

MAN 3025 Principles of Management Syllabus, 4 credits
SUMMER 2017
EP (ON- CAMPUS) SECTIONS 73GG, 8146
EP (ABROAD) SECTIONS 7G84, 723G, 8329, 8331, 9250

Instructor: Lindy Archambeau, M.B.A., Ph.D.
Office Location: 211 H Stuzin Hall
Office Hours: Period 7 M & W, or by appointment
Live Class: Heavener 140, M & W, Period 5& 6

- Please note that the taped sessions are usually available 1 to 2 hours after on Mediasite

Email: My email is man3025.prof@warrington.ufl.edu
Use this email ONLY if the issue is sensitive and cannot be discussed with a TA, such as if the issue concerns a grade on an assignment or test. For general course questions or administrative concerns, contact the TAs first, then the professor only if you do not get a resolution or adequate response to your questions.

Teaching Assistants (TAs)

Office Location: Academic Success Suite – Heavener Hall
E-mail: Send emails to MAN3025.ta@cba.ufl.edu– the professor and TAs do not monitor the mail function on the Canvas course site!) General questions can be directed to any of the TAs. Specific grading questions should be addressed to your Assigned TA.

Required Materials

Access to Connect via MH Campus

Textbook Information: Management: A Practical Introduction, Kinicki & Williams, 7th Edition

You must purchase a custom course pack. The course pack contains access to Connect, the Smartbook application, and an ebook. To purchase this course pack you have 3 options. Option 1 is to use Opt-In Process This is the least expensive method. Please click on the link under the Getting Starting Button and complete the steps. Option 2 is to purchase the assess code directly from McGraw Hill. The MH Connect button is located on the Modules page in Canvas. Option 3 is to purchase this via the Florida Book Store.

Please note: By default the cutoff date (last day for students to Opt-In with the reduced price) is usually 2 weeks after the semester starts.

Supplemental materials available on the course website:

- PowerPoints to accompany the lectures
- Supplemental video clips (clips used in lecture)

Accessing Course Website

Go to: <http://elearning.ufl.edu> (Select the blue Canvas login button)

1. Log in to the website using your GatorLink user name and password.
2. Choose MAN 3025 from the list of available course tabs and links.

NOTE: Only students officially registered for this course will be allowed website access. If you are still denied access, contact the UF Help Desk at 352-392-HELP (4357), or go to their website at <http://helpdesk.ufl.edu/>

Student Responsibilities

1. **PLEASE read this entire syllabus fully and carefully** to ensure that you understand all policies within it. If you have questions, please let me know. If questions arise during the semester, please consult the syllabus first before contacting me or a TA—chances are, the answer is in this document.
2. View the Course Introduction videos particularly the course mechanics. These videos will outline the expectations for this class in terms of key deliverables.
3. View class regularly. Not only do classes, homework, and exams cover materials not in the book, but attending/viewing class regularly will greatly enhance your mastery of the material.
4. Complete all assignments on time. This includes readings, assessments, and exams.
5. Ask for help if you need it. If you are struggling with any material, be sure to contact the TAs or the professor.

Purpose of this Course

This course is designed to give you a broad overview of the subject of management and provide you with information about yourself and others that will help you not only become a better manager, but also a better team member. The objective of the course is to expose you to the *theories and principles that are important for successfully managing organizations and people*. You will be introduced to a variety of concepts, quizzes, tools, and techniques that are important for understanding the *changing business environment*; elements of strategic *planning*; methods of *organizing* including recruiting, selecting, training and developing; techniques for *leading* individuals and teams; and procedures for *controlling* resources to improve productivity and results.

Student Learning Outcomes

The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic principles of the fundamentals of managing organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

At the close of the semester, student will:

- Be prepared for further study in the area of management;
- Be able to identify and apply appropriate management techniques for managing contemporary organizations; and
- Have an understanding of the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.

