

**MGT 3310 – Sections 03 & 04**  
**Principles of Management**  
**Spring 2018**

**Dr. Joseph Kavanaugh**  
**(o) 936-294-1236**  
**(c) 832-656-3945**  
**e-mail: KAVANAUGH@shsu.edu**

**Office Hours:** 8:30 – 9:15 and 1:00 – 3:45 Tuesday/Thursday, and by appointment.

**Required Text:** **Robbins/Coulter**, *MANAGEMENT*, 14<sup>th</sup> edition (Pearson publishing).

***See the Instructions from Pearson Publishing attached to this syllabus for how to acquire your textbook and set up your MyLab account. Pay close attention to which section you are registering in.***

**Course Description:**

This course is concerned with the principles and methods used in managing and operating organizations, both domestically and abroad. Course coverage includes analysis of the organization's environment and the managerial functions of planning, organizing, leading, motivating, and controlling. Prerequisites: ACCT 2301 and ECON 2301.

**College Objectives Addressed:**

- Business Foundation Knowledge
- Discipline-specific Knowledge

**Course Learning Objectives:**

1. Understand principles and concepts relating to the *planning* function of management.
2. Understand principles and concepts relating to the *organizing* function of management.
3. Understand principles and concepts relating to the *leading* function of management.
4. Understand principles and concepts relating to the *controlling* function of management.
5. Understand principles and concepts relating to the *motivation* function of management.

This course is an introduction to the Principles of Management. All students are expected to read the text, participate in classroom activities, and complete all course requirements.

**Quizzes** will cover all of the chapters in the text, each quiz covering the material since the last quiz (quizzes are not cumulative). Quizzes will be multiple choice, vocabulary matching, and essay. On quiz day, a portion of the class period will be devoted to a brief

review. You will then have from the end of class until 11:59 p.m. of the same day to take the quiz on-line.

ESSAY questions for each quiz will be distributed in advance of each exam. Students will prepare answers for two essays. One of the two will be chosen randomly for grading. To minimize plagiarism, all essays will be submitted through Safe Assign where content will be checked. Essays may be submitted on-line at any time prior to the close of the quiz window.

ESSAY GRADING will be performed in two parts: first, the essay will be graded for conformance with COBA expectations for competent writing. These standards and the grading rubric are available on the course page – Getting Started in MGMT 3310-- and will be reviewed in class.

MULTIPLE CHOICE QUESTIONS will be in standard format and will emphasize in-class content.

VOCABULARY MATCHING will be an unbalanced design, meaning that there will be more answer terms presented than definitions provided.

FINAL EXAM will be a non-cumulative quiz and will not have an essay component.

**NO REFERENCE MATERIALS OR OTHER FORMS OF ASSISTANCE ARE TO BE USED DURING THE TIME THE EXAMS ARE BEING TAKEN.** See the full policy on **Academic Dishonesty** at the end of this syllabus.

**MyLabs (Mini-Simulations)** are application assignments that provide the opportunity to apply material to solving business problems. There will be ten (10) of them worth 10 points each. MyLabs are accessible on the Pearson website. Each MyLab will open the day prior to the chapter being reviewed, and will close two days after review of the chapter is completed. As the Mini-Simulations are applied problems, for your best performance students are advised to review the simulation prior to the class period in which the content will be discussed, but defer completing the simulation until after the lecture is completed.

**Extra Credit** opportunities will be available through bonus questions on the examination and through a book or movie review. This review is to be 3-5 pages in length, typed, and focused on identifying the management issues presented in the movie/book. Only one book/movie review will be permitted for extra credit. The deadline for submitting book reviews for extra credit is May 01. **NO EXCEPTIONS.**

**Out-of-Class Leadership Assignment:** Conduct a leadership interview with a government, community, business, church, or not-for-profit manager in a position of major leadership. A three-page paper reporting the content of the interview and your analysis of the leader's leadership/management style is part of this assignment. An interview guide is in the syllabus. The Leadership Interview is due April 19. **NO EXCEPTIONS.**

### **Missed Examinations**

You may only make up one quiz. If you miss more than one quiz, you will receive no credit for the additional quizzes missed. The make-up quizzes will be **all essay**, written during the

second half of the final examination period. Students who must miss scheduled quizzes **MUST** make arrangements to take the quiz in advance at an alternative time.

