Huntingdon College
W. James Samford, Jr. School of Business
and Professional Studies

COURSE NUMBER: MGMT312
COURSE NAME: Foundations of Management
Spring 2016, Session III, Rainsville, BE Rm. 102
Dates: 3/31, 4/7, 4/14, 4/21, 4/28
5:30 PM – 9:30 PM

INSTRUCTOR’S NAME: Dr. Roger Tudor

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COURSE DESCRIPTION: The fundamentals of management, such as the process of planning, organizing, coordinating, and controlling in light of distinct schools and bodies of management thought.

PREREQUISITE: ECON 201 recommended, but not required.


COURSE LEARNING OUTCOMES:
- Distinguish between the various functions and skills of management and the various theories of management.
- Identify changes in management and leadership practices as a result of global influences, technology, demographic and cultural changes occurring in the workplace.
- Develop an understanding of ethical issues confronting the business world.
- Identify and analyze the variables needed to conduct a strategic plan.

COURSE ASSIGNMENTS & GRADING CRITERIA:

Exams: One QUIZ each class period for a total of four quizzes. Quiz scores will be averaged and will be equivalent to 40% of your overall grade for the course. All quizzes cover the subject matter of their respective class session and are not cumulative. Each quiz will also include one discussion question which may be answered at your option. Answers will be evaluated and points earned will be “bonus” points for the quiz. Each quiz will be returned with a work sheet showing, in rank order (highest to lowest), a listing of all the individual quiz grades achieved for the class period so that you may locate your performance comparatives to the other students in the class (anonymously – no names appear on the worksheet). Each returned quiz will be marked to reveal the correct answer to each question. It is important to remember that the purpose of the quiz is to ensure you have read the text thoroughly. Questions appearing on the quiz may not necessarily be taken from the presentation and discussion of the material during the class. With the quiz returned to you in the last session will be a recap of your quiz scores and your final overall quiz score for the course.
Grading Elements | Percentage:
---|---
Written Assignments | 30%
Quiz Average | 40%
Comprehensive Final Exam | 30%
Total Points | 100%

GRADE POINT EQUIVALENTS -
A = 90-100
B = 80-89
C = 70-79
D = 60-69
F = 59-below

ATTENDANCE POLICY:

Absences and Tardiness – All students are required to attend the first session. Those who do not attend the first session will be automatically dropped from the course. Students with more than one absence will receive an “F” for the course. Since this class meets only five times, missing a single class meeting is equivalent to missing three weeks of a regular term. If you cannot attend a class you must let the instructor know via email as soon as possible. In case of absences you are responsible for obtaining all handouts and assignments. Tardiness may result in a deduction in your class participation grade. Excessive tardiness may count as an absence.

Participation – Participation is not the same as attendance. Participation requires students to come to class prepared to actively participate, which makes the classroom experience more meaningful. However, participation is not just speaking out in class. The contributions made by the student should be related to the course content and meaningful to the class discussion. **Be mindful that participation points cannot be earned if you are not in class.**

Late Assignments – *No shows* fail the assignment. It is expected that the students fulfill their assignments on the date they are scheduled to do so. Students with illness or other problems that prevent them from attending class on the day a presentation or written assignment (including a test and/or exam) is due must contact their instructors PRIOR to the deadline via Huntingdon College email with supporting documentation to request an extension or a make-up. In most cases, missed assignments are logistically difficult to make-up while maintaining the integrity of the module. In rare cases, approval to make-up an assignment may be granted at the discretion of the faculty member based on the seriousness of the circumstance and on the supporting evidence provided by the student. Contacting a fellow class member does not substitute for contacting the instructor.

Accommodation of Special Needs- Huntingdon College makes every reasonable accommodation for disabilities that have been processed and approved through our Disability Services Committee in accord with the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. In order to request disability-related services at
Huntingdon College, students must self-identify to the Disabilities Intake Coordinator, Camilla Irvin, and provide appropriate and up-to-date documentation to verify their disability or special needs. After the accommodations have been approved by the Disability Services Committee, the 504 Coordinator, Dr. Lisa Olenik Dorman, will notify your professor(s) of the committee’s decision. If you have any questions regarding reasonable accommodation or need to request disability-related services, please contact Disability Services at (334) 833-4577 or e-mail at disabilityservices@huntingdon.edu.

**Medical Considerations** - If you have a medical condition that may preclude participation in this course or any aspect of this course, the College suggests you consult your physician. The College will work with you based upon physician recommendations to find the best means to address any concerns.

**Title IX Statement** - Huntingdon faculty are committed to supporting students and upholding the College's non-discrimination policy. Under Title IX, discrimination based upon sex and gender is prohibited. If you experience an incident of sex- or gender-based discrimination, we encourage you to report it. While you may talk to a faculty member, understand that as a "Responsible Employee" of the College the faculty member MUST report to the college's Title IX Coordinator what you share. If you would like to speak with someone who may be able to afford you privacy or confidentiality, there are people who can meet with you. Faculty can help direct you or you may refer to Huntingdon's Sexual Misconduct Policy at [http://www.huntingdon.edu/student-life/student-service/misconduct](http://www.huntingdon.edu/student-life/student-service/misconduct). You do not have to go through the experience alone.

**Academic Honesty** – Plagiarism is literary theft. Failure to cite the author of any language or of any ideas which are not your own creation is plagiarism. This includes any text you might paraphrase, as well. Anyone is capable of searching the Internet or any printed media; your research paper is intended to broaden your knowledge, stimulate your creativity, and make you think, analyze, and learn. It is not consistent with the College Honor Code, nor with scholarly expectations to submit work which is not the product of your own thinking and research. Severe penalties will result upon the submission of any work found to be plagiarized, including potential failure of the entire course. It is easy and simple to properly cite all sources used in your paper. Take no risks – cite your sources.

**Huntingdon College Library**: As an EB student you have access to the full-range of electronic resources provided by the Library of Huntingdon College. Your first step upon enrollment at Huntingdon should be to register for a library account. You can do this by going to the Library’s web site at [http://library.huntingdon.edu/](http://library.huntingdon.edu/) and under “EB Services” complete the “Library Card Application" form and submit it. You will receive shortly your personal library account information, which will then allow you to access a variety of resources including databases. Should you ever have a problem accessing the Library’ electronic resources, please contact the Library (specifically, Systems Librarian Brenda Kerwin at bkerwin@huntingdon.edu <mailto:bkerwin@huntingdon.edu>).

* Among the Library’s electronic resources, you will find a number of databases specific to the area of business administration and its allied fields of study (e.g. databases within /EbscoHost/, /Gale/, and /ProQuest/, as well as /Oxford Journals/). You will also find databases that support your core courses in such fields as English, history,
communications, the arts, and the sciences. You may be familiar with the AVL (the \textit{Alabama Virtual Library/}) and have your own AVL card. As a student at Huntingdon College, you no longer need to maintain your own AVL card, if you access the AVL through our web site. Simply click on “Campus &Library” rather than “Home Access” within the AVL. A few other mentions: \textit{/Countess/} is the name of the Library’s online catalogue and among its holdings you will find electronic books. If you want to know what full-text electronic journals are available to you through the Library’s databases, you can use the \textit{/Serials Solutions/} link on our web site. You can limit your search by discipline (such as “Business & Economic”). If you use Google for any of your research, we greatly encourage you to use \textit{/Google Scholar/} and \textit{/Google Books/}. These features of Google will direct you to resources appropriate for academic research.*

Read Session #1 carefully and prepare and submit the Reaction Paper according to the “method for Submission of Work” found in this syllabus.

**Method for Submission of Work:**
All work is to be submitted on the day it is due in class in hard-copy (paper) form, double spaced, 12 font. Times New Roman, E-mail submissions acceptable only in cases as noted above under “Late Assignment”.

**Miscellaneous matters:**
Use the Web resources available through your text to intensify your learning experience. These resources will help you become even more familiar with word processing and spreadsheet software (Word and Excel), and with presentation software (PowerPoint). These applications are indispensable tools in business management – and they are not just for managers!

The \textit{Management} text includes a StudentWebsite:\url{http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&product_isbn_issn=0324302592&discipline_number=416} which you are encouraged to access and use as you read the text and do the class assignments. Although not required for your grade, it would be prudent of you to spend some time working with the online resources found on this site.

**First Night Assignment** –
Read the cases listed under Week 1 and answer all questions.

**CLASS SCHEDULE:**

**Week One - Meeting the Challenges of the 21st Century**

**Reading Assignment (Full Chapter plus case as specified)**

- **Chapter 1: Understanding the Manager's Job**
  - Read Case: Management at Work: Some Keys to Making a Steinway
  - answer all case questions

- **Chapter 2: The Environments of Organizations and Managers**
  - Read Case: Management at Work: Is Fair Trade a Fair Trade-Off?
  - answer all case questions

- **Chapter 3: Planning and Strategic Management**
  - Read Case: Management at Work: Acting on a Strategic Vision?
Week Two

**Reading Assignment (Full Chapter plus case as specified)**

Chapter 4: Managing Decision Making
- Read Case: Management at Work: The Verdict on Groupthink
  - answer all case questions

Chapter 5: Entrepreneurship and New Venture Management
- Read Case: Management at Work: The Creative Imprint of Bigfoot
  - answer all case questions

Chapter 6: Organization Structure and Design
- Read Case: Management at Work: The Alliance Maze
  - answer all case questions

**Quiz #2 at the end of the session.**

**Summary and Review**

Week Three

**Reading Assignment (Full Chapter plus case as specified)**

Chapter 7: Organization Change and Innovation
- Read Case: The Science of the Deal
  - answer all case questions

Chapter 8: Managing Human Resources in Organizations
- Read Case: Management at Work: The Temptations of Tempting
  - answer all case questions

Chapter 9: Basic Element of Individual Behavior in Organizations
- Read Case: Management at Work: Is Anybody in Control Here?
  - answer all case questions

Chapter 10: Managing Employee Motivation and Performance
- Read Case: The Law of Diminishing Motivation
  - answer all case questions

**Quiz #3 at the end of the session.**

**Summary and Review**
Week Four

Reading Assignment (Full Chapter plus case as specified)
Chapter 11: Leadership and Influence Processes
   Read Case: Abuse of Power
   answer all case questions

Chapter 12: Communication in Organizations
   Read Case: Management at Work: The Converse of the In-Person Communication
   answer all case questions

Chapter 13: Managing Work Groups and Teams
   Read Case: Management at Work:
   answer all case questions

Quiz #4 at the end of the session
Summary and Review

Week Five

Reading Assignment (Full Chapter plus case as specified)
Chapter 14: Basic Elements of Control
   Read Case: Using Control at J.P. Morgan
   answer all case questions

Chapter 15: Managing Operations
   Read Case: Amazon
   answer all case questions

Written assignment #5 – Myers-Briggs Personality Types
   Go to http://www.personalitypathways.com/type_inventory.html and take the Myers Briggs Personality Test to obtain your dominant personality. Write a 2-3 page report on what famous leaders, artists, and celebrities that also have you MBTI type. Include your strengths, weaknesses, and ideal situations that fit your personality profile.

Final Exam at the end of week five session