The material covered will be relevant to you, regardless of your career objectives. In all likelihood, you will either be a manager or work with one in any occupation you choose. In the final analysis, we are all managers of our own lives and can benefit by studying to be better managers.

A key takeaway from this class is the actual application of the theories to modern issues facing a firm in today's environment. The chapter assessments are designed to cement your understanding of the chapter's core concepts. Each quiz asks you to demonstrate your mastery of the subject by asking you to apply your knowledge when analyzing a given business situation. The format of each quiz may include drop down or multiple choice questions based on material covered in both the lectures and the chapters. These assessments are designed to be a mixture of definition, understanding and application based questions. As such, they may include the use of either a video or written mini-case scenarios. Each assessment is open book/open note and must be completed by the due date indicated in the course schedule.

There are 3 assessments over the course of the semester.

1. Assessment #1, due **5/19 by 11:59 pm**, covers chapters 1 & 13 and is worth 50 points
2. Assessment #2, due **6/16 by 11:59 pm**, covers chapters 5 & 7 and is worth 50 points.
3. Assessment #3, due **7/21 11:59 pm**, covers chapters 11 & 15 and is worth 50 points.

Each student will have a maximum of 2 tries for each assessment. Each assessment will be open for at least a week. Please note: I strongly advise against leaving the assessment until the last minute. If the system goes down 5 minutes before the due date/time, that is your responsibility. If you have a scheduling conflict that occurs at the last minute and you cannot complete the assignment, it is your responsibility. The assignments are open and available for you to work on for at least a week. Take advantage of that time and use it wisely. **There are no makeups allowed for assessment assignments, no exceptions.** If you experience a technical problem while/after completing assessment, the TAs and I **CANNOT HELP YOU**. This is not because we don't want to help you, but because we do not have the capability to do so. Contact McGraw-Hill's technical assistance at 1-800-331-5094 or using their website.

****Important note:****

It is **your responsibility** to check Canvas to ensure that your assessment grades have been accepted. Grades from Connect should transfer within 10 minutes of your finishing your assessment. Keep in mind that McGraw-Hill holds regular business hours. If you run into technical difficulties at the last minute, you will still need to document these issues (prior to the due date) with McGraw-Hill so it can be resolved.

3. Proctored exams

There are three noncumulative exams. All three tests are closed book, multiple-choice proctored exams.

Note: If material is in the assigned chapter, in the videos, or in the lectures, it is fair game, so it may be on the test. Just because I don't mention something from the chapter in class does not mean it may not appear on the exam.

- **Exam 1 on Monday 6/5 will cover chapters 1-4, chapter 13**
 - **Exam 2 on Thursday 7/13 will cover chapters 5-10**
 - **Exam 3 on Thursday 8/31 will cover chapters 11, 12, 14, 15, 16**
- ** Please note if you are an abroad student, these dates may be different. See below .****

Text material – You are responsible for the material in the text including material not covered in class. Test questions may come directly from the text, or the class lectures, or some combination thereof. Try to keep up with the reading since it makes class lectures easier to understand and the tests easier to prepare for.

Lecture material – The objective of the class lectures is to expand on the text material through examples, quizzes, and sometimes guest speakers, and videos as time allows. The lectures are also available over the internet

within a few hours after class. Again, some test questions may come directly from lecture material, including material not in the text. It is very difficult to do well in this class if you do not keep up with the lecture material AND the text material. DO NOT rely solely on the course PowerPoints for all of the information. There may be questions taken from material only discussed during lectures (and not on these PowerPoints).

Exam procedures

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Note: If material is in the assigned chapter, in the videos, or in the lectures, it is fair game, so it may be on the test. Just because I don't mention something from the chapter in class does not mean it may not appear on the exam.

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On-Campus Students (EP Sections)

Failure to follow these policies may result in a lowered exam grade.