**Attendance** will be in compliance with SHSU policy, permitting three absences. However, an attendance bonus is included in the syllabus which provides 25 additional bonus points for students who do not use the three permitted absences. These bonus points expire on the following schedule: 1<sup>st</sup> absence = 5 pts, 2<sup>nd</sup> and 3<sup>rd</sup> absences = 10 pts each. There is no further penalty for additional absences. It is not my policy to provide excused absences except in the case of hospitalization or death in the immediate family. If you know in advance that you must miss an exam, please notify the professor in advance to take the exam at another time.

**TARDINESS:** You will have until the taking of attendance is completed to be physically in the room and counted 'present'. There are no 'tardies'. Unless you are recorded as being present, you are counted absent for the class period.

### Grading Scheme

|                                     |                |
|-------------------------------------|----------------|
| Five quizzes, 100 pts. each         | 500            |
| Final examination (not cumulative), | 100            |
| MYLAB assignments (10 assignments)  | 100            |
| Leadership interview                | <u>100</u>     |
| <b>Total</b>                        | <b>800 pts</b> |

#### Extra Credit/Bonuses

|  |         |
|--|---------|
| Book Review  | 25 pts. |
| Attendance<br>(loss of 5 pts. for the first absence;<br>loss of 10 pts. each for the 2 <sup>nd</sup> and<br>3 <sup>rd</sup> absences,) | 25 pts. |

| <b>Grade</b> | <b>Percent</b> | <b>Points</b> |
|--------------|----------------|---------------|
| A            | 90-100         | 720-800+      |
| B            | 80- 89         | 630-719       |
| C            | 70- 79         | 540-629       |
| D            | 60- 69         | 480-539       |
| F            | 0- 59          | <480          |

## Schedule of Classes

|       |                |   |
|-------|----------------|---|
| JAN   | 18             | Syllabus Day<br><b>Getting Started in MyLab 01.17-11.25</b>               |
|       | 23             | Chap. 1 Managers & You in the workplace                                   |
|       | 25             | Chap. 1a Management history   |
|       | 30             | Chap. 1a Con't  |
| FEB   | 01             | Chap. 2 Making decisions<br><b>Mini-Sim 01.30-2.06</b>                    |
|       | 06             | Chap. 3 External environment & culture<br><b>Mini-Sim: 2.05-2.10</b>      |
|       |                | <b>QUIZ 1 CHAPTERS 1, 1A, 2</b>   |
|       | 08             | Chap. 4 Managing the global environment                                   |
|       | 13             | Chap. 9 Managing strategy   |
|       | 15             | Chap. 9 Con't<br><b>Mini-Sim 2.12-2.17</b>                                |
|       | 20             | Chap. 10 Entrepreneurial Ventures   |
|       | 22             | Chap. 10 Con't.<br><b>QUIZ 2 CHAPTERS 3, 4, 9, 10</b>                     |
|       | 27             | Chap. 8 Planning work activities  |
| MARCH | 01             | Chap. 11 Designing organizational structures<br><b>Mini-Sim 2.28-3.06</b> |
|       | 06             | Chap. 12 Managing human resources   |
|       | 08             | Chap. 12 Con't<br><b>Mini-Sim 3.05-3.10</b>                               |
|       | <b>12 – 16</b> | <b>SPRING BREAK</b>   |
|       | 20             | Chap. 5 Managing diversity  |
|       | 22             | <b>GUEST SPEAKER + Career Module</b>                                      |
|       | 27             | Chap. 14 Communications<br><b>QUIZ 3 CHAPTERS 5, 8, 11, 12</b>            |
|       | 29             | Chap.13 Creating and managing teams<br><b>Mini-Sim 3.28-4.03</b>          |
|       | 03             | Chap. 17 Being an effective leader  |
| APRIL | 05             | Chap. 17 Con't<br><b>Mini-Sim 4.02-4.07</b>                               |
|       | 06             | <i>Last day to drop a course with a 'Q'</i>                               |
|       | 10             | Chap. 15, Understanding and managing individual behavior                  |
|       | 12             | Chap. 15 Con't<br><b>Mini-Sim 4.09-4.14</b>                               |
|       |                | <b>QUIZ 4 CHAPTERS 13, 14, 17</b>   |
|       | 17             | Chap. 16 Motivating employees   |
|       | 19             | Chap. 16 Con't<br><b>Mini-Sim 4.16-4.21</b>                               |
|       |                | <b>LEADERSHIP PAPER DUE</b>   |

|     |    |   |
|-----|----|---|
|     | 24 | Chap. 6 Managing social responsibility and ethics<br><b>Mini-Sim 4.23-4.28</b>      |
|     | 26 | Chap. 6 Con't.<br><b>QUIZ 5 CHAPTERS 15, 16</b>                                     |
|     | 01 | Chap. 7 Managing change and innovation<br><b>EXTRA CREDIT MOVIE/BOOK REVIEW DUE</b> |
| May | 03 | Chap. 18 Monitoring and controlling   |

**Final Examination:  
Thursday, May 10**

**Chaps 6, 7, & 18**

**9:30 class exam is at 9:00**

**11:00 class exam is at noon**

The final exam is an IN CLASS Quiz and will have NO ESSAYS.

## University Policies

**Religious Holy Days Policy:** Students who are absent from class for observation of a religious holy day will be allowed to take an examination or complete an assignment scheduled for that day within one week of returning to class. The student, not later than the 15<sup>th</sup>. Calendar day after the first day of the semester, must notify the instructor of each scheduled class day that he or she will be absent for a religious holy day.

**Disabled Student Policy:** It is the policy of SHSU that no otherwise qualified disabled individual shall, solely by reason of his or her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program, or activity. Handicapped students may request academic assistance when needed from a Committee for Continuing Academic Assistance for Disabled Students by visiting the Director of the Counseling Center in the Lee Drain building.

**ACADEMIC DISHONESTY:** All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials. For a complete listing of the university policy, see: [Dean of Student's Office](#)

**VISITORS IN THE CLASSROOM:** Only registered students may attend class. Exceptions can be made on a case-by-case basis by the professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so through the Registrar's Office.

## MGT 3310 Leadership Interview Guide

**Out-of-Class Assignment:** Conduct a leadership interview with a government, community, business, church, or not-for-profit manager in a position of major leadership. A three-page paper reporting the content of the interview and your analysis of the individual's leadership/management style is part of this assignment.

**Due Date:** Thursday, April 19. NO EXCEPTIONS!

**Objective:** The objective of this assignment is for you to better understand how leaders see themselves and the leadership roles that they perform. By doing so you will be able to analyze their approach to leadership and describe their leadership style.

**Deliverable:** The three-page paper should be in the following format:

Title: MGT 3310 Leadership Interview

Student: Your name

Leader Interviewed: Name, Position, Organization, Date/Location of Interview,

Use pages 1-2 of the report to record the content of the interview. This is best presented in a question-and-answer format. Try and record your subject's responses as directly as possible. If they will permit you to record your conversation, so much the better, but you should not insist on it.

Use page three of the report to analyze the results of your interview by completing the questions provided to assist in your analysis.

The report must be typed, 1-inch margins, Times Roman 11-12 pts type. The Title/student name/leader info is to be in 16 pt type, bolded, and centered at the top of the first page. No cover page is needed.

**Tips on Interviewing:** Contact your interviewee well in advance to explain your purpose and schedule the interview. Be professional. Dress appropriately. Be on time. Arrive 5-10 minutes before your scheduled time, especially if you have not been to the interview location before. Begin by introducing yourself and clearly stating that the purpose of the interview is to fulfill a requirement in your Principles of Management class. The information gathered will not be used for any other purpose. The objective of the assignment is to help you better understand what makes leaders effective in real organizational settings.

Use these questions to guide your interview. You are encouraged to ask follow-up questions to gain better understanding or clarification of all answers received.

## Questions – Record content on Pages 1-2

1. My purpose today is to gain insight into what makes leaders effective in their organizations. To begin, describe to me your current position, the scope of your responsibilities, and the number of people you are responsible for?
2. What in your background, education, work, and life experiences has prepared you to assume the