Syllabus: Principles of Management  
MGMT 305.NO2 (online)  
Spring 2014

CONTACT INFORMATION

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Office Hours: Tuesdays 3:00 to 6:00 and by appointment

Email is the preferred form of contact for this course. Students are also encouraged to introduce themselves in person when possible.

COURSE DESCRIPTION

MNGT 305: Principles of Management (3) A study of the principles of management theory and practice in organizations, with emphasis placed on the challenges of management in a diverse and complex environment.  
Prereq: ACCT 201, 202*, ECON 208, 209*, PSY 201, and junior standing. (Courses marked * may be taken concurrently with MNGT 305.)

COLLEGE OF BUSINESS SKILL DEVELOPMENT

As a part of the College's strategic planning process, learning goals/educational objectives have been identified (see http://www.usi.edu/business/strategic/learning.aspx). This course will help to develop students’ critical thinking skills, analytical problem-solving skills, and ability to work effectively in teams.

COURSE MATERIALS


3. PowerPoint slides to accompany the assigned chapters.  
4. Additional readings, assignments, and content available on Bb course website.
ONLINE TEACHING PHILOSOPHY

The primary instructional objective for this course is for students to begin to appreciate the pervasiveness of situations which require sound managerial decision making. Management is not only a position to earn through promotion; it is a dynamic set of skills, ideas, and processes which facilitate organizational functions and achieve organizational goals. Management is part of our work lives, but it also permeates all academic, social, and recreational settings.

Students who opt for an online course are choosing an independent learning environment which does not rely on high levels of interpersonal interaction to facilitate learning. To be successful, online students will need to read all assigned materials, complete assigned homework and quizzes, and diligently prepare for exams. Students are encouraged to communicate with the instructor and with one another as often as possible. However, real time, directed feedback will often not be available due to the asynchronous nature of the course.

ACADEMIC RESPONSIBILITIES

Truth and honesty are necessary to a university community. Each student is expected to do his or her academic work without recourse to unauthorized means of any kind. Both students and faculty are expected to report violations of the expectations of academic honesty. USI policies and regulations governing the conduct of students and the procedures for handling violations of these policies and regulations are found in the USI Bulletin and on the Dean of Students' website (http://www.usi.edu/deanofstudents/academic-dishonesty-policy-and-procedures).

AMERICANS WITH DISABILITIES ACT

Students with disabilities needing academic accommodation should register with the Office of Disability Resources (ODR). Students who have an accommodation letter from ODR should meet with me during the first week of class. Meetings may be scheduled in person, by phone, or via video conference. To help ensure that accommodations will be available when needed, students are encouraged to meet with course faculty at least 7 days prior to the actual need for the accommodation.

For more information about services available to USI students with disabilities, contact the USI Office of Disability Resources by phone, 812-464-1961, or in person, Orr Center Room 095. Students may also consult the ODR website: http://www.usi.edu/disabilities
ASSURANCE OF LEARNING

Each program at the Romain College of Business has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program. It is expected that students majoring in business will be able to demonstrate competency in terms of these objectives through performance on a standardized test (Major Field Test) as well as through embedded measures throughout the curriculum. All core syllabi are required to include explicit reference to the relevant goals and objectives out of this set.

The specific goals and objectives for MNGT 305 include the following:

Goal: Demonstrate competency in and across business disciplines.
Objective: Demonstrate knowledge and understanding of elements of management.
Objective: Demonstrate proficiency in the use of business-related terminology and concepts.

Goal: Possess effective communication skills.
Objective: Write business documents clearly, concisely, and analytically.

By the end of this course, students should be better able to …
- Understand what management is and why it is important
- Understand the changes in theories about how managers should behave to motivate and control employees
- Define organizational culture and explain how managers create culture
- Discuss why it is important for managers to behave ethically
- Understand the steps managers can take to effectively manage diversity
- Understand the nature of managerial decision making
- Identify the main steps of the planning process and explain the relationship between planning and strategy
- Describe the types of organizational structures managers can design, and explain why they choose one structure over another
- Discuss the relationship between organizational control and change, and explain the importance of change management
- Explain why strategic human resource management can help an organization gain a competitive advantage
- Explain what leadership is and what makes for an effective leader
- Explain why groups and teams are key contributors to organizational effectiveness
- Understand conflict management strategies that managers can use to resolve organizational conflict effectively

I hope that by the end of this course you will have a good grasp of basic management principles and that you will have gone beyond just memorizing facts. This will enable you to better understand current events in management and the business world and will provide a solid framework for your subsequent business courses.
ACCESSING THE COURSE WEBSITE
This course is presented via the University of Southern Indiana’s Blackboard course management system. You should create a shortcut (link or favorite) in your browser that will take you directly to the Blackboard login site:  http://bb.usi.edu

Then,
1. Log in using your myUSI Portal user name and password.
2. In the “My Courses” box, choose MNGT 305 for the current term.
3. Review all the course content that is available through the Bb course site.

Note that you must be registered for this course to be allowed access to the course materials. Also note that it may take 24-48 hours for Blackboard to be updated with the latest enrollment data from the Registrar’s Office. Therefore, if you have just added the course and are denied access, try again in 24-48 hours.

McGRAW-HILL CONNECT
Students are required to purchase access to MH Connect for this course. In order to complete the course, students must be registered for Connect within 3 weeks of the first day of classes for the current term. Following this 3 week window, registration for this Connect course will close and students will not be able to complete the Connect assignments.

After creating your Connect account and pairing it with Blackboard, you will be automatically signed-in (paired with Connect) on future visits. You may use an existing Connect account to sign-in and then register for this course.

How to access Connect through Blackboard:
1. Log in using your myUSI Portal user name and password.
2. In the “My Courses” box, choose the link for this course.
3. Select Tools from the course menu.
5. Follow the on-screen instructions to join the Connect course.

Direct access to Connect:
http://connect.mcgraw-hill.com/class/l_rogers_mngt_305no1

If you have any questions or need assistance, please call (800) 331-5094 or visit http://www.mhhe.com/support
CLASS PROCEDURES

Students are expected to read all assigned materials as the basis of learning in this course. Assigned homework, quizzes, and LearnSmart modules are designed to reinforce students’ understanding of the academic content. Additional instructional materials, such as discussion topics, current events, and video lectures may be posted to link the academic content with practitioner realities.

The material for this class has been divided into chapter-based learning modules. The inherent structure of an electronic platform class makes your individual study and preparation extremely important. The assigned material will focus on the major points introduced in the text. Reading the assigned chapters will greatly improve your understanding of the content. While reading, you should take notes. In preparation for exams, you should study your notes and complete the discussion questions from the end of chapter.

For each chapter, I recommend that students follow this flow of information:
1. Read the chapter
2. Read any supplementary readings that have been assigned
3. Complete any supplementary assignments
4. Complete the chapter homework
5. Complete the chapter quiz
6. Complete the chapter LS module*

For exam preparation, I recommend that students:
1. Read all chapters in the Unit and take notes
2. Refresh on the material using the posted PowerPoint presentations
3. Complete all LS modules* for the Unit (4 chapters)
4. Test yourself
   a. Open your text to the list of learning objectives at the beginning of the chapter.
   b. For each learning objective, attempt to write out complete answers from memory (without notes!!).
   c. Compare your answers with your study materials.
   d. Continue studying sections in which you are not fully prepared.
   e. Rinse and repeat until you truly know the material. (Please don’t actually rinse your computer!!)
5. Complete both parts of the exam

*LearnSmart modules are due at the end of each unit. This encourages students to use the LS modules as a study aid.
EMAIL AND COURSE ANNOUNCEMENTS

All email contact will take place through the university email system using your myUSI email account. Students are expected to have an up-to-date myUSI account and to regularly check their email accounts. If you’re experiencing issues with your myUSI account, you may view myUSI FAQ (http://media.myusi.org/myusifaq/).

Updates for this course may be delivered to your student email account or posted in the announcement section of Bb. Every effort is made to keep the class informed on an ongoing basis, so check the course site frequently to see if there are any current announcements!

Get in the habit of visiting the course site and checking your e-mail daily!

EMAIL ETIQUETTE

Many students have made bad impressions, and some have even lost job offers, because of their lack of good email etiquette. Therefore, you should get in the habit of using professional email etiquette. I (Dr. Rogers) personally handle all of the administrative matters for this course. If you need to contact me, please use the following etiquette:

1. **Always use the email tool embedded within the Bb course site.** I WILL NOT RESPOND to class e-mails sent outside of this system. This isn’t to be a pain. Rather, use of the Bb email tool ensures that all student emails display the course number in the subject line. A filter will be applied to help student emails more readily stand out among the high volume of correspondence that I receive each day.

2. Please keep the correspondence professional. Start the e-mail with a salutation, such as “Dear Professor” or “Dear Dr. Rogers”. Emails without proper salutations may not be answered, and “Yo”, or “Hey Laci”, or just “Rogers” is unprofessional and is not acceptable.

3. Keep the body of your message short. For example, “I do not understand how to access the LearnSmart modules. Can you please help me with this?” The body should be no more than one paragraph. I do not need a lengthy explanation of the situation. Simply state what you need, and a short version of the facts. If additional details are needed, I will ask for them.

4. A closing, such as “Thanks, your favorite student, Charles.” Be sure to include your full name (and myUSI ID) somewhere, if you don’t use it in the closing.

5. You may also include your phone number as part of your request for more in-depth assistance.
GRADING/EVALUATION

Students will be able to access their overall course grades and individual assignments and exams grades through the Blackboard Grade Book.

MHHE Connect Assignments

- Homework. For each chapter, students will complete a homework assignment using the Connect platform. Students will have 2 attempts to complete the homework. The higher scoring attempt will be recorded. Students may use books (including access to the e-book through Connect if purchased) and notes while completing homework. Students may review their results of attempt 1 before beginning attempt 2.

- Quizzes. For each chapter, students will complete a quiz using the Connect platform. Each quiz will consist of ten multiple choice questions which directly relate to the material covered in the assigned chapters.

- LearnSmart. For each chapter, students will complete a LearnSmart module using the Connect platform. These modules are designed to complement students’ own study notes. All 4 modules for a given unit will be due at the end of the unit.

Exams

- Students will record 4 exam scores during the semester, each covering 4 chapters.
- Exams will be based on the text AND assigned supplemental materials, and are designed to measure understanding of the course material.

Debates

- Students will work in teams to defend an assigned debate position. The grand finale will be a class vote for the winner of each topic.
- Debates are worth ~20% of the overall course grade. Thus, about 1/5 of the time spent on the overall course should be related to this project.
- Students will work in assigned teams.
- This project, like the class, may be completed asynchronously and completely online. Teams are free to meet in person, but it is not required.
- Complete instructions for the debate are available in the course Bb site under the “Debates” tab.
Points Possible

➢ The instructor reserves the right to issue assignments and quizzes throughout the semester. This may result in an alteration of the total points possible for the course.

➢ The instructor reserves the right to assign additional work and/or make students exempt from assignments on an individual basis. This may result in an alteration of the total points possible for the course for one or more students differentially from the rest of the class.

➢ ESTIMATED points possible:
  • MHHE Connect Assignments: ~30 per chapter 480
  • Exams: 180 each 720
  • Debates 300
  • Approximate Points Possible 1500

Final Course Grades

Final course grades will be based on the following numeric scale indicating the minimum percentage of points possible needed to achieve each letter grade:

<table>
<thead>
<tr>
<th>Minimum Percentage of Points Possible</th>
<th>Course Grade</th>
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<tbody>
<tr>
<td>93.0</td>
<td>A</td>
</tr>
<tr>
<td>88.0</td>
<td>B+</td>
</tr>
<tr>
<td>83.0</td>
<td>B</td>
</tr>
<tr>
<td>78.0</td>
<td>C+</td>
</tr>
<tr>
<td>73.0</td>
<td>C</td>
</tr>
<tr>
<td>68.0</td>
<td>D+</td>
</tr>
<tr>
<td>63.0</td>
<td>D</td>
</tr>
</tbody>
</table>

Please note that I do not round final course scores. Therefore, a 82.999 will not be rounded upward and will not be assigned a grade of B.
GRADE ISSUES

Students are responsible for ensuring that grades appearing (or not appearing) in the Bb Grade Center are accurate and up-to-date.

Students have up to 2 weeks (14 days) from the official due date of the assignment to dispute, question, or otherwise express concerns about grades. Students who fail to notice & report grade inconsistencies within this window will have no recourse.

Some students may experience a failure of syncing between the MH Connect and Bb grading systems. To prevent this:
- Always access assignments through the Bb interface. Logging directly into Connect will allow you to access the assignments, but may prevent grades from syncing to Bb.
- Always complete the assignment and then submit. Allowing the assignment to close and/or expire without submitting is a primary cause of syncing issues.

What if grades are missing or incorrect?
- Keep in mind that it may take a few hours for the syncing to be processed.
- Email Dr. Rogers with information about which grade(s) are of concern.

APPEALS

Students are allowed to appeal scores received for all assignments to Dr. Rogers. However, the original appeal of a score must be made within two weeks (14 days) of the date that scores are posted to the class webpage; because of the need to submit grades, appeals for the final exam must be made within 2 days. An appeal initiated after that time will not be considered.

Assignments on MH Connect

Use the “Ask the Instructor” function that is built into Connect if you:
1. Believe the scoring of an item or question is incorrect
2. Are concerned about losing points on a specific assigned item.
3. Believe there is an error in the actual question or item.

Supplementary Assignments and Other Grades

If you wish to appeal a grade that has been assigned, contact Dr. Rogers by using the email function in the Bb Course Website with a subject line that reads “Grade Appeal.” Following this format will ensure that your question/concern is handled correctly and in a timely manner.

General Information about Grade Appeals

Please note that the instructor reserves the right to lower a score, or even assign a score of zero, if the initial grading is perceived as overly generous.
WHEN ARE ASSIGNMENTS DUE?

Due dates for all assignments are listed in the course calendar at the end of this syllabus. All chapter assignments, exams, and debate deliverables must be submitted by 11:55 PM on the day listed in the course calendar. **Students are expected to complete all assignments by the stated due date.**

This course is designed to be conducted completely online and in an asynchronous format. Students will access all assignments through the content area in the course Bb website. As such, students are responsible for completing all assignments on time. Complete and submit all assignments sooner rather than later, and then go back and verify that the assignments were actually submitted.

WHAT IF I MISS THE DUE DATE?

Because life occasionally happens, I have decided to give all students a two-day grace period on all assignments. The grace period may be used to mitigate personal problems (family emergencies, car breaking down, etc.) and/or technical problems (server crashing, computer freezing, etc.), which might arise unexpectedly. Therefore, students who miss the due date, because of these problems, may still submit their assignments, without penalty, until 11:55 PM two days (48 hours) later. This grace period is only for those students who have personal or technical problems that prevent them from submitting by the due date.

There will be no extensions granted, regardless of circumstance, for students who do not complete assignments by the end of the grace period.

SELF-PACED COURSE

Students often choose online courses because they offer flexibility. To this end, students are welcome to work through course material at their own pace. Most assignments will be available from the beginning of term. As such, students may choose their own pace for moving through the course. The minimum requirement is that students complete all of the assignments by the due dates shown in the tentative course calendar at the end of this syllabus.

For security purposes, access to exams will be limited. Students who would like to work ahead of the course schedule are welcome to do so. Upon completion of all assignments for a unit, students may request access to the exam.

1. Complete all homework, quizzes, and LS modules for all chapters in a unit.
2. Email Dr. Rogers. Request access to the unit exam and indicate on which day(s) you would like access.
ADDITIONAL CONTENT

Though most content will be available from the beginning of semester, the instructor may choose to add additional content. For any given assignment, students will have a minimum of 72 hours to complete. This means that students should check each chapter’s content area during the 3-day window preceding the official closing time for that chapter. Students should do this early enough to ensure they are able to complete all content prior to the assigned closing time.

TECHNOLOGY

Students must have access to proper computing hardware, software and internet to be successful in this course. It is the student’s responsibility to ensure that their computing equipment is up-to-date, compatible with the systems required for this course, and readily accessible.

Recommendations related to technology:
1. Do not wait until the last minute. Murphy’s Law and such…
2. Have a backup plan. Assume that your machine and internet service will be down at least once during the term. Plan accordingly.

Use Google Chrome. MH Connect seems to cooperate better with Chrome than other browsers, especially for the video homework assignments.

HELP RESOURCES

The University of Southern Indiana, not the Romain College of Business, supports the Blackboard system. If you need help using Blackboard, you may:
1. Use the tutorials on the Information Technology webpage at http://www.usi.edu/it/students
2. Contact the USI Computing Help Desk at 812-465-1080, or in person at Forum Wing (FA) 41, or go to their Webpage at http://www.usi.edu/it/help-desk

ARE THE ASSIGNMENTS TIMED?

Supplemental assignments and homework are not timed. Students are encouraged to use their books and all other resources to complete these.

Chapter quizzes are timed to improve students’ recall and understanding of the content in preparation for the exams. Exams are timed to test students’ recall and understanding of the content. Students are expected to complete the quizzes and exams without books, notes, or other resources. If you are thrown out of the system for any reason, you should immediately log back in, since the time continues to count down.
TECHNICAL ISSUES DURING TIMED ASSIGNMENTS

Students may experience technical issues during a timed assignment (i.e., quiz or exam). If possible, students should log back into the system and complete the assignment within the allotted time.

When technical issues prevent completion of a timed assignment, students have ONE guaranteed extension during the term.

• An extension will only be granted if the student’s initial attempt occurred prior to the STATED DUE DATE of the assignment.
• Students who attempt timed assignments during the grace period do so at their own risk, with NO RECOURSE for technical issues that may occur.
• Students who receive an extension will have no recourse for additional technical issues.

Students who wish to request an extension on a timed assignment (after closely reading the preceding requirements), should email Dr. Rogers using the email tool within the Bb course site.
<table>
<thead>
<tr>
<th>Official Due Date</th>
<th>Grace Period</th>
<th>Chapter</th>
<th>Topic</th>
<th>Additional Content &amp; Projects</th>
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<tbody>
<tr>
<td>13-Jan</td>
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<td>Welcome</td>
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<td>15-Jan</td>
<td>17-Jan</td>
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<td>Getting Started</td>
<td>Syllabus Quiz</td>
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<td>17-Jan</td>
<td>19-Jan</td>
<td></td>
<td>Introductions</td>
<td>Intros (Discussion Board)</td>
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<tr>
<td>20-Jan</td>
<td>24-Jan</td>
<td>1</td>
<td>Ch. 1: Managers and Managing</td>
<td>SmarterMeasure (Assignment)</td>
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<td>22-Jan</td>
<td>29-Jan</td>
<td>2</td>
<td>Ch. 2: Evolution of Management Thought</td>
<td>Scholar Profile (Wiki)</td>
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<td>24-Jan</td>
<td>2-Feb</td>
<td>3</td>
<td>Ch. 3: Values, etc.</td>
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<tr>
<td>3-Feb</td>
<td>7-Feb</td>
<td>4</td>
<td>Ch. 4: Ethics and Social Responsibility</td>
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<tr>
<td>10-Feb</td>
<td>12-Feb</td>
<td>1-4</td>
<td>Exam 1</td>
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<td>14-Feb</td>
<td>16-Feb</td>
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<td>Ch. 5: Managing Diverse Employees</td>
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<td>17-Feb</td>
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<td>Ch. 6: Managing in the Global Environment</td>
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<td>19-Feb</td>
<td>28-Feb</td>
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<td>Ch. 7: Decision Making, etc.</td>
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<td>21-Feb</td>
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<td>3-Mar</td>
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<td>8</td>
<td>Ch. 8: Strategy &amp; Planning</td>
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<td>5-Mar</td>
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<td>12-Mar</td>
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<td>Ch. 11: Organizational Control &amp; Change</td>
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<td>Ch. 13: Motivation &amp; Performance</td>
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<td>2-Apr</td>
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<td>2-Apr</td>
<td>6-Apr</td>
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<td>4-Apr</td>
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<td>Official Due Date</td>
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<td>7-Apr</td>
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<td>14</td>
<td>Ch. 14: Leadership</td>
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<td>9-Apr</td>
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<td>14-Apr</td>
<td>18-Apr</td>
<td>15</td>
<td>Ch. 15: Effective Groups &amp; Teams</td>
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<td>21-Apr</td>
<td>25-Apr</td>
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<td>23-Apr</td>
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<td>28-Apr</td>
<td>30-Apr</td>
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<td>30-Apr</td>
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<td>Dead Day--No Classes</td>
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<td>2-May</td>
<td>4-May</td>
<td>14-17</td>
<td>Exam 4</td>
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Revised January 7, 2014