

**FAYETTEVILLE STATE UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

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 to 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. Demonstrate a basic understanding of the roles and functions that managers perform in organizations, the evolution of management science and the impact of a manager's personal characteristics on these functions
- b. Demonstrate an awareness of the impact of ethical, sociocultural and global factors on management
- c. Demonstrate familiarity 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) to 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 the whole role and function of managers in organizations

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. Develop a pattern of adhering to a regular study schedule
- b. Respect for timelines and due dates that carries forward in studies and work habits
- c. Learn to view an assignment, e.g. a term paper as a project with discrete steps and develop skills to define those steps and manage their completion
- d. Develop or improve written and oral communication skills

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)	40
Quizzes (15)	15
Peer review essay questions for each chapter	15
Class participation and deportment	5
Peer-review EQ answers and reviews	15
Demonstrate basic writing competence and team work (Objective 2)	
Personal Reaction Paper (Individual)	10
Team Assignments (2 Cases Managing ethically)	15
Total Points	100%

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 not be given.**

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. Quizzes 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 as noted below.

Class Deportment 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, refrain from text messaging and wearing appropriate attire.

Class Participation: This class will be taught online using a combination of power point presentations, lectures notes, video case studies and applications. Therefore, for students to benefit they are required to participate every assignment. Students are required to read all assignments for class in advance and take an active part in class BB discussions. Case analysis and discussion is an integral part of the participation grade. Absence from BB discussion is a serious matter, and 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 miss assignments for authorized reasons such as death in the family, illness, and 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 scholarly, 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 Actions
- f. Multiculturalism and Diversity
- g. Career Dynamics
- h. Sexual Harassment

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 SUBMITT 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 form 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 one of 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, 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 will reflection paper will comprise 5 of the 15 % grade for the team projects grade.

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.*

<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.

IV. COURSE OUTLINE WITH ASSIGNMENT SCHEDULE

NOTE WELL: 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

Week # (Week Ending Date)	Topic	Readings and Assignments Due
1 (1/16)	<p>Chapter 1 – MANAGERS AND MANAGING</p> <ol style="list-style-type: none"> 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 	<p>Pre-class Assignment: submitted via blackboard the first week of class.</p> <p>Exam Proctoring: Each exam will be administered by Blackboard and <u>must be proctored</u>. Students must identify a proctor in their area that can accommodate their schedule and proctor the examinations from the UNC proctor system. See BB assignment; additional information will be provided.</p> <p>Blackboard (BB) posting: Students post biographical sketch/introduction and familiarization of students with each other via Blackboard posting.</p> <p>Read Chapter 1</p> <p>Quiz 1 EQ1</p> <p>BB Discussion Question: Describe the difference efficiency and effectiveness?</p>
2 (1/23)	<p>Chapter 2 – Evolution of Management Thought</p> <p>Understand the forces that shape management</p> <ol style="list-style-type: none"> 1. Scientific Management Theory 2. Administrative Management Theory 3. Behavioral Management Theory 4. Management Science Theory 	<p>Read Chapter 2</p> <p>Team formation: Students be assigned to teams of 4-6 members each.</p> <p>QUIZ 2 EQ 2</p> <p>BB Discussion Question: Read the case on page 67: Mr. Edens Profit from watching his workers’ every move.</p>

	<p>5. Organizational Environment Theory</p>	<p>Respond to the questions and critique each other answers.</p>
<p>3 (1/30)</p>	<p>Chapter 3 – Values, Attitudes, Emotions, and Culture: The Manager as a Person</p> <ol style="list-style-type: none"> 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 	<p>Read Chapter 3</p> <p>QUIZ 3 EQ3</p> <p>BB Discussion Question: Read the case on page 104: The Blogging Czar of Moscow. Respond to the questions and critique each other answers.</p>
<p>4 (2/6)</p>	<p>Chapter 4 – Ethics and Social Responsibility</p> <ol style="list-style-type: none"> 1. The nature of ethics 2. Stakeholders and ethics 3. Ethics and social responsibility 4. Approaches to social responsibility 	<p>Read Chapter 4</p> <p>Quiz 4 EQ4</p> <p>Exam 1(Chapters 1-4)</p> <p>BB Discussion Question: On page 143, Explore the World Wide Web, respond to the questions and critique each other’s answers.</p>
<p>5 (2/13)</p>	<p>Chapter 5 – Managing Diverse Employees in a Multicultural Environment</p> <p>The increasing diversity of the workforce and the environment</p> <ol style="list-style-type: none"> 1. Managers and effective management of diversity leadership/differentiation strategy. 2. How to manage diversity effectively 3. Sexual harassment 	<p>Read Chapter 5</p> <p>QUIZ 5 EQ5</p> <p>Team Ethical Project 1: On page 179, submit a 3 page report on the two questions on managing ethically. Due 2/20</p> <p>BB Discussion Question: Why do workers who Tested positive for HIV sometimes get discriminated against?</p>

		Topic and Reference List for Individual Paper Due
6 (2/20)	<p>Chapter 6 - Managing in the Global Environment</p> <ol style="list-style-type: none"> 1. What is the global environment? 2. The task environment 3. The general environment 4. The changing global environment 5. The role of national culture 	<p>Read Chapter 6</p> <p>QUIZ 6 EQ 6</p> <p>BB Discussion Question: On page 218, respond To questions of managing ethically and critique each other's work.</p>
7 (2/27)	<p>Chapter 7 – Decision Making, Learning, Creativity, and Entrepreneurship</p> <ol style="list-style-type: none"> 1. The nature of managerial decision making. 2. The administrative model 3. Steps in the decision making process 4. Organizational learning and creativity 5. Cognitive biases and decision making 6. Group decision making 7. Organizational learning and creativity 8. Entrepreneurship and creativity. 	<p>Read Chapter 7</p> <p>QUIZ 7 EQ7</p> <p>BB Discussion Question: On page 255, respond To questions of managing ethically and critique each other's work.</p>
8 (3/6)	<p>Chapter 8 – The Manager as Planner and Strategist</p> <ol style="list-style-type: none"> 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 	<p>Read Chapter 8</p> <p>Quiz 8 EQ8</p> <p>Examination 2: Charters 5-8</p> <p>BB Discussion Question: On page 297, respond To questions of Swords to Plowshares and Back again at Rockwell Collins</p>

		and critique each other's work.
9 (3/13)	<p>Chapter 9 – Value Chain Management, Functional Strategies for Competitive Advantage</p> <ol style="list-style-type: none"> 1. Functional Strategies 2. Improving responsiveness to customers 3. Improving quality 4. Improving efficiency 5. Improving innovation 6. Managing the value chain 	<p>Read Chapter 9</p> <p>QUIZ 9 EQ 9</p> <p>BB Discussion Question: On page 338, respond To questions of Exploring the Web and critique each other's work.</p> <p>First Draft of Individual Paper Due for Peer Mark</p>
10 (3/20)	<p>Chapter 10 – Managing Organizational Structure and Culture</p> <ol style="list-style-type: none"> 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. 	<p>Read Chapter 10</p> <p>QUIZ 10 EQ10</p> <p>BB Discussion Question: On page 379, respond To questions of managing ethically and critique each other's work.</p>
11 (3/27)	<p>Chapter 11 – Organizational Control and Change</p> <ol style="list-style-type: none"> 1. What is organizational control? 2. Output control 3. Behavior control 4. Clan control 	<p>Read Chapter 11</p> <p>QUIZ 11 EQ11</p> <p>Team Project 2: Team Ethical Project 2: On page 416, submit a 3 page report on the two questions on managing ethically.</p> <p>BB Discussion Question: On page</p>

		416, respond To questions of Exploring the Web and critique each other's work.
12 (4/3)	<p>Chapter 12 – Human Resource Management</p> <ol style="list-style-type: none"> 1. Strategic Human Resource management 2. The legal environment of HRM 3. Performance appraisal and feedback 4. Pay and benefits 5. Labor relations 	<p>Read Chapter 12</p> <p>Quiz 12 EQ12</p> <p>Examination 3: Chapters 9-12</p> <p>BB Discussion Question: On page 455, respond To questions of Exploring the Web and critique each other's work.</p>
13 (4/10)	<p>Chapter 13 – Motivation and Performance</p> <ol style="list-style-type: none"> 1. The nature of motivation 2. Need theory 3. Equity theory 4. Goal setting theory 5. Learning theory 6. pay and motivation 	<p>Read Chapter 13</p> <p>Quiz 13 EQ13</p> <p>Final copy of the Individual Paper Due.</p> <p>BB Discussion: On page 490, respond To questions of Exploring the Web and critique each other's work.</p>
14 (4/17)	<p>Chapter 14- Leadership</p> <ol style="list-style-type: none"> 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 	<p>Read Chapter 14</p> <p>BB Discussion: On page 522, respond To questions of Exploring the Web and critique each other's work.</p> <p>Quiz 14 EQ14</p> <p>Team Project Reflection Paper Due</p>

<p>15 (4/24)</p>	<p>Chapter 15- Effective Groups and Teams</p> <ol style="list-style-type: none"> 1. Groups, Teams, and Organizational Effectiveness 2. Types of Groups and teams 3. Managing groups and teams for high performance. 	<p>Read Chapter 15</p> <p>BB Discussion: On page 557, respond To questions of Exploring the Web and critique each other's work.</p>
<p>16 (5/1)</p>	<p>Chapter 16- Promoting Effective Communication</p> <ol style="list-style-type: none"> 1. Communication and management 2. Information richness and communication media 3. Information technology and communication 4. Communication skills and managers 	<p>Read Chapter 16</p> <p>Quiz 15 (covers chapters 15) EQ15</p>
<p>17 (5/6)</p>	<p>FINAL EXAM WEEK 4/30-5/6</p>	<p>Final Examination: Comprehensive 25% Chapters 1-12 75% Chapters 13-16</p>

BIBLIOGRAPHY

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