- Exams take place during Periods E1 and E2
- Due to the size of the class, the exam is taken in multiple rooms at the same time. Follow instructions posted on Canvas carefully because you will be assigned to a specific room.
 - Failure to go to the correct room can result in a 10 point penalty on that night's exam.
- If you arrive late, you will not be given extra time to finish the exam.
 - If you arrive late and a student has *already finished the exam*, you will NOT be allowed to take the exam.
- Read the front page of the test in its entirety for exam instructions.
 - Failure to complete the instructions properly can result in a 10 point penalty.
- Bring a # 2 pencil, eraser and your UF ID or valid driver's to the exam

Study Abroad Students

The date and times of study abroad exams are **DIFFERENT** than for on-campus exams and online program exams. Students should check their respective program websites or pre-departure guides for dates/times/locations:

UF in Madrid: <https://site.warrington.ufl.edu/madrid/>

UF in Rome: <https://site.warrington.ufl.edu/rome/>

UF in London: <https://site.warrington.ufl.edu/london/>

UF in Paris: <https://site.warrington.ufl.edu/paris/>

UF in Dublin: <https://site.warrington.ufl.edu/dublin/>

Posting and Review of Exam Scores and Exam Questions:

Please note that it can take a week or more for all the test administrations to be completed (including the various study abroad and other offsite programs). Test scores and answer keys are NOT posted until all of these administrations are complete and graded. Your patience with this process is appreciated. Please do NOT email to ask when test grades and answer keys will be released. An announcement will be made in class and posted to the class site when these items are released. We make every effort to post these as soon as possible, while still maintaining the integrity of the examination process for all students in the course. Students have **TWO WEEKS** (from the date the answer keys are released) to review your exams. After this window, the keys will no longer be visible. You will need to talk to a TA to review your exam.

Makeup exam procedure

You must have my permission **BEFORE** missing any exams to be able to take the makeup exam, with two exceptions noted below.

Advance notice may not be required if:

- You have a doctor's note stating that you were physically unable to take the exam. (For the note to say that you saw a doctor on the day of the exam is not enough. The doctor should specify that you were physically unable to attend.)
- You have an equally valid and **documented** emergency (e.g., death in the immediate family) to be discussed on a case-by-case basis.
 - Being delayed by travel plans is not an acceptable emergency.

NOTE: You MUST contact me within 24 hours of unexpectedly missing an exam to be able to make it up.

The makeup exam is **NOT** allowed if:

- You have vacation/family plans.
- You have non-academic activities that interfere with the exam.
- You have another exam on the same day, but not at the same time.

Makeup Exam

Please note that while the make-up exam is cumulative, it only replaces the missed exam. You still must take the other regularly scheduled exam. For example, if you miss exam 1, you still need to take Exam 2 even if you are taking the cumulative make-up to replace your missing exam grade.

You may request advance permission to take the makeup exam if:

- You have another class with an exam at the same date/time that cannot be moved. According to university rules, assembly exams take precedence over class exams, regardless of the course number. If another assembly class has a lower number than 3373, this course takes precedence, and the other exam must be moved.

It is **100% your responsibility to check your schedule BY THE END OF DROP/ADD, May 9 at 11:59 p.m., for conflicts and discuss them with me by that time.** In other words, if you explain to me **AFTER** drop/add or **AFTER** missing Exams 1 or 2 that you were at a UF event or other exam, then you will not be allowed to take the makeup.

UF exam policies

Please visit: <https://catalog.ufl.edu/ugrad/current/regulations/info/exams.aspx> for information.

4. Group Project

This set of deliverables is worth 150 points or 15% of your grade and consists of four group assignments and three individual assignments.

Group Deliverables

Each group will consist of 6 students. The caveat to this is if there is an uneven number of students in the class. Students have until the end of the add/drop period (5/9) to self-select their team members. On 5/10, all unassigned students will be randomly placed in groups.

Group Assignment # 1 consists of 2 individual preparatory assignments and 1 group deliverable. The first preparatory assignment entails each student take a self-assessment on team roles. The link to this assessment is embedded into Canvas. The second preparatory assignment is a Manager's (MGR) Hot Seat Case video and quiz. This assignment is located in Connect. The Group deliverable for this assignment is the set of bylaws adopted by your group in order to ensure that your group will effectively tackle the remaining group deliverables. The expectation for this deliverable is a 1 to 2 page document outlining the group bylaws. These bylaws should outline the expectations and processes of all your group functions. It will be used to remove non-performing members in the case of non-compliance.

The remaining three deliverables are case analysis assignments. The class is broken down into 5 Modules. The case analysis assignments involve applying concepts discussed during the first 4 modules to a firm suffering ongoing difficulties. We will be using this case to illustrate how the key concepts we discuss in class impact companies in the "real" world and it impacts the economic performance of said companies. The assignments are designed to give you the opportunity to apply the theory discussed in the book to an actual company and by the end come up with recommendations on how it can improve its competitive positioning.

Your analysis should briefly summarize the current situation then focus on analyzing the facts contained in the case in order to address the case discussion questions outlined below. You should write this report as if you are a consultant reporting to a superior. You should assume that this person is familiar with the case situation, therefore, she/he will be bored if your analysis simply describes the facts provided in the case. Focus on your analysis and try to avoid making vague statements and suggestions such as "we need to be more competitive". Make solid, actionable recommendations. In order to get paid (in this case a good grade), you do not want to repeat information that the client always knows. However, you do want to present a compelling argument to support any conclusions you are presenting in the paper.

Group Assignments #2 through 4 are

Group Assignment #2 (Module 1) (GM)

Case Discussion Questions:

1. What are the key managerial challenges facing Mary Barra and GM?
2. Who are GM's main stakeholders? What role do they play in determining GM's future plans?
3. How has globalization impacted GM's competitive position?

Group Assignment #3 (Module 2) (UBER)

Case Discussion Questions:

1. Perform a SWOT Analysis. Based on your SWOT analysis, what is UBER's competitive positioning? .
2. Conduct a 5 forces Analysis. Explain how UBER's strategy mitigates each one of these competitive pressure.
3. Does UBER have a sustainable competitive advantage in the US market? In the global market?

Group Assignment # 4 (Module 3) (GE)

Case Discussion Questions:

1. As a leader, has Immelt made the right decisions?
2. Evaluate Immelt's leadership during this period of transformation. When addressing this question, make sure to discuss the roles (see chapter 1 and chapter 10) managers' play in sparking motivation, inspiring confidence and influencing behavior..
3. Which leadership theory should Immelt use to ensure GE's future success? What does he need to do to be effective leader? Please draw on the model to explain what it will take for Immelt to be an effective leader going forward.

The format of the deliverable is:

1. Maximum length is three pages, typed and single-spaced, excluding the title page and any appropriate appendices
2. On the title page, include a 1 paragraph executive summary (less than 200 words)

The rubric for grading the homework can be found in Canvas as part of the assignment.

Individual Deliverables

The two individual assignments are peer evaluations. There will be two evaluation conducted over the course of the semester. Each student must complete an evaluation of each team member using the spreadsheet provided on Canvas. This spreadsheet has you to evaluated teammates contribution to the group projects. An example of this table is illustrated below.

Team Member's Name	Answers Communication in Timely Manner (0 to 2 pts)	Reliability in making deadlines (0 to 2 pts)	Contributions of ideas to the group (0 to 2 pts)	Respect for other opinions (0 to 2 pts)	Knowledge of assignment requirements and his/her role in group (0 to 2 pts)
Thor	1	2	1	1	1
Captain America	2	2	2	2	2
Iron Man	2	1.5	2	.5	2
Hulk	0	1	2	0	1
Hawkeye	2	1.5	.5	2	2
Black Widow	2	2	1.5	2	2
Explanation	Scoring comments here				

Individual participation in the group project will be evaluated by your peers. Please note that you must include a brief explanation of your scoring of each team make. Providing constructive feedback is a key element in being a manager. Failure to prepare an explanation will result in a 20 % penalty.

As a self-managed team, the group is expected to handle group conflict internally, however, the group can elect to eject non-contributing members out of the group after Group Assignment #2. The procedure for ejecting non-contributing group members is as follows:

1. Document non-compliance with the Group Bylaws
2. Reach out to your assigned TA with your request. This request must contain documentation and be copied to all group members. Please use the Group Homepage for correspondence to the TA.

3. Either the TA or the Professor will notify all group members of the outcome of this process.

5. *Extra credit*

Throughout the semester, there will be opportunities to earn extra credit points. Students can earn extra credit points through Lab/Online Studies, LearnSmart study modules for each chapter, and topical discussions. There is a 30 point cap on the amount of extra credit that will be added into your grade.

Lab/online studies

All extra credit opportunities will be posted at www.gatormgt.com. Be aware that not all studies have unlimited available spots. Some studies may have a close date but will close as soon as the maximum number is reached. I have nothing to do with the studies. If you have questions about the studies please direct them to the individual study sponsors. You will have the opportunity to participate in 10 points of lab/online studies over the course of the semester. Each point earned by participating in the lab/online studies will convert to 3 points when added to your Canvas gradebook.

It is YOUR responsibility to manage your extra credit points. Getting the points is contingent on honest participation in the study. If the study sponsors have reason to believe a student participated in a study but were not engaged and did not answer honestly (responded with all C's, for example), the student will not get credit for the study. In addition, you may not be eligible for future extra credit studies. Furthermore, if you sign up for a study and neglect to show up on time, you will be blacklisted for the remainder of the semester.

NOTE: Gatormgt points will NOT appear automatically in the gradebook. After Gatormgt is closed to participation, you will receive an email advising you to check the number of points you have earned. If you believe you are due points but they are not there, you must contact the sponsors of missing studies (not Professor Archambeau). You will have 48 hours to verify your points. Once this period is over, the website administrator will forward the points to me. Once I have received this information, I will post it in your gradebook. You will know when the points are posted when you see a "Points Posted" notice on the course website in the "Announcements" section.

Finally, these opportunities will open and close during the course of the semester. Do not expect to be able to earn all of these points during the last 2 to 4 weeks of the semester.

LearnSmart study modules

LearnSmart is an adaptive learning technology that can help you assess your progress in mastering the principles of management. It allows you to pinpoint your knowledge gaps and provides practice questions based on the learning objectives from each chapter. A LearnSmart study module has been assigned for each chapter. To receive credit, the module(s) must be completed by the end of the day the assessment or exam covering the assigned material is due. **Each completed chapter is worth 1 extra credit point and will appear in your gradebook upon completion.**

Topical discussions

In addition to survey research response options, there are opportunities for you to gain extra credit via online discussion board responses. These open-ended discussion board topics will help expand upon course discussions, help you think about key topics, and enhance your management learning experience overall. The purpose of these discussion board topics is to broaden our understanding of these issues by further exploring how organizations are

dealing with these issues. The mechanics for completing this extra credit opportunity are as follow. Find a current article based on the discussion topic. For example, for Strategic Management Topic, I found in interesting article detailing Dell, Inc.'s change in strategy. Once you have found an article, you must complete a post on the discussion based on the requirements outlined in the following paragraph.

Each post must contain the following segments: current practice or trend, theory to practice and key takeaway. The first segment, current practice or trend, should summarize the key points of the article. The second segment, theory into practice, must analyze the article using concepts discussed in class. The third segment, key takeaway, needs to highlight how your article expands or supplements the topic under discussion. The word count of your post must be between 300 and 500 words. The one caveat is that each post must be an original article. This means you need to read the already posted discussions prior to submitting your post.

The expectation is that you will spend roughly 30 to 45 minutes on your response to the posted extra credit discussion topics in order to earn 2 extra credit points. **You will receive 2 extra credit points per discussion topic.** Once graded these points will appear in your grade book.

Discussion Topic (DT)	Closes (@ 11:59 pm)
Groups and Teams	5/21
Global Manager	5/28
Strategic Management	6/16
Org Culture or Structure	7/2
Strategic Human Resources	7/9
Organization Change/Innovation	7/16
Communication	7/16
Motivating Employees	7/23
Leadership	7/30

Course assistance

Given the size of this class, the workload for personal assistance is divided between the teaching assistants and the professor. The TAs are always available during their office hours to clarify concepts discussed during class and answer general administrative questions. Below are some common areas for which you may have questions and the procedures for you to follow:

Grading questions: All questions about the grading of exams are handled by the teaching assistants. If you have a question about your test grade, you must contact a TA within two business weeks of the release of scores and keys for the exam in question.

Course site problems: If you are having a problem accessing the E-Learning or Canvas course site, you need to contact the E-learning support team at (352)392-HELP. If you are having difficulty with video lectures, you need to contact them as well.

Course standards

Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues

should be kept professional, including Discussion posts and email correspondence. All email must include your section number in the subject of the email.

Grading scale

The following scale will be used to determine your final grade:

Grade	Total points	Grade	Total points
A	930 and above	C	766.6 to 730.0
A-	929.9 to 900.0	C-	729.9 to 700.0
B+	899.9 to 866.7	D+	699.9 to 666.7
B	866.6 to 830.0	D	666.6 to 630.0
B-	829.9 to 800.0	D-	629.9 to 600.0
C+	799.9 to 766.7	E	599.9 and below

UF Policies

Accommodating Students with Disabilities

Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the assessments or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

Academic honesty

It is expected that you will neither participate in nor condone activities such as cheating or plagiarism. By placing your names on assignments, you are affirming that the contents are your original work.

Student Honor Code: In adopting this Honor Code, the students of the University of Florida recognize that academic honesty and integrity are fundamental values of the University community. Students who enroll at the University commit to holding themselves and their peers to the high standard of honor required by the Honor Code. Any individual who becomes aware of a violation of the Honor Code is bound by honor to take corrective action. A student-run Honor Court and faculty support are crucial to the success of the Honor Code. The quality of a University of Florida education is dependent upon the community acceptance and enforcement of the Honor Code.

Academic Honesty Guidelines: The academic community of students and faculty at the University of Florida strives to develop, sustain and protect an environment of honesty, trust and respect. Students are expected to pursue knowledge with integrity. Exhibiting honesty in academic pursuits and reporting violations of the Academic Honesty Guidelines will encourage others to act with integrity. Violations of the Academic Honesty Guidelines shall result in judicial action and a student being subject to the sanctions in paragraph XI of the Student Conduct Code. For more information on which conduct constitutes a violation of the Academic Honesty Guidelines (University of Florida Rule 6C1- 4.017), see <http://regulations.ufl.edu/chapter4/4017.pdf>.

Academic misconduct

Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at <http://www.dso.ufl.edu/students.php>.

Communication courtesy

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions and chats. <http://teach.ufl.edu/docs/NetiquetteGuideforOnlineCourses.pdf>

Other resources

Student Mental Health: Students may lead very demanding lives as they struggle with the developmental tasks of physical maturation, interpersonal relationships, and occupational preparation. Even a mild impairment in psychological functioning can result in significant disruption of a student's ability to learn effectively and relate appropriately. Student Mental Health Services (SMHS) of the University of Florida, a division of the Student HealthCare Center, is dedicated to assisting students toward successful completion of educational programs through enhancing and maintaining their psychological and emotional well-being, providing support in situational crises, and treating them when functioning is impaired by stress or psychiatric disorders. SMHS is located in Room 245 of the Infirmary, and available by telephone to (352) 392-1171. Hours are Monday through Friday 8 am – 4:30 pm. All services are confidential.

Should you have issues with your experience in this course that cannot be resolved with the instructor, department, or program, please visit <http://www.distance.ufl.edu/student-complaints>.