I. Locator Information:
Instructor: Don. A. Okhomina, Ph.D._
Course # and Name: _MGMT 311 D1 Principles of Management_
Office Location: SBE 320_
Semester Credit Hours: 3_
Office hours: TR1100am- 1:00 PM, W9:00am -1:00PM Virtual_
Day and Time Class Meets: Online Office Phone: 910-672-2148_
Total Contact Hours for Class: 40_
Email address: dokhomina@uncfsu.edu_

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@broncos.uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Information from FSU or FSU students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. The student is responsible for ensuring the mailbox remains available to receive notifications. FSU is not responsible for issues related to notifications that are not deliverable due to full mailboxes. Inquiries or requests from personal email accounts are not assured a response. Rules and regulations governing the use of FSU email may be found at http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf

II. Course Description: Course description on syllabus must match the course description in the catalog.

III. Disabled Student Services: In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. Title IX – Sexual Misconduct
Fayetteville State University (University) is committed to fostering a safe campus environment where sexual misconduct — including sexual harassment, domestic and dating violence, sexual assault, and stalking - is unacceptable and is not tolerated. The University encourages students who may have experienced sexual misconduct to speak with someone at the University so that the University can provide the support that is needed and respond appropriately. The Sexual Misconduct policy can be found at the following link: http://www.uncfsu.edu/Documents/Policy/students/SexualMisconduct.pdf

Consulting with a Health Care Professional - A student who wishes to confidentially speak about an incident of sexual misconduct should contact either of the following individuals who are required to maintain confidentiality:

<table>
<thead>
<tr>
<th>Ms. Dionne Hall</th>
<th>Ms. Linda Melvin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Professional Counselor</td>
<td>Director, Student Health Services</td>
</tr>
<tr>
<td>Spaulding Building, Room 167</td>
<td>Spaulding Building, Room 121</td>
</tr>
<tr>
<td>(910) 672-2167</td>
<td>(910) 672-1454</td>
</tr>
<tr>
<td><a href="mailto:dhall9@uncfsu.edu">dhall9@uncfsu.edu</a></td>
<td><a href="mailto:lmelvi10@uncfsu.edu">lmelvi10@uncfsu.edu</a></td>
</tr>
</tbody>
</table>

Reporting an Incident of Sexual Misconduct- The University encourages students to report incidents of sexual misconduct. A student who wishes to report sexual misconduct or has questions about University policies and procedures regarding sexual misconduct should contact the following individual:
Unlike the Licensed Professional Counselor or the Director of Student Health Services, the Deputy Title IX Coordinator is legally obligated to investigate reports of sexual misconduct, and therefore cannot guarantee confidentiality, but a request for confidentiality will be considered and respected to the extent possible.

Students are also encouraged to report incidents of sexual misconduct to the University’s Police and Public Safety Department at (910) 672-1911.


VI. Student Learning Outcomes –
Upon completion of this course, students will be able to demonstrate basic knowledge and familiarity with the following:

- Understand the major challenges of managing in the changing environment of management and management practices.
- Be knowledgeable of historical development, theoretical aspects and practical application of the managerial process;
- Be conversant with the building blocks of competitive advantage.
- Be familiar with the skills needed to be an effective manager.
- Be aware of what to strive for as a future manager.
- Demonstrate management professionalism in punctuality, attendance, attitude, and team work.

As the numbers of distance education learners have increased, so too has the concern for academic integrity in the distance learning environment where there is a separation of time and distance between faculty and students. Beginning Spring 2012, students in this course will take specified assessments in a proctored setting.

The following guidelines are intended for the SBE Proctoring Center as well as remote locations.

The **SBE Proctoring Center** provides a venue for testing for on-line courses and other instances when your instructor needs to schedule a proctored exam or assignment. It is located in **SBE 104**. Other rooms may be used at times. Your instructor will communicate the time/s and location where your exam will be available. Students must follow the guidelines given below to successfully complete any work scheduled in the Proctoring Center.

- When you report to the Proctoring Center, you will be expected to bring a current legible Photo ID. You will not be allowed to use the Center without your ID.
- You will sign in and out at the proctoring location on the appropriate form as indicated by the proctor on duty (this is specific to the SBE center).
- All bags, books, and electronic items (including thumb drives or cell phones) must be left outside of the proctored location or in an area designated by the proctor.
- Cell phones are strictly prohibited during exam appointments (leave cell phones in a locked car, at home, or in the care of your proctor).
You will not talk with other students during the exam or you will be asked to leave.
You will not access Internet sites other than those indicated as needed for your exam (such as Blackboard).
Once you begin an exam or assignment, you will not be allowed to leave the proctored location and return to complete your work. If you must leave, your exam will be graded as partially complete.

Remotely Located Students:

Students must schedule all exam appointments via the UNC Academic Services Portal (http://services.northcarolina.edu/) no later than two weeks prior to the active exam windows. The system automatically releases exam materials to approved UNC proctors' accounts; consequently, if students do not schedule via the system, they will be unable to take their exams.
Login to the UNC ASP via the "UNC Member" tab to schedule an exam appointment—detailed scheduling instructions are posted in Blackboard.
If you have questions in regards to the UNC ASP, contact: proctors@services.northcarolina.edu or the FSU point of contact (Shunta’ Hailey) at shailey1@uncfsu.edu or 910.672.2522.
Students are responsible for all fees related to proctoring services (generally, with advanced planning, students can secure a proctor that does not charge a fee). During proctored exams, as at all other times, students are required to adhere to FSU’s Honor Code located here: http://www.uncfsu.edu/handbook/pdf/Codeofconduct.pdf

Accommodating students with special learning needs: In accordance with university policy, students with documented sensory and/or learning disabilities should inform the instructor so that their special needs may be accommodated.

VII. COURSE REQUIREMENT AND EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Grading System</th>
<th>Points</th>
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<tbody>
<tr>
<td>Demonstrate basic knowledge of management concepts via tests and quizzes (Objective 1) (Exam. 1, 10%, Exam. 2, 10% Exam. 3, 10% and exam. 4, 20%)</td>
<td>50</td>
</tr>
<tr>
<td>Quizzes</td>
<td>15</td>
</tr>
<tr>
<td>Blackboard Discussion/Participation</td>
<td>15</td>
</tr>
<tr>
<td>Term Paper (Individual)</td>
<td>10</td>
</tr>
<tr>
<td>Team Project</td>
<td>10</td>
</tr>
<tr>
<td>Total Points</td>
<td>100</td>
</tr>
</tbody>
</table>

VIII. TEACHING STRATEGIES

TEACHING STRATEGIES
Online Discussion
This is a web based course that involves a combination of lecture notes, power points, and assignments via Online. Therefore, for students to benefit they are required to attend to the Online Discussion Sessions, Lecture notes, and Assignments. Students are required to read all lecture notes, appropriate chapter assignments for the course in advance and take an active part in the online discussions. No late work will be accepted. Turnaround time to get feedback from instructor for tests, and others will be within seven days. Instructor will check email for messages every twelve hours on weekdays only.

**Student Behavior Expectations:**

- The instructor will respect all students and will make every effort to maintain a virtual classroom climate that promotes learning for all students. Students must accept their responsibility for maintaining a positive virtual classroom environment by abiding by the following rules:
  1. Students are expected to participate in online discussion on a timely manner and students should stagger their discussions over multiple times (2 to 3 times) and in detail to earn full credits. Discussion presented at one time and with no response may receive minimum grade.
  2. Student/teacher relationships, as well as relationships among peers, must be respectful at all times.
  3. Students must refrain from any activity that will disrupt the virtual classroom

**Examinations**

**Three examinations** will be administered through the duration of the semester. (NO MAKEUP). Examination is weighted 10%, examination 2 and examination 3 are weighted 20% each of the final grade. Both examinations 2 and 3 require proctoring so schedule your test dates in advance in any of the proctoring services nearest you.

**15 Weekly Quizzes** of one point each will be administered via Blackboard during the semester. Students are required to participate in weekly quizzes no later than Saturday by 11:30 PM. Quiz may not be administered to students who missed the weekly deadline. Questions for quizzes will be taken from the chapter learning objectives.

**Assignments**

**Individual Paper 1(10 Points):** Choose one of the following topics and write a minimum of 5 – 7 double-spaced pages, Using APA format with at least 7 references from peer reviewed journals.

- Workplace Spirituality
- Power, Politics, and Influence
- Organizational Justice
- Glass Ceiling
- The Status of Affirmative Actions
- Multiculturalism and Diversity
- Career Dynamics
- Sexual Harassments
The paper will be graded primarily based upon the content of what is written, although issues of form, such as sentence structure, and spelling also enter into the grading of the paper. As an educational tool, you will submit your paper to Turnitin. Tutoring is available in the SmartThinking (on-line prompt on the tools menu of Blackboard) if you require help with writing a paper. Please use this option early in the semester as you must be able to complete basic academic paper writing to accomplish these paper assignments. YOU MAY NOT USE A PAPER FROM ANOTHER CLASS (EITHER PREVIOUS OR CONCURRENT).

Team Assignments (2 Cases of 5 points each) Managing Ethically: Two exercises that present managers with ethical scenarios or dilemmas will be assigned to you to analyze the issues from ethical perspectives by employing some of the conceptual tools covered throughout the chapters. Each student will be part of a team that is responsible for the two cases. The team is expected to turn in a typed report for the two cases assigned. The report will be comprised of responses to each specific question assigned for the case. The reports should be typed, double spaced, and are due the date listed on the course schedule. It is expected that the content of your written report will reflect your thoughts and not the work of others. (See policy on plagiarism). Be sure to proofread your reports carefully. You will remain in the team throughout the semester; if personality or individual differences create problems, team members will have to work them out among themselves. If a team member does not participate, the team can fire the member. To fire a member, the team must give the instructor a written memo signed by all the remaining team members, stating the reasons why the individual is being fired and efforts made to remediate the issue prior to the decision.

This activity should be a team effort to prepare a single coherent paper, NOT a collection of individual papers combined to form one big paper. Team members are responsible for contributing to, reading, editing, checking citations, and proofreading the entire paper, not just a portion of it. If portions of the team report contain plagiarized sources or material, the entire group will receive a grade of “F” for the course. Team members will evaluate each other to determine what percent of the team grade individual members will receive. If a team member participated fully, then that person should receive 100% of the team grade. Team members who did not participate fully will receive a lower percentage of the team grade. For example, if the team receives a grade of 90, and a team member receives a peer evaluation of 80%, then the person’s team grade will be a 72 (90 * .80 = 72).

The teamreport will be evaluated using the following criteria:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
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<tbody>
<tr>
<td>Content</td>
<td>40%</td>
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<tr>
<td>Correct use of analytical tools</td>
<td>35%</td>
</tr>
<tr>
<td>Writing Style</td>
<td>15%</td>
</tr>
<tr>
<td>Organization</td>
<td>10%</td>
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COURSE POLICIES
Assignments will not be accepted without a cover page (which will result in a deduction for that assignment). The cover page should identify the assignment, course number, instructor’s name, student’s name or names of team members, and date (centered and double spaced).
VII. Academic Dishonesty

*Plagiarism occurs when*

- students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work
- students combine the works of another with their own original efforts, including comments on those passages, without specific citation of the passages crediting the creator of the work
- students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original work
- The consequences of plagiarism range from failing the assignment to dismissal from the class or University, depending upon the extent of plagiarism. Please see the Student Handbook and University policies for further details.

*Please note the following University policies:*

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>X</td>
<td>NO SHOW – Assigned to students who are on a class roster, but never attended class. This is for warning purposes only; it is NOT a final grade.</td>
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<tr>
<td>EA</td>
<td>EXCESSIVE ABSENCES - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade.</td>
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<tr>
<td>FN</td>
<td>FAILURE DUE TO NON-ATTENDANCE – Assigned to students who are on class roster, but never attend the class. An FN grades is equivalent to an F grade in the calculation of the GPA.</td>
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*NOTE TO STUDENTS ABOUT CLASS WITHDRAWALS:*

New Withdrawal Policy: The maximum number of withdrawal allowed throughout the career life of a student in FSU is 5 effective Fall 2009. Therefore, students are advised to desist from unnecessary withdrawals, rather seek advisement, and take advantage of academic support services available to you at the department, college, and university-wide levels when experiencing academic and personal challenges.

*Students receive no refund for withdrawing from individual classes and they slow their progress toward degree completion. STUDENTS MUST STRIVE TO EARN CREDIT FOR ALL THE CLASSES IN WHICH THEY ENROLL. STUDENTS SHOULD WITHDRAW FROM CLASSES ONLY WHEN IT IS ABSOLUTELY NECESSARY.*
EX Grade Policy: Students may sign up for EX contract with the instructor within the first five weeks of the semester. The Ex grade contract allows student to continuing work through the subsequent semester on the same course in which the student is challenged for a pass grade.
**Class Tentative Schedule:** The Instructor reserves the right to modify this schedule to accommodate the exigencies of this particular class and group of students to facilitate student learning as needed in his best judgment.

**X COURSE OUTLINE WITH ASSIGNMENT SCHEDULE**

<table>
<thead>
<tr>
<th>Week # (Date)</th>
<th>Topic</th>
<th>Readings and Assignments Due</th>
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</thead>
</table>
| Week 1 1/9 – 1/16/16 | Chapter 1 – MANAGERS AND MANAGING | Class Assignment (bio-sketch and Introduction via Blackboard (BB) posting): Students/introduction including posting your photo, among others, via Blackboard.  
Read Chapter 1  
Quiz 1 to be completed by 1/16 by 11pm  
BB Discussion Question: What are the building blocks of competitive advantage? Why is obtaining competitive advantage important to managers? LO1-5 |
| | 1. What is Management?  
2. Essential managerial tasks  
3. Levels and skills of managers  
4. Recent changes in management practices  
5. Challenges for management in a global environment | |
| Week 2 1/16 -1/23 | Chapter 2 – Evolution of Management Thought | Read Chapter 2  
BB Discussion Question: Which of the two assumptions of Douglas McGregor Theory X or Theory Y do you think is right?  
QUIZ 2 to be completed by 8/30 by 11:30 pm |
| | Understand the forces that shape management | 1. Scientific Management Theory  
2. Administrative Management Theory  
3. Behavioral Management Theory  
4. Management Science Theory  
5. Organizational Environment Theory | |
| Week 3 1/23 -1/30 | Chapter 3 – Values, Attitudes, Emotions, and Culture: The Manager as a Person | Read Chapter 3  
BB Discussion Question: Why would managers with different types of personalities can be equally effective and successful LO3-1  
QUIZ 3 to be completed by 1/30 by 11:30 pm |
| | 1. Enduring characteristics: Personality Traits  
2. The Big Five Personality Traits  
3. Other Personality Traits that affect management  
4. Values, Attitudes, and Moods and Emotions  
5. Emotional Intelligence  
6. Organizational Culture | |
<table>
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<tr>
<th>Week 4 1/30 – 2/6</th>
<th>Chapter 4 – Ethics and Social Responsibility</th>
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<tbody>
<tr>
<td></td>
<td>1. The nature of ethics</td>
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<td>2. Stakeholders and ethics</td>
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<td></td>
<td>3. Ethics and social responsibility</td>
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<td></td>
<td>4. Approaches to social responsibility</td>
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<td><strong>Read Chapter 4</strong></td>
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<td><strong>Quiz 4 to be completed by 2/6 by 11:30 pm</strong></td>
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<td><strong>Exam 1 (Chapters 1-4) Proctoring required</strong></td>
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<td><strong>To be completed by 2/10/2016</strong></td>
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<td><strong>BB Discussion Question:</strong> Why should managers use ethical criteria to guide their decision making? <strong>LO 4-2</strong></td>
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<tr>
<th>Week 5 2/6 – 2/13</th>
<th>Chapter 5 – Managing Diverse Employees in a Multicultural Environment</th>
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<tbody>
<tr>
<td></td>
<td>1. Managers and effective management of diversity leadership/differentiation strategy.</td>
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<td></td>
<td>2. How to manage diversity effectively</td>
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<td></td>
<td>3. Sexual harassment</td>
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<td><strong>Read Chapter 5</strong></td>
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<td><strong>QUIZ 5 TO BE COMPLETED BY 2/13</strong></td>
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<td></td>
<td><strong>BB Discussion Question:</strong> Why do workers who Tested positive for HIV sometimes get discriminated against?</td>
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<tr>
<th>Week 6 2/13 – 2/20</th>
<th>Chapter 6 - Managing in the Global Environment</th>
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<tbody>
<tr>
<td></td>
<td>1. What is the global environment?</td>
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<td>2. The task environment</td>
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<td></td>
<td>3. The general environment</td>
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<td></td>
<td>4. The changing global environment</td>
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<tr>
<td></td>
<td>5. The role of national culture</td>
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<td></td>
<td><strong>Read Chapter 6</strong></td>
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<td></td>
<td><strong>QUIZ 6 TO BE COMPLETED BY 9/27</strong></td>
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<tr>
<td></td>
<td><strong>BB Discussion Question:</strong> How do political, economic, and legal forces shape national culture? What characteristics of national culture do you think have the most important effect on how a country is doing business abroad?</td>
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<tr>
<th>Week 7 2/20 – 2/27</th>
<th>Chapter 7 – Decision Making, Learning, Creativity, and Entrepreneurship</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>1. The nature of managerial decision making.</td>
</tr>
<tr>
<td></td>
<td>2. The administrative model</td>
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<tr>
<td></td>
<td>3. Steps in the decision making process</td>
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<tr>
<td></td>
<td>4. Organizational learning and creativity</td>
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<td></td>
<td>5. Cognitive biases and decision making</td>
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<td></td>
<td>6. Group decision making</td>
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<td></td>
<td>7. Organizational learning and creativity</td>
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<td></td>
<td>8. Entrepreneurship and creativity.</td>
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<td></td>
<td><strong>Read Chapter 7</strong></td>
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<td><strong>QUIZ 7 to be completed 2/27</strong></td>
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<td><strong>BB Discussion Question:</strong> In what kind of groups is groupthink most likely to be a problem?</td>
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<td>Week 8</td>
<td><strong>Chapter 8 – The Manager as Planner and Strategist</strong></td>
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</table>
| 2/27 -3/5 | 1. Planning and strategy  
2. The nature of the planning process  
3. Determining the organization’s mission and goals  
4. Formulating strategy and SWOT analysis  
5. Implementing strategies |
| **Read Chapter 8** | **Quiz 8 to be completed by 3/8**  
BB Discussion Question: In Chapter 8, respond to questions 1,2, and 3 of managing ethically and critique each other’s work. LO8-2,8-5  
Examination 2: Charters 5-8 to be Proctored by 3/5 |

<table>
<thead>
<tr>
<th>Week 9</th>
<th><strong>Chapter 9 – Value Chain Management, Functional Strategies for Competitive Advantage</strong></th>
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</thead>
</table>
| 3/5 – 3/12 | 1. Functional Strategies  
2. Improving responsiveness to customers  
3. Improving quality  
4. Improving efficiency  
5. Improving innovation  
6. Managing the value chain |
| **Read Chapter 9** | **BB Discussion Question**: What is efficiency, and what are some of the strategies a manager can use to increase it?  
QUIZ 9 to be completed by 3/12 |

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<thead>
<tr>
<th>Week 10</th>
<th><strong>Chapter 10 – Managing Organizational Structure and Culture</strong></th>
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</table>
| 3/12 – 3/19 | 1. Designing organizational structure  
2. Grouping tasks into jobs: Job design  
3. Grouping jobs into functions, divisions; Designing organizational structure  
4. Coordination functions and divisions  
5. Organizational culture. |
| **Read Chapter 10** | **QUIZ 10 to be completed by 3/19**  
BB Discussion Question: On page 348, respond to questions 1 and 2 of managing ethically and critique each other’s work. |

<table>
<thead>
<tr>
<th>Week 11</th>
<th><strong>Chapter 11 – Organizational Control and Change</strong></th>
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</table>
| 3/19 - 3/26 | 1. What is organizational control?  
2. Output control  
3. Behavior control  
4. Clan control |
| **Read Chapter 11** | **BB Discussion Question**: What is the relationship between organizing and controlling?  
QUIZ 11 to be completed by 3/26  
TEAM ASSIGNMENT DUE 3/22/16 |
| Week 12  
3/26 – 4/02 | Chapter 12 – Human Resource Management | Read Chapter 12  
Quiz 12  
Examination 3: Chapters 9-12  
To be Proctored 4/2  
BB Discussion Question: Why are training and development ongoing activities for all organizations?  
Examination 3: Chapters 9-12 to be Proctored  
CASE ETHICS PAPER DUE FOR SUBMISSION 4/9 |
| --- | --- | --- |
|  | 1. Strategic Human Resource management  
2. The legal environment of HRM  
3. Performance appraisal and feedback  
4. Pay and benefits  
5. Labor relations |  |
| Week 13  
4/02 – 4/9 | Chapter 13 – Motivation and Performance | Read Chapter 13  
Quiz 13 to be completed by 4/9  
BB Discussion Question: Why should managers always try to use positive reinforcement instead of negative reinforcements?  
INDIVUAL PAPER DUE FOR SUBMISSION 4/15 |
|  | 1. The nature of motivation  
2. Need theory  
3. Equity theory  
4. Goal setting theory  
5. Learning theory  
6. Pay and motivation |  |
| Week 14  
4/9–4/16 | Chapter 14- Leadership | Read Chapter 14  
BB Discussion: How can managers engage in transformational leadership?  
Quiz 14 to be completed by 4/16 |
|  | 1. The nature of leadership  
2. Trait and behavior models of leadership  
3. Models of leadership  
4. Transformational leadership  
5. Gender and leadership  
6. Emotional intelligence and leadership |  |
| Week 15  
4/16 – 4/23 | Chapter 15- Effective Groups and Teams | Read Chapter 15 to be completed by 4/23  
BB Discussion: Quiz 15  
Examination 4 MUST BE COMPLETED by 5/1/16 |
|  | 1. Groups, Teams, and Organizational Effectiveness  
2. Types of Groups and teams  
3. Managing groups and teams for high performance. |  |
BIBLIOGRAPHY


