

PRINCIPLES OF MANAGEMENT (MAN 3025)

FALL 2009

(Information is subject to change at the discretion of the professor.
Any changes will be communicated in class and/or on the course website.)

Instructor: Dr. Marcie LePine
Office Location: 211H Stuzin Hall
Office Hours: T & TH, 11:30a.m.-12:15p.m. & by appointment
Live Class: Bryan 130, T & TH, Periods 6-7 (12:50p.m.-2:45p.m.)
E-mail: MAN3025.prof@cba.ufl.edu (Please use this email only if the issue is sensitive and cannot be discussed with a TA, if the issue concerns a makeup exam for Exam 2 or 4, or if the issue requires that you specifically contact the professor as noted for given circumstances below in this syllabus. For grading questions or administrative concerns, contact the TAs.)

Teaching Assistants (TAs)

E-mail: MAN3025.ta@cba.ufl.edu (**do not send emails to the address on WebCT**)

Office Location: 225 Bryan

TA Hours: to be announced

REQUIRED MATERIALS:

Knicki A., & Williams, B.K. (2009). Management: A Practical Introduction (**4th edition**). Boston: McGraw-Hill.

You can purchase the hard copy of the text or you can purchase an eBook (for about 1/2 the price).

Information on the eBook options can be found at:

<http://ebooks.primisonline.com/eBookOptions.html>

To purchase the eBook go to:

<https://ebooks.primisonline.com/cgi/showebook.cgi?isbn=0390458554&bookType=unselected&fullBook=true>

OPTIONAL MATERIAL:

Course lecture notes (PowerPoints/PDFs) will be available on the course website. Free printing is available on campus on the 3rd floor of the Reitz Union for up to 250 pages a semester. See <http://www.sg.ufl.edu/sginfo/sglab.aspx> for information. I do encourage you to "Think before you Ink" (see the following website for details:

<http://ufcn.urel.ufl.edu/ink/>)

I am continually updating my lecture notes with the most current information, and thus, do not have a course packet available for purchase.

COURSE GOALS AND OBJECTIVES:

The College's Undergraduate Committee has developed a set of learning goals and objectives that are relevant to the Core Curriculum. 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 (ETS Field Exam) 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. Note that the majority of these goals/objectives are not fully tested in this course, just introduced. (The goal/objective numbers below correspond to the goal/objective numbers from the full set.)

Specific goals and objectives for MAN 3025 from this set include the following:

Goal 1: Demonstrate competency in and across business disciplines.

Objective I: Demonstrate knowledge and understanding of elements of management.

Objective II: Apply knowledge of management concepts in decision-making.

Goal 2: Apply appropriate problem solving and decision-making skills.

Objective I: Specify and implement a framework for identifying a management problem.

Objective II: Develop alternative solutions and a set of criteria by which to evaluate management problems.

Objective III: In the management context, assess the outcomes of a course of action and make appropriate adjustments.

Goal 4: Appreciate the ethical and legal aspects of business.

Objective I: Define and explain the legal, ethical, and social responsibilities of business organizations.

Objective II: Identify relevant ethical and social issues, particularly those that may not be obvious in complex business decisions.

Goal 5: Possess a global perspective on business.

Objective I: Describe the key components of the management environment that vary across countries and understand how these differences present challenges/opportunities for the conduct of business.

Objective II: Possess awareness of cultural differences and how these differences affect best practices and ethical responsibilities.

Goal 6: Understand principles of teamwork and effective leadership within a team.

Objective I (identify only): Identify the strengths and weaknesses of teams.

Objective II (define only): Define the traits of an effective leader.

More specifically, 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 be 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, assessments, 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.

1. You will learn key management principles and terminology. Because this is a survey course, there is an emphasis on basic terminology and concepts that are important in the field of management. (All Chapters) [Goal 1-Objective 1]

2. You will understand the role of management within society and within an economic system. (Chapters 1, 2, & 16) [G1-O1]

3. You will learn how managers deal with legal, ethical and social responsibilities of the firm. (Chapter 3) [G4-O1]

4. You will be made aware of relevant ethical and social issues and understand the complexity of those issues. (Chapter 3) [G4-O2]

