MGMT 330 (Hybrid)
Principles of Management

Spring Session 14/14 March 23rd – May 16th, 2015

Course Description

A survey of Principles of Management. Course will provide a familiarity with the history and evolution of the field as well as the introduction of modern principles and their application.

Class Day, Time and Room: Thursday, 5:30-8:30pm

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist both in class and online instruction through various resources, discussion and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks


Textbooks for the course may be ordered from MBS Direct:

- online at http://direct.mbsbooks.com/columbia.htm
- by phone at 800-325-3252

For additional information about the bookstore, visit http://www.mbsbooks.com.

Course Overview

This course is designed to provide the students with a survey of contemporary principles and practices of management concepts, structure and philosophy. They will learn that the managerial function is not a precise science and as such it continues to evolve. The business world is changing. Technological
changes and competition in both domestic and international arena present the modern American manager with unique challenges. We must accept the fact that management is a learned skill, it cannot be inherited. Management is the successful outcomes of integrating the actions of people and resources to attain the most optimal output in accordance with company goals. We never become perfect managers as we continue to gain experience and learn throughout our careers. As you progress through this course the learning objectives for each chapter of the textbook will indicate the route we will take as we address the material. In this 11th edition, authors Bateman and Snell have assembled a wealth of information – both historical and current regarding the best and worst business practices. As you work through the textbook, please keep in mind the three "M’s" of management: manpower, materials and money. We readily recognize that managing the human element, manpower, is by far the most important of the three.

Each week we'll focus on different aspects of the managerial process, its inherent issues, problems and solutions. The textbook chosen for this course offers an excellent compilation of text, current real life illustrations, personal surveys, and case studies. The situations and cases in this new edition are extremely valuable in enhancing our learning process. Of particular importance in this new edition are the "Power of Collaboration" and "Bottom Line" blocks which capture the essence of each respective topic in easily understandable terms. By using this textbook and completing the assigned work, the student should derive a considerable amount of knowledge regarding the management principles from this course. The syllabus is structured around the sharing of knowledge and information. Students will be challenged to think "outside the box" and to offer solutions to situations which they might never encounter outside this forum.

Technology Requirements

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- a web browser,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard technical requirements for our courses on our site.

Course Objectives

- This course is designed to meet the following goals:
- To gain a basic understanding of management principles.
- To become aware of concepts for managing people.
- To develop multiple approaches for resolution of managerial challenges.
- To enhance communication skills from written and oral presentations.

Measurable Learning Outcomes
By the end of this course, you should be able to:

- Describe and explain the functions of management and the skills needed to become an effective manager.
- Explain the environmental forces that influence organization strategy.
- Evaluate the pros and cons of group decision making.
- Explain the elements of the strategic management process.
- Explain the options for dealing with ethical issues.
- Identify the strategy organizations use to compete globally.
- Differentiate between intrapreneurial and entrepreneurial activities.
- Evaluate opportunities for becoming a responsive organization.
- Explain how firms use human resources to gain a competitive advantage.
- Explain how an organization can take steps to cultivate diversity.
- Explain the behaviors characteristic of leaders of organizations.
- Explain the causes and consequences of a satisfied workforce.
- Describe how to design a managerial control system.

Grading

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<td>Research Paper</td>
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<td>Dropbox Assignments</td>
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<td>Discussions</td>
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Schedule of Graded Assignments

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<th>Due In-Seat</th>
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<td>Discussion 1</td>
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<td>In Class</td>
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<td>Dropbox 1</td>
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<td></td>
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<td>Saturday</td>
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### Assignment Overview

#### Readings and Other Self-Study Resources

All readings and lecture review should be **completed prior** to coming to the in-seat portion of class. I encourage you to take advantage of the self-study resources available in the course and the textbook's Online Learning Center (OLC). The OLC includes self-grading quizzes, internet exercise, and other resources. Access the OLC through the textbook resources widget on the homepage of the course.
Discussions (In Class)
There are discussion questions each week that are worth 10 or 20 points each, depending on the week (refer to the Course Schedule section of this syllabus). In class discussions may not be made up.

Dropbox Assignments (Online)
You will complete seven Dropbox assignments during this course. Dropbox assignment instructions are located in the Content area of the course. They consist of questions taken directly from the textbook. You should complete the assigned questions and submit them as a single Word document to the appropriate Dropbox folder. Each assignment is due Saturday by 11:59pm (midnight) CT of the week assigned.

Dropbox assignments submitted late will result in the paper’s grade being reduced by 3 points each day they are late. Late assignments will not be accepted after midnight on Tuesday, following the due date of the assignment. Non-submission of a given assignment will result in a grade of “zero” for that requirement.

Research Project (Online)
A list of research topics is available in the Content area of the course. You will be asked to research, analyze, and present your findings on a topic you select from the list provided. The topics offered for your selection are closely related to the course material, real life managerial situations, and/or leadership topics. Your Research Project is due no later than Friday of Week 7 by 11:59pm CT (midnight) and should consist of a 3-page double spaced paper prepared in MLA Style Guide format. Submit your completed Research Project to the Dropbox folder. If you finish your Research Project early and want to turn it in, feel free. All grades will be released in Week 8, regardless of when the papers are submitted. Research papers may be turned in late up until Sunday night (midnight) of week seven, but 10% of the total point amount will be deducted the first day it is late (Saturday) and then 15% the second day (Sunday). Research Projects will not be accepted after Sunday night (midnight) of Week 7.

Quizzes and Exams (Online)
You will complete an exam every two weeks for this course (weeks 2, 4, 6, and 8). You will receive a grade based on your understanding of the core material and ability to effectively express that knowledge. Each exam will consist of 60 multiple choice questions and you will have 90 minutes from the time you begin the exam.

Exams will not be accepted if submitted late unless prior arrangements have been made. In the case of late exams, 10% of the total point amount will be deducted. The exams will be timed-exams, taken online using the quiz function in your course. You will be allowed 90 minutes to take each exam, which will consist of objective type questions (multiple-choice). The exams will be available to take online anytime between Wednesday and midnight Saturday of each week the exam is scheduled. If you log in and then log out, your time continues to run. Logging out of the exam once you start does not stop the 90-minute clock. You are not required to have a proctor for these exams.

Once you complete your exams, they will be graded instantaneously so you will know how well you did.

Course Schedule
Week 1

Readings (Before Class)  
Text: Chapter 1, Managing and Performing  
Text: Appendix, The Evolution of Management pages 33-41  
Text: Chapter 2, The External Environment and Internal Environments  
Text: Chapter 3, Managerial Decision Making

Discussion 1 (In Class)
Be prepared to introduce yourself to the class and discuss the advantages and disadvantages to using computer technology in decision making.

Dropbox 1 (Online)
See the Content area of the course for Week 1’s Dropbox instructions.

Week 2

Readings (Before Class)  
Text: Chapter 4, Planning and Strategic Management  
Text: Chapter 5, Ethics and Corporate Responsibility and Sustainability

Discussion Prep (Before Class)
Review Chapter 2 concepts and find current articles on whistleblowers to share in class.

Discussion 2 (In Class)
Be prepared to discuss the following questions in class. Feel free to draw from your personal experience too.

1. To what degree should human resource managers aid whistleblowers?
2. Should whistleblowers be compensated for “telling” on their bosses or firms? Why?
3. Should all whistleblowers be treated as heroes? Why?

Dropbox 2 (Online)
See the Content area of the course for Week 2’s Dropbox instructions.

Exam 1 (Online)
Complete Exam 1 in the Quizzes area by Saturday at 11:59pm Central Time. Exam 1 will consist of material covered in Chapters 1-5. You have 90 minutes and one attempt to complete this exam.

Week 3

Readings (Before Class)  
Text: Chapter 6, International Management  
Text: Chapter 7, Entrepreneurship  
Text: Chapter 8, Organization Structure

Discussion Prep (Before Class)
Read the In Practice section on page 204 of the text titled “Starbucks Improves Performance.”

Discussion 3 (In Class)
Be prepared to discuss how well Starbucks fits the definition of a transnational company and why.

Dropbox 3 (Online)
See the Content area of the course for Week 3’s Dropbox instructions.
Week 4

Readings (Before Class) □ Text: Chapter 9, Organizational Agility □ Text: Chapter 10, Human Resources Management

Discussion 4 (In Class)

Be prepared to discuss and describe large, bureaucratic organizations with which you have had contact that have not responded flexibly to customer demands. Also, be able to describe examples of satisfactory responsiveness. What do you do think accounts for the differences between the responsive and non-responsive organizations?

Dropbox 4 (Online)

See the Content area of the course for Week 4’s Dropbox instructions.

Exam 2 (Online)

Complete Exam 2 in the Quizzes area by Saturday at 11:59pm Central Time. Exam 2 will consist of material covered in Chapters 6-10. You have 90 minutes and one attempt to complete this exam.

Week 5

Readings (Before Class) □ Text: Chapter 11, Managing the Diverse Workforce □ Text: Chapter 12, Leadership

Discussion Prep (Before Class)

Read the Supporting Case section on page 402 of the text titled “Zappos.”

Discussion 5 (In Class)

Be prepared to discuss the following questions in class. Feel free to draw from your personal experience too.

• Evaluate whether you think Zappos is a responsive organization. How do you expect its recent downsizing to affect its responsiveness?

• How does human resource management reinforce Zappo’s core values?

• How well do you think Zappos’s human resource strategy supports the valuing of employee diversity? What diversity issues does Zappos need to address?

Dropbox 5 (Online)

See the Content area of the course for Week 5’s Dropbox instructions.

Course Evaluation

Starting this week you have the opportunity to evaluate this course. Course evaluations will open on Sunday and will remain open until Thursday of Week 7. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that I will not be able to see them until after final grades are submitted.

Week 6

Readings (Before Class) □ Text: Chapter 13, Motivating for Performance □ Text: Chapter 14, Teamwork

Discussion 6 (In Class)

Be prepared to discuss what experts might mean when they say that teams are a means, not an end. What do you think happens in a company that creates teams just for the sake of having teams because it’s a fad or because it sounds good? How can this pitfall be avoided?
Dropbox 6 (Online)
See the Content area of the course for Week 6's Dropbox instructions.

Exam 3 (Online)
Complete Exam 3 in the Quizzes area by Saturday at 11:59pm Central Time. Exam 3 will consist of material covered in Chapters 11-14. You have 90 minutes and one attempt to complete this exam.

Week 7
Readings (Before Class)
- Text: Chapter 15, Communicating
- Text: Chapter 16, Managerial Control
- Text: Chapter 17, Managing Technology and Innovation

Discussion 7 (In Class)
Be prepared to share examples of mixed signals you have received (or sent). How can you reduce the potential for misunderstanding and misperception as you communicate with others?

Dropbox 7 (Online)
See the Content area of the course for Week 7's Dropbox instructions.

Research Paper Due (Online)
Submit your completed Research Project to the respective Dropbox folder by Friday at 11:59pm CT.

Course Evaluation
Course evaluations will remain open until Thursday of this week (Week 7). To access the evaluations, please check your CougarMail for an email with the link.

Week 8
Readings (Before Class)
- Chapter 18, Creating and Leading Change

Discussion Prep (Before Class)
Read the In Practice section on page 608 of the text titled “Flexible Workspaces at American Express.”

Discussion 8 (In Class)
Be prepared to discuss which of the reasons for resistance to change might you have expected to see in response to American Express’s introduction of flexible workspaces and why.

Exam 4 (Online)
Complete Exam 4 in the Quizzes area by Saturday at 11:59pm Central Time. Exam 4 will consist of material covered in Chapters 15-18. You have 90 minutes and one attempt to complete this exam.

Course Policies

Student Conduct
All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College’s Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use
Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

**Plagiarism**

Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.

All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

**Non-Discrimination**

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.

**Disability Services**

Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

**Attendance Policy**

Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week ends in accordance with the campus end date). The course and system deadlines are all based on the Central Time Zone.

**Email**

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the
College cannot be held responsible for breaches in security or service interruptions with other email providers.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

**Late Assignment Policy**

A hybrid class requires regular participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

**Course Evaluation**

You will have an opportunity to evaluate the course near the end of the session. Course evaluations will open on Sunday of Week 5 and will remain open until Thursday of Week 7. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.

**Additional Resources**

**Orientation for New Students**

This course is offered online, using course management software provided by Desire2Learn and Columbia College. The [Student Manual](#) provides details about taking an online course at Columbia
College. You may also want to visit the course demonstration to view a sample course before this one opens.

**Technical Support**

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.

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<td>800-231-2391 ex. 4357</td>
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**Online Tutoring**

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing. The Writing Center can be used for writing assistance in any course.

Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a Connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.