction and Review of Syllabus Chapter 1 Review	Chapter 1 Assignment Select Fortune 500 Company
<i>Week 2</i> <i>Jan 22 & 24</i>	Chapter 2 Review	Chapter 2 Assignment
<i>Week 3</i> <i>Jan 29 & 31</i>	Chapter 3 Review	Chapter 3 Assignment
<i>Week 4</i> <i>Feb 5 & 6</i>	Chapter 4 Review Wrap up and Review for Exam #1	Chapter 4 Assignment
<i>Week 5</i> <i>Feb 12 & 14</i>	Chapter 5 Review <u>Exam #1 – Chs 1, 2 3,4</u>	Company Analysis Chapter 1-4 and Chapter 5 Assignment
<i>Week 6</i> <i>Feb 19 & 21</i>	Chapter 6 Review	Chapter 6 Assignment
<i>Week 7</i> <i>Feb 26 & 28</i>	Chapter 7 Review	Chapter 7 Assignment
<i>Week 8</i> <i>March 5 & 7</i>	Chapter 8 Review	Chapter 8 Assignment
<i>Week 9</i> <i>March 10-16</i>	Spring Break Week	
<i>Week 10</i> <i>March 19 & 21</i>	Chapter 9 Review Wrap up and Review for Exam #2	Company Analysis Chapter 5-9 and Chapter 9 Assignment
<i>Week 11</i> <i>March 26 & 28</i>	<u>Exam #2 – Chs 5, 6, 7, 8, 9</u> Chapter 10 Review	Chapter 10 Assignment
<i>Week 12</i> <i>April 2 & 4</i>	Chapter 11 Review	Chapter 11 Assignment
<i>Week 13</i> <i>April 9 & 11</i>	Chapter 12 Review	Chapter 12 Assignment
<i>Week 14</i> <i>April 16 & 18</i>	Chapter 13 Review	Chapter 13 Assignment
<i>Week 15</i> <i>April 23 & 25</i>	Chapter 14 Review	Chapter 14 Assignment
<i>Week 16</i> <i>April 30 & May 2</i>	Chapter 15 Review Wrap Up and Review for Final Exam	Company Analysis Chapter 10-15 Chapter 15 Assignment

Company Analysis Instructions

At the beginning of week 2, you will select a Fortune 500 company and will use that company to answer questions designed to correspond with course chapters. If several of you select the same company, I will ask you to select another company.

The company analyses questions are at the end of the syllabus (see below). The questions are designed to both get to know your company and apply class concepts. When you submit the answers for each chapter, they **must be cited** and **grammatically correct**, as well as have proper **APA style references** at the end. Each question should be addressed in a substantive paragraph.

Grading Rubric for Company Analyses (each worth 50 pts)	
Content as to completeness and accuracy of answer and ideas/creativity (there is no required page length, however, needs to be complete)	35
Follow directions for formatting and using APA style correctly (ease in finding answers)	5
Grammar/writing skills	10

Chapters 1-4 – Due February 14

1. Give a brief history of your company, including: How old is it? In what industry (or industries) is the firm active? What products or services does it sell?
2. Who is the CEO? How long has she or he been in this position? What has been the career track of the CEO?
3. Find and discuss examples of how the CEO has performed the basic functions of management—planning, organizing, leading and controlling his or her organization?
4. Who are your organization's major competitors and how is it performing compared to them (use most recent annual financial data for your company and its competitors)?
5. Conduct a detailed SWOT analysis for your company.
6. Find an example 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?
7. What barriers to effective decision making did the organization face in this situation or has faced in the past?
8. 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?
9. 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?

Chapters 5-9 – Due May 2

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? Whom do these investments benefit? Do you approve of these investments?
3. 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?
4. Is your firm active outside its home market? How much of its business comes from foreign sales? What is its global strategy?
5. Describe and classify the basic organizational structure of your company.
6. 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. Is decision making within this company centralized or decentralized? Explain and give examples.
7. What is your organization's core competence? Describe how it organizes around this core capability.
8. Describe your organization's approach to customer relationship management (CRM). Is it known for quality? If not why? If so, how do they do it?

Chapters 10-15 - Due – November 29

1. 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?
2. To what extent does this organization emphasize development of its workforce? What training methods seem to be most widely used in this organization?
3. What can you find out about the vision of the chief executive officer? How would you characterize his or her style of leading and managing?
4. 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?
5. Would you characterize the CEO as an effective leader? How would you explain his or her success or lack thereof based on text principles?

INCLEMENT WEATHER SCHEDULE

MWF Classes Regular	MWF Classes Inclement	TR Classes Regular	TR Classes Inclement
8:00-8:50	10:00-10:40	8:00-9:15	10:00-11:00
9:00-9:50	10:45-11:25	9:30-10:45	11:05-12:05
10:00-10:50	11:30-12:10	11:00-12:15	12:10-1:10
11:00-11:50	12:15-12:55	12:30-1:45	1:15-2:15
12:00-12:50	1:00-1:40	2:00-3:15	2:20-3:20
1:00-1:50	1:45-2:25	3:30-4:45	3:25-4:25
2:00-2:50	2:30-3:10		
3:00-3:50	3:15-3:55		
MW Class Time	MW Inclement Time		
8:30-9:45	10:15-11:15		
11:00-12:15	12:15-1:15		
1:00-2:15	1:45-2:45		
2:30-3:45	2:50-3:50		