5. You will learn how management is practiced in a global environment. (Chapter 4) [G5-O1]
6. You will be made aware of cultural differences (and similarities) and how they affect best practices and an organization's ethical responsibilities. (Chapter 4) [G5-O2]
7. You will learn the importance of planning and strategic management for identifying a business problem [G2-O1], developing alternative solutions and criteria for evaluating those alternatives [G2-O2], and assessing the outcomes [G2-O3]. (Chapters 5 and 6)
8. You will learn how to apply knowledge of management principles in decision-making through the study of how exceptional managers make decisions. (Chapter 7) [G1-O2]
9. You will learn the importance of organizational culture, structure, and design. (Chapter 8)
10. You will learn the importance of attracting, motivating, communicating with, and retaining the right people for an organization. (Chapters 9, 11, 12, 15)
11. You will understand the significance of organizational change and innovation for organizational competitiveness. (Chapter 10)
12. You will be able to identify the differences among crowds, groups, and teams and understand how groups evolve into teams. You will understand how teams differ with respect to purpose, life span, and member involvement. (Chapter 13) [G6-O1]
13. You will be able to identify the differences between a manager and a leader. You will understand the traits and behaviors of emerging and/or effective leaders. (Chapter 14) [G6-O2]
14. You will appreciate how a management perspective is important in your own personal and professional development.

PERSONAL ASSISTANCE:

Given the large size of this class (1,400+ students), the workload for personal assistance is divided between the teaching assistants and the instructor. I am always available during office hours and by appointment to clarify concepts discussed during class. I do not handle individual grading questions or other administrative concerns. 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 weeks of the exam in question.

VISTA Problems: If you are having a problem accessing the E-Learning/VISTA website, you need to contact the support team for VISTA at (352) 392 - HELP. If you are having difficulty with video lectures, you need to click on "Submit Problem Report Form" at the bottom of the course website.

Extra-Credit Questions: Over the course of the semester you may have opportunities to earn extra-credit (up to 6 points) by participating in lab/online studies or special TA-led discussions. You may participate in as many studies or discussions (please see "TA-

Led Discussions” for participation specifics) as you would like, but you will receive a maximum of 6 points.

Lab/Online Studies: Any questions about the extra-credit opportunity or the awarding of extra-credit points are handled by the person who conducted the extra-credit. This information is always available on the class website even after the extra-credit is completed.

NOTE: Extra-Credit points will NOT appear automatically in your gradebook. At some point, after the opportunity is closed to participation, the researcher will provide me with the database to merge with your gradebook. This process can take a great deal of time. If the information (e.g., UFID, Gatorlink) provided to the researcher is incorrect (incorrect case used within Gatorlink, double entries with slightly different information), I must match the data on a student-by-student basis to ensure that you receive your point(s). You will know when the points are posted when you see “Points Posted” on the course website below the Extra-Credit opportunity. The researcher(s) will give you a time frame by which you must contact him/her/them with point disputes. All points will be posted by the end of the semester unless otherwise noted.

TA-Led Discussions: My TAs and I have created an opportunity for you to gain **1 (and only 1) of your 6 extra credit points** via a discussion board response.

Throughout the semester, my TAs will be creating open-ended discussion board questions that we hope will expand upon course discussions, help you think about key topics, and overall enhance your management learning experience.

A few days before the opening of each TA-Led Discussion Board question, I will make an announcement in class and post an announcement on the course website that will provide you with the day and approximate time of the opening. To access the TA-Led Discussion Board, click on “Discussion Boards” on your main menu and then click on “TA-Led Discussions”. You will see the TA-Led Discussion Board questions under this link. (Before responding, review the instructions and sample response on the course website under “TA-Led Discussion Board Instructions and Example with Response Guidelines”).

For each TA-Led Discussion Board question, **only the first 50 students who post a response** are eligible for a point. **Please only post once until the first 50 posts have been received.** We will keep the TA-Led Discussion Board open, so that as many students who would like to contribute may do so after the first 50 posts. However, **ONLY** the first 50 posts are eligible for the 1 extra credit point. **(We will have plenty of opportunities for extra credit, so if you miss out on these, there are still other opportunities available.)**

TAs will be evaluating your post to determine whether you receive the 1 extra credit point. To receive the point, you will need to make a **new contribution or expand upon the contributions of others.** For example, “I agree with X. To expand upon her point, I also think that... because...” You will **NOT** receive a point if you just respond with “I agree,” “Yes,” “No,” or simply repeat what another student has already written. (see “TA-Led Discussion Board Instructions and Example with Response Guidelines” on the course website under “Discussion Boards” for a lengthier example).

Shortly after the TAs have received at least 50 responses to their discussion board question, they will begin the grading process. I will make an announcement in class and post an announcement on the course website when the grading process is complete.

Discussion Boards On WebCT: Discussion boards on WebCT are for students to organize study groups and to work together to answer questions. It is important to demonstrate professionalism at all times while in the board. Offensive or derogatory materials are strictly prohibited and students who post such material will be dealt with appropriately.

Test Accommodation for Students with Disabilities: Students requesting any type of classroom accommodation must first register with the Dean of Students' office. The Dean of Students' office will provide documentation to the student who then must provide this documentation to the professor when requesting the accommodation. Requests for accommodation must be received at least one week prior to the first exam.

COURSE REQUIREMENTS:

Class Participation (Online Assessments): Throughout the semester you are REQUIRED to complete five assessments.

NOTE: The Assessments are NOT the same thing as the Extra-Credit Opportunities. Assessments are REQUIRED. Extra-Credit Opportunities are Voluntary.

All of the assessments are to be completed and submitted online. Each assessment is worth 2 points. For the five assessments, you will need to complete short surveys for which there are no right or wrong answers. Assessment due dates are noted in the syllabus under the "Course Schedule". Individual assessments will be available on the course website approximately one week before their due date and will be removed from the course website after their due date.

The availability of the individual assessments will be posted under the "Class Participation (Online Assessments; Required)" link on the course website (e.g., Assessment #1 is now available and due by midnight September 1st, **eastern time**). The assessment will be removed from the website after that time. It is every student's responsibility to get this information as it is made available. Be sure to turn off the pop-up blocker on the computer you are using to access the course website.

NOTE: Your points will appear automatically in the gradebook after you complete the assessment. You must notify Prof. LePine immediately (MAN3025.prof@cba.ufl.edu) if you do not see your points in the gradebook. Notification must be made by the Assessment due date/time for you to receive points. No exceptions!

Exams: There will be four exams (additional information is provided below under "Final Grades" and on the course schedule). Exams 1 and 3 are online exams. Exams 2 and 4 are assembly exams.

Exams 1 and 3 are online exams and VOLUNTARY. You will have 30 minutes to answer 20 questions; each question is worth ½ point. There will be no make-up exams for Exams 1 and 3, under any circumstances. If you miss/choose not to take Exam 1 or 3 or both, your total points will be totaled across the remaining exams/assessments (see "Final Grades" for additional information regarding final grade calculations).

NOTE: If you take the Exam, it counts. There are NO dropped exams!

If you take the online Exam 1 you will have access to your exam questions when studying for Exam 2. Similarly, if you take the online Exam 3 you will have access to your exam questions when studying for Exam 4 (material from Exam 1 is on Exam 2; material from Exam 3 is on Exam 4). If you do not take the online exams, you will NOT have access to the questions.

Exam 2 and 4 are assembly exams and REQUIRED. You will have 1 hour 30 minutes for Exam 2 and 2 hours for Exam 4 to complete 60 questions; each question is worth 1 point. You need to bring a #2 pencil and a valid ID (driver's license or UF ID only) to each test. If you do not have a valid ID you will not be allowed to turn in your exam. Because you may keep the actual exam when you complete it (on campus students; this may vary for study abroad and online students depending upon exam time), no one is allowed to enter an exam more than 15 minutes after the exam has started. Please mark your calendars with the times and dates of the two assembly exams. Because there are sometimes last minute changes in exam sites, please check the class website for your exam location the day of the exam.

Provisions of the student handbook on academic honesty apply to all exams.

What You Will Be Tested On:

Text Material – You are responsible for the material in the text including material not covered in class. Approximately 50% of the test questions come directly from the text. Try to keep up with the reading since it makes class presentations 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, assessments, guest speakers, and videos. The lectures are also available over the internet within a few hours after class. Approximately 50% of the test questions 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. DO NOT rely solely on the course PowerPoints for all of the information. There may be questions taken from material only discussed during lecture (and not on these PowerPoints).

Watching all the lectures the weekend before the exam or completely relying on an outside notetaker for your notes is not a good idea if you want an above average grade in this class.

Exam "Appeals":

Part 1: Statistical Corrections-Automatic Appeals - After the grading of the exams, the E-Learning system (for Exams 1 & 3-online) and the University testing center (for Exams 2 & 4-assembly) provides exam statistics including the standard error of measurement and item level statistics (e.g., discrimination, difficulty, percentage of students responding correctly/incorrectly, etc.). These exam statistics will be used to adjust your scores. You will be automatically given the standard error of measurement (typically around 2 points for a 60 question/60 point exam). In addition, I will be going through the item level statistics to determine whether there were any "bad" items (items for which there may have been class-wide misinterpretations of the question). These points will be posted in a separate gradebook column labeled SEM and the exam number "SEMExam#". The points will be added to your total points at the end of the semester.

Part 2: Written Appeals for Exam 2 Only (Due to the scheduling of Exam 4, there will not be enough time to review appeals before final grades need to be reported) - After the statistical correction points are totaled, you may appeal questions on an individual basis. However, you will need to appeal enough questions to total more than the points already given to you via the statistical corrections. For example, if the standard error of measurement is 2 and I find that there is 1 “bad” question (for a total of 3 points), you would need to successfully appeal 4 questions to receive 1 additional point. [Statistically, you are potentially receiving extra points via the statistical corrections (the standard error of measurement takes into consideration “bad” questions)]. You will have 24 hours from the time information regarding the statistical corrections is made available on the course website/lecture to appeal questions to MAN3025.appeals@cba.ufl.edu. Appeals to any other email will NOT be considered.

Make-Up Exams:

THERE ARE NO DROPPED EXAMS. IF YOU TAKE AN ONLINE EXAM, YOUR SCORE COUNTS TOWARDS YOUR FINAL GRADE.

THERE ARE NO MAKE-UP EXAMS for Exams 1 & 3, under any circumstances. As explained above, if you miss Exam 1 and/or 3 your points will be totaled across the remaining exams/assessments.

THERE ARE NO MAKE-UP EXAMS for Exams 2 & 4 unless circumstances are so extreme that you are unable to attend the exam...hospitalization, death in the immediate family. If you have a conflict with Exam 2 or Exam 4, University policy is that assembly exams take precedence over regularly scheduled classes and exams. If the conflict is between two assembly exams, the higher numbered course takes precedence.

Test Results:

For Exams 1 and 3, your personal test results will be available to you on the course website after the closing of the exam availability time frame.

For Exams 2 and 4, test results will be available on the class website as soon as the exams have been graded (usually within one week of the exam). Answer keys for Exams 2 & 4 will be posted on the web as soon as possible after the exam. You are able to review your actual scantron in the TA office for two weeks after the exam.

Final Grades: Final grades are based on your performance on the four exams and the completion of 5 online assessments.

NOTE: If you miss/choose not to take one or both of the online exams, adjust your point total accordingly.

Points for each exam and the assessments/assignments are as follows:

Exam 1 (voluntary)	10 Points (20 questions, each worth .5 points)
Exam 2 (required)	60 Points (60 questions, each worth 1 point)
Exam 3 (voluntary)	10 Points (20 questions, each worth .5 points)
Exam 4 (required)	60 Points (60 questions, each worth 1 point)
Online Assessments (required)	10 Points (5 Assessments, each worth 2 points)
Total Points	150 Points

If you take Exam 1 AND Exam 3: Total Points 150

A (90%)	135 points and above	C (70%)	105-113.9 points
A-(88%)	132-134.9 points	C-(68%)	102-104.9 points
B+ (86%)	129-131.9 points	D+ (66%)	99-101.9 points
B (80%)	120-128.9 points	D (60%)	90-98.9 points
B-(78%)	117-119.9 points	D-(58%)	87-89.9 points
C+ (76%)	114-116.9 points	E (Below 58%)	0-86.9 points

If you miss/choose not to take Exam 1 OR Exam 3: Total Points 140

A (90%)	126 points and above	C (70%)	98-105.9 points
A-(88%)	123-125.9 points	C-(68%)	95-97.9 points
B+ (86%)	120-122.9 points	D+ (66%)	92-94.9 points
B (80%)	112-119.9 points	D (60%)	84-91.9 points
B-(78%)	109-111.9 points	D-(58%)	81-83.9 points
C+ (76%)	106-108.9 points	E (Below 58%)	0-80.9 points

If you miss/choose not to take Exam 1 AND Exam 3: Total Points 130

A (90%)	117 points and above	C (70%)	91-98.49 points
A-(88%)	114-116.9 points	C-(68%)	88-90.9 points
B+ (86%)	111.5-113.9 points	D+ (66%)	85.5-87.9 points
B (80%)	104-111.49 points	D (60%)	78-85.49 points
B-(78%)	101-103.9	D-(58%)	75-77.9 points
C+ (76%)	98.5-100.9 points	E (Below 58%)	0-74.9 points

MAN 3025 – Fall 2009 [T/TH Periods 6-7 (12:50p.m.-2:45p.m.)]

COURSE SCHEDULE

PARTS 1 & 2—INTRODUCTION & THE ENVIRONMENT OF MANAGEMENT-CONNECTING PEOPLE TO THE ENVIRONMENT			
<i>DAY</i>	<i>DATE</i>	<i>TOPIC</i>	<i>READING</i>
T	8/25	Introduction/Overview	--
TH	8/27	Managers & Managing	Chapter 1— The Exceptional Manager: What You Do, How You Do It
T	9/1	Management Theory	Chapter 2—Management Theory: Essential Background for the Successful Manager; Assessment #1 Due (all Assessments are due at midnight, Gainesville time)
TH	9/3	Management Theory (continued)	---
T	9/8	Work Environment & Ethical/Social Responsibilities	Chapter 3—The Manager's Changing Work Environment & Ethical Responsibilities: Doing The Right Thing
TH	9/10	Work Environment & Ethical/Social Responsibilities (continued)	---; PRACTICE ONLINE TEST
T	9/15	No class	
T	9/15	Exam #1: You will have 30 minutes to complete the 20 question online exam. The time frame for the exam is from 3pm-9pm; open book, open note) (Study Abroad Students: Check your schedules)	Chapters 1-3
TH	9/17	Global Management	Chapter 4—Global Management: Managing Across Borders
PART 3: PLANNING-CONNECTING PEOPLE TO PURPOSE			
T	9/22	Planning	Chapter 5—Planning: The Foundation Of Successful Management; Assessment #2 Due
TH	9/24	Strategic Management	Chapter 6—Strategic Management: How Star Managers Realize a Grand Design
T	9/29	Strategic Management (continued)	---
TH	10/1	Decision-Making	Chapter 7—Individual & Group Decision Making: How Managers Make Things Happen
PART 4: ORGANIZING-CONNECTING PEOPLE TO PEOPLE PART 1			
T	10/6	Organizational Culture, Structure, & Design	Chapter 8—Organizational Culture, Structure, & Design: Building

			Blocks of the Organization Assessment #3 Due
T	10/6	Exam #2, 8:20-9:50pm (Study Abroad and Online Business Program Students: Check your schedules)	Chapters 1-3 (approx. 15 questions); Chapters 4-7 (approx. 45 questions)
TH	10/8	No Class	
T	10/13	Organizational Culture, Structure, & Design (continued)	---
TH	10/15	Human Resource Management	Chapter 9—Human Resource Management: Getting The Right People for Managerial Success
T	10/20	Human Resource Management (continued) (Homecoming Week)	---; Assessment #4 Due
TH	10/22	Change & Innovation	Chapter 10—Organizational Change & Innovation: Lifelong Challenges for the Exceptional Manager; Assessment #5 Due
PART 5: LEADING-CONNECTING PEOPLE TO PEOPLE PART 2			
T	10/27	Organizational Behavior	Chapter 11—Managing Individual Differences & Behavior: Supervising People as People;
TH	10/29	Organizational Behavior (continued)	---
T	11/3	Stress	---
TH	11/5	Motivating Employees	Chapter 12—Motivating Employees: Achieving Superior Performance in the Workplace
T	11/10	No class-Veterans Day	
TH	11/12	Motivating Employees (continued)	---
T	11/17	No class	
W	11/18	Exam #3: You will have 30 minutes to complete the 20 question online exam. The time frame for the exam is from 3pm-9pm; open book, open note) (Study Abroad Students: Check your schedules)	Chapters 8-12
TH	11/19	Groups & Teams	Chapter 13—Groups & Teams: Increasing Cooperation, Reducing Conflict
T	11/24	No Class	
TH	11/26	No Class-Thanksgiving	
T	12/1	Power, Influence, & Leadership	Chapter 14—Power, Influence, & Leadership: From Becoming a Manager to Becoming a Leader

TH	12/3	Communication	Chapter 15—Interpersonal & Organizational Communication: Mastering the Exchange of Information
PART 6: CONTROL-CONNECTING TO ACHIEVE PRODUCTIVITY & RESULTS			
T	12/8	Control	Chapter 16—Control: Techniques for Enhancing Organizational Effectiveness
TH	12/17	Exam #4: Scheduled for 8-10pm (Study Abroad and Online Business Program Students: Check your schedules)	Chapters 8-12(approx. 20 questions); Chapters 13-16 (approx. 40 questions)