

**School of Business and Economics
Department of Management
1200 Murchison Road
Fayetteville, NC 28301-4298
MGMT 311: Principles of Management Course Syllabus
Spring 2011**

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@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. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Rules and regulations governing the use of FSU email may be found at
<http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf>

II. Course Description:

This course presents a basic and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. Special attention is given to managing in the changing environment. Prerequisites: ECON 211 or 212, ACCT 211.

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, please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. Required Textbook: Gareth R. Jones & Jennifer M. George, Contemporary Management McGraw- Hill, Sixth edition, 9780073530437

V. Student Learning Outcomes

Upon completion of this course, students will be able to demonstrate basic knowledge and familiarity with the following:

1. Foundational Knowledge

- a. Become conversant with the roles and functions managers perform in organizations, the evolution of management science and the impact of a managers personal characteristics on these functions
- b. Develop an awareness of the impact of ethical, sociocultural and global factors on management

- c. Become familiar with planning, strategy development and the decision making process
- d. Understand the role of organization structure, culture and control procedures to achieving goals
- e. Understand leadership and the function of groups, and self-managed teams
- f. Have an overview of managing critical organizational functions

2. Application

As we review each foundational knowledge topic (above) think how it is manifest where you work, and how you would apply it as an entry-level manager

3. Integration

View each foundational knowledge area as a component of a whole

4. Human Dimension & Caring

- a. Develop the concept that ethical considerations are always a component of business (organizational) function
- b. Participate in a team exercise to reinforce the duty of members to the group outcome, and group assessment of individual

5. Learning to learn

- a. How to be good students: Demonstrate proficiency in knowledge and the needed skill in all the six areas: Recall, comprehension, application, analysis, synthesis, and evaluation.
- b. How to learn about this particular subject: Make use of the assigned Text book, journal articles, business magazines, video clips, activities outside, and observation
- c. How to become a self-directed learner of this subject: Plan to allocate time to prepare for class by completing reading assignments, maintaining a folder, participating in class, preparing for exams, completing field assignments, asking for help when needed.

VI. Course requirement and evaluation criteria

- A = earned at least 90% of the points and passed both objectives
- B = earned at least 80% of the points and passed both objectives
- C = earned at least 70% of the points and passed both objectives
- D = earned at least 60% of the points and passed one objective
- F = earned less than 60% of the points and did not pass any objective

Grading System

Percent (%)

Demonstrate basic knowledge of management concepts via tests and quizzes (Objective 1)	
Examinations (4)	400
Quizzes (15)	150
Peer review essay questions for 15 chapters	150
Class participation and deportment	50
Demonstrate basic writing competence and team work (Objective 2)	
Personal Reaction Paper (Individual)	100

Team Assignments (2 Cases Managing ethically)	150
Total Points	1000 (100%)

VII. Teaching strategies

Examinations will consist of true/false, multiple choices and/or discussion/short essay questions taken from the learning objectives. Examinations may be administered in class on the dates given below in the schedule unless otherwise noted by announcement. **Make-up exams will be discussed with the instructor and given only if the student had a valid reason to miss the exam.**

Quizzes: Total of 15 chapter quizzes will be administered via Blackboard during the semester. Students are required to participate in each quiz no later than 11 PM on DATES BELOW. Quizzes will be available in advance of these dates and may be taken at any time before the due date; FEEL FREE TO WORK AHEAD. Students may take each quiz twice; the highest grade will be used. Quiz will not be administered for students who missed the deadline. Questions for quizzes will be taken from the objectives noted for a given chapter.

Peer-review essay questions: Five to seven essay or short answer questions (EQ) will be assigned for each chapter or section. Students will prepare answers to each question that include an example or application in each topic and submit those responses using TURNITIN. After submitting their response each student will comment and grade, using a rubric provided, the responses from two (2) other students randomly assigned by the peer review function of TURNITIN. The due date for these assignments is the same as for Quizzes

Class Department and Student Behavior Expectations: -The instructor will respect all students and will make every effort to maintain a classroom climate that promotes learning for all students. Students must accept their responsibility for maintaining a positive classroom environment by abiding by the following rules:

1. Students are expected to participate in discussion in orderly manner.
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 classroom including, but not limited to turning off cell phones, refraining from text messaging and wearing appropriate attire.

Overall, treat this class as a business: Be punctual, civil, and a good citizen and you will be rewarded for doing so. Conversely, you will not be rewarded, and may even be penalized, if you do not show positive OCBs.

Class Participation: This class will be taught using a combination of presentations, lectures, video case studies, guest speakers and applications. Therefore, for students to benefit they are required to attend every class. Class attendance is based on punctuality and the entire class period. Students are required to read all assignments for class in advance and take an active part in class discussions. Case analysis and discussion is an integral part of the participation grade. Absence from class on case discussion days is a serious matter, and more than one absence will adversely affect your grade in the course. **Completed case analysis and answers**

to the assigned questions are due at the beginning of the class on the day assigned even if you are absent from class that day.

When students are absent from class for authorized reasons such as death in the family, illness, hindrance by true emergency situations or University activities, they will be allowed to make up assignments/examinations that they missed. An officially excused absence, however, merely gives the individual who missed the class an opportunity to make up the work and in no way excuses him or her from completing the course requirements.

Individual Paper: Choose one of the following topics and write a minimum of 5 – 7 double-spaced pages, using APA format with at least 5 references from peer reviewed journals and other references as needed or appropriate.

- a. Workplace Spirituality
- b. Power, Politics, and Influence
- c. Organizational Justice
- d. Glass Ceiling
- e. The Status of Affirmative Action
- f. Multiculturalism and Diversity
- g. Career Dynamics
- h. Sexual Harassment
- i. Leadership

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).**

This individual paper will be submitted in three (3) steps as follows:

- 1. Topic selected and a complete reference list.** Each student will be required to meet with a research librarian, learn the library resources available to identify appropriate references for the selected topic, and submit the topic references to be used for the paper through TURNITIN. This step is 20% of the grade for the paper.
- 2. Submit a COMPLETE draft of the paper.** Students will prepare and submit a **FULL** draft of their paper comprised of an abstract, an introduction, a summary of the factual information obtained from the cited works with in text citations according to the APA format, and a discussion or personal reflection on the information learned about the subject chosen and a bibliography in APA format. **You are required to submit evidence that you have submitted this draft to smartthinking prior to submission.** This will be submitted through TURNITIN. Upon submission of this draft students will review and comment on papers from two (2) other students using the peer-mark feature of TURNITIN. This step is 20% of the grade for the paper.

3. Submit a Final version of the paper REVISED according to comments received on the Draft. This paper will comprise 60% of the grade for this project.

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 a 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” (a zero grade) for the paper.

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 ($90 * .80 = 72$). Each team will give a 10 minute presentation of its case analysis in class; each team member should participate in the two presentations; this will comprise 20% (1 point of 5) of the grade for each paper. Team visual aid (slide shows) will be submitted in PDF format through TURNITIN.

Each student will submit an individual reaction and reflection paper at least 1 page in length on their experience with the group process and addressing the five stages of group development (forming, storming, norming, performing, and adjourning). Each student will include in this reflection an evaluation for every group member for each paper using an instrument provided; this evaluation will comprise 20% (1 point of 5) of their grade for this paper. This reflection paper will comprise 5 of the 15 % grade for the team projects grade.

VIII course policies

Assignments will not be accepted without a cover page (which will result in a deduction of points 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).

IX. 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.*

<http://www.uncfsu.edu/handbook/pdf/Codeofconduct.pdf>

Please note the following University policies:

INTERIM GRADE X = 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.

INTERIM GRADE EA = EXCESSIVE ABSENCES - Assigned to students whose class absences exceed 10% of the total contact hours. For warning purposes only, NOT a final grade.

FN = 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.

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.

All assignments submitted by students are required to have a cover page with the following information (centered and double spaced):

Name of Assignment
Title of the Course (MGMT 311)
Presented to: Name of Instructor
Submitted by: Student's (or Team Members) Name(s)
School of Business & Economics
Fayetteville State University
Date

The text of the assignment should be double-spaced.

X. Course outline with assignment schedule

<i>Class-Tuesday</i>	<i>Between Class-Wed.</i>	<i>Class-Thursday</i>	<i>Between Class-FSSM</i>
JAN 11 Review Syllabus Course Assignments Grading Blackboard Assignment tools Research Librarian Orientation Chesnutt Library (date To be determined)	JAN 12 Read Chapter 1 Prepare summary due Next class	JAN 13 Chapter 1 Managers & Managing	JAN 14-17 Quiz 1 Essay Questions (EQ) 1 due 1/18 Read Chapter 2 Prepare Summary Due next class
JAN 18 Chapter 2 Evolution of Management Science <i>Video case:</i> <i>Evolution of</i> <i>Management (1)</i>	JAN 19 Prepare summary of Previous class <i>Quiz 2</i> <i>EQ 3</i> <i>Due 1/25</i> Read Chapter 3 Prepare summary Work on <i>Team Paper 1</i>	JAN 20 Chapter 3 Manager as a Person <i>Video case:</i> <i>New Belgian Brewery</i>	JAN 21-24 <i>Quiz 3;</i> <i>EQ 3</i> <i>Due 1/25</i> Read Chapter 4 Prepare summary due Next class Prepare Team Paper 1 Prepare flash cards for Exam 1
JAN 25 Chapter 4 Ethics	JAN 26 Prepare summary of Previous class <i>Quiz 4</i> <i>EQ 4 due Feb 1</i>	JAN 27 Group Activity: p. 103, Making Difficult Decisions in Hard Times	JAN 28-31 Prepare summary of Previous class due Class after next (2/1) Read chapter 5

			Prepare summary for 2/1 Prepare Exam 1
FEB 1 Exam 1 Chapters 1-4 Chapter 5 Managing Diverse Employees in a Multicultural Environment	FEB 2 Read Chapter 6 Prepare summary due Next class Read the Shaffer et al. (2006) article posted on Blackboard Prepare Summary	FEB 3 Chapter 6 Managing in the Global Environment Discuss the Shaffer Article Turn in summary of Article	FEB 4-7 <i>Quiz 5&6; EQ 5&6</i> <i>Due 2/15/11</i> Read Chapter 7 Prepare summary <i>Prepare Individual Paper Subject & Bibliography</i>
FEB 8 Midterm Break		FEB 10 Midterm Break	FEB 11 Midterm Break Ends
FEB 15 Chapter 7 Decision Making, Learning, Creativity, And Entrepreneurship	FEB 16 Prepare summary For previous class Prepare <i>Team Paper 1 Presentations</i> Read chapter 8 Prepare summary	FEB 17 Chapter 8 Planning & Strategy Team Paper 1 Presentation; Dress Appropriately for Presentations: Suits or Business Casual; no Jeans	FEB 18-21 <i>Quiz 7 & 8</i> <i>EQ 7 & 8</i> <i>Due 2/22</i> <i>Continue working on Draft Individual paper Subject and Bibliography</i> <i>Due 2/24</i> Review for Exam 2
FEB 22 Exam 2 (5-8) <i>Speakers TBN &/or Video Case: Women Entrepreneurs</i>	FEB 23 Prepare summary of Previous class Read chapter 9 Prepare summary Prepare Team Paper 2	FEB 24 Chapter 9 Value Chain Management <i>Turn in Individual Paper Subject & Bibliography</i>	FEB 25-28 <i>Quiz 9</i> <i>EQ 9</i> <i>Due 3/1</i> Read Chapter 10
MAR 1 Chapter 10 Organization and Culture <i>Video Case: Mini Cooper</i> <i>Turn in Team Paper 2</i>	MAR 2 Prepare Team Paper 2 Presentation Read Chapter 11 Prepare summary	MAR 3 Team Paper 2 Presentations Chapter 11 Control and Change <i>Video Case: Louisville Slugger</i>	MAR 4-7 <i>Quiz 10&11</i> <i>EQ 10 & 11</i> <i>Due 3/8</i> Read Chapter 12 Prepare summary

MAR 8 Chapter 12 Human Resource Management	MAR 9 Read the Pfeffer (2005) Article. Prepare summary. Bring article and Summary to next class Prepare flash cards for Exam 3	MAR 10 Exam # 3 (9-12) Discussion of Pfeffer (2005) Article Watch video: “HR at Patagonia”	MAR 11-14 Prepare summary of Previous class due Next class Read Chapter 13 Prepare summary Continue polishing Individual Paper
MAR 15 Chapter 13 Motivation and Performance	MAR 16 Read Article on Executive Pay & Dysfunctional Behavior	MAR 17 Article on Executive Pay Article on Dysfunctional Behavior	MAR 18-21 <i>Quiz 12-13</i> <i>EQ 12-13</i> <i>Due 3/22</i> Read chapter 14 Prepare summary
MAR 22 Chapter 14 Leadership	MAR 23 Read Article on Leaders’ Goals Prepare summary Prepare to turn in Individual Paper	MAR 24 <i>Individual paper Due</i> Article on Leaders’ Goals Watch Video: “Leadership: Decision Making during Hurricane Katrina” & “Women leading in the work place and space shuttle Commander Eileen Collins”	MAR 25-28 Prepare summary of Previous class due next class Read Chapters 15 & 16
MAR 29 Chapter 15 Groups & Teams <i>Video Case:</i> <i>12 Angry Men</i>	MAR 30 Prepare summary of Previous class Start working on Flash cards for Final exam Read chapter 16 Prepare summary	MAR 31 Chapter 16 Promoting Effective Communication	APR 1-4 <i>Quiz 14-15</i> <i>EQ 14-15</i> <i>Due 4/5</i> Read chapters 17 & 18
APR 5 Chapter 17 Managing Conflict, Politics, and Negotiation	APR 6 Prepare chapter 18	APR 7 Chapter 18 Using advanced Information Technology To Increase Performance	APR 8-11 Prepare summary of Previous class, due Next class
APR 12 Watch Videos: “GM cutting benefits” And	APR 13 Prepare summary of Previous class due Class after next (4/19)	APR 14 Field Assignment: Do not come to class	APR 15-18 Prepare report on field Assignment

“Could you go without Technology for a week?”		<i>Shadow a Manager</i> [Questions to help with Assignment will be Posted on Blackboard”	Prepare PowerPoint Slides to present Report On Field Assignment Prepare report on Course’s objectives And how met
APR 19 Turn in field assignment reports PowerPoint presentations On field assignment	APR 20 Prepare questions For review Continue preparing Flash cards for final Exam	APR 21 Watch Video “Norma Rae” Group activity: Discuss “Norma Rae”	APR 22-25 Prepare for final exams Starting 4/26
APR 26 • <i>Finals for Graduating Seniors</i> • Grades due Evening Of Day After Exam	APR 27	APR 28 Last Day of Class <i>Review</i>	R 5/5 <i>Final Exam for Not Graduating Students, 8:00 am-9:50 am</i> <i>EXAM 4 (FINAL)</i> <i>25% Chapters 1-12</i> <i>75% Chapters 13-18</i>
M. APR 2 Final Grades due for Graduating Seniors			
M. APR 9 Final Grades due for Not Graduating Students			
Schedule will be re-arranged to accommodate the Chesnutt Library Orientation			

BIBLIOGRAPHY [Main]

Gareth R. Jones & Jennifer M. George, Contemporary Management
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