



MGMT 305: Principles of Management (3 credit hours)
CRN 20138 Spring 2019
Online

Instructor: Angela Addair, MBA, ABD

Email: aaddair@concord.edu

Office Hours : Tuesdays 12:30pm-2:00pm, Wednesdays 12:00pm-2:00pm, Thursdays 12:30pm-2:00pm Or By Appointment

Office Location: Rahall 225

Office Phone: (304) 384-5245

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
- USB drive – suggested to save in-class work
- Other materials and resources will be available from the instructor.
- Concord email account which will be utilized as a communication tool between class times.

Catalog Description: This course provides an introduction to the theory and practice of the management of organizations. Core disciplines we will draw upon include sociology, social psychology, economics, political science, and philosophy. Specific topics we will cover include leadership, teamwork, motivating employees, decision making, politics and conflict, organizational culture and structure, stakeholder management, business and corporate strategy, the management of change, and conducting ethical business. We will study management from the perspective of planning, organizing, controlling, leading and development of staff. We will look at the management as a function of controlling organizational resources for the purpose of achieving organizational goals and explore management's role in the efficient and effective use of resources, which requires both technical and human skills, and involves both internal and external activities. We will pay special attention to the ethical dimensions of management.

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.
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	25 pts each	25 pts x 15	375 pts
Company Analyses	83 pts each	83 pts x 3	250 pts
Tests/Exams	100 pts each	100 pts x 3	300 pts
Class Activities	10 to 15 pts each	varies	75 pts
Total points possible			1000 pts

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:

By the beginning of Week 2, you will select a Fortune 500 company and will use that company to answer questions designed for 10 of the chapters. If several of you select the same company, I will ask you to select another company; I will use the date/time of the message to determine who was first in their selection. The company analyses questions are at the end of the syllabus. Ten chapters have

questions 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. Number the questions and DOUBLE SPACE—also, make it easy to find all of your responses, as in Chapter 1, Question 1, has 3 different items to answer. See the end of the syllabus for more explanation.

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.

- ***Attendance and Make-up Work*** -- In order for students to complete assignments and to actively and effectively learn the course content presented, consistent online attendance is essential.
 - Makeup exams will only be given when the student has a documented, excused absence. The format may be different from the originally scheduled exam. Makeup exams will be given at the convenience of the instructor.
 - You will be dropped from the course if you have not logged into the course or not submitted any assignments after 21 consecutive days. You will still need to see your advisor for a drop form. Just because you are dropped from the blackboard course does not mean you are dropped from the Registrar's office. YOU must drop the course.
1. ***General policies for maintaining a productive learning environment. All of these policies are just plain good manners and all are expected behaviors of employees by ALL employers.***
 - **Students are expected to have access to a computer to take this class. IF you have problems with your home computer, then you need to make arrangements to access a computer. Computers are available in labs on the CU Campus, and the library.**
 - **Department of Business and RTM -- General Expectations of Students.** All students enrolled in the Department of Business and RTM at Concord University will have an attitude and demeanor that demonstrates a real commitment to the learning process. You will adhere to the expectations developed by the Department 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 Department website - <http://www.concord.edu/academics/business/current-students/policies>
 2. ***Late Assignments:*** In order to be fair to students who get their assignments in on time and to keep my schedule, **late assignments will not be accepted for unexcused absences.** Please do not ask for an exception to this policy except in extreme circumstances.
 - 3.
 4. ***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.
 5. ***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>

6. **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/>

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/>

“General Expectations of Business Students” and the “If Students Miss an Exam Policy”
<http://www.concord.edu/academics/business/current-students/policies>

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

The university Honor Code and Mission statement,

www.concord.edu/userfiles/files/Academics/StudentHB2010-2012.pdf (page 4)

TENTATIVE Schedule for MGT 305		
All Assignments are due by Friday at Midnight of the week assigned		
Week	Class Work and Assignments	Assignment and/or Work Due
<i>Week 1</i> <i>Jan 14</i>	Introduction and Review of Syllabus Getting to know Blackboard	Syllabus Acknowledgement Getting to know your classmates discussion
<i>Week 2</i> <i>Jan 21</i>	Chapter 1 Review & Assignment	Select Fortune 500 Company 1.2, 1.3, Concluding Case
<i>Week 3</i> <i>Jan 28</i>	Chapter 2 Review & Assignment	Discussion Post Chapter 2 Social Enterprise Questions pg49 1-4
<i>Week 4</i> <i>Feb 4</i>	Chapter 3 Review & Assignment	Discussion Questions 1-4 Concluding Case

<i>Week 5 Feb 11</i>	Chapter 4 Review & Assignment	Discussion Post Chapter 4 Chapter 4 Discussion questions 1-5
<i>Week 6 Feb 18</i>	<u>EXAM #1 – Ch 1-4</u> Chapter 5 Review & Assignment	Company Analysis Chapters 1- 4 Management in action pg 159 Discussion questions 1-5
<i>Week 7 Feb 25</i>	Chapter 6 Review & Assignment	Discussion Post Chapter 6 Chapter 6 Discussion questions 1-6
<i>Week 8 Mar 4</i>	Chapter 7 Review & Assignment	Chapter 7 Assignment 1-7 discussion questions
<i>Week 9 Mar 11</i>	Enjoy Spring Break!!!	
<i>Week 10 Mar 18</i>	Chapter 8 Review & Assignment	Discussion Post Chapter 8 Chapter 8 Discussion questions- all questions except #4
<i>Week 11 Mar 25</i>	Chapter 9 Review & Assignment	Company Analysis Chapter 5- 9 Chapter 9 Discussion questions 1-4
<i>Week 12 Apr 1</i>	<u>EXAM #2 – CH 5-9</u> Chapter 10 & 11 Review & Assignments	Chapter 10 Discussion questions 1-5 Chapter 11 Discussion questions 1-4
<i>Week 13 Apr 8</i>	Chapter 12 Review & Assignment	Chapter 12 Discussion questions 1-6
<i>Week 14 Apr 15</i>	Chapter 13 Review & Assignment	Discussion Post Chapter 13 Chapter 13 1-4 discussion questions
<i>Week 15 April 22</i>	Chapter 14 Review & Assignment	Discussion Post Chapter 14 Chapter 14 1-5 discussion questions
<i>Week 16 April 29</i>	Chapter 15 Review & Assignment	Company Analysis 10-15 Chapter 15 discussion questions 1-4
<i>Week 17 May 6</i>	<u>Final Exam – Chs 10, 11, 12, 13, 14, 15</u>	

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 83 pts)	
Content as to completeness and accuracy of answer and ideas/creativity (there is no required page length, however, needs to be complete)	50
Follow directions for formatting and using APA style correctly (ease in finding answers)	13
Grammar/writing skills	20

Chapters 1-4

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

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?
7. Is decision making within this company centralized or decentralized? Explain and give examples.
8. What is your organization's core competence? Describe how it organizes around this core capability.
9. 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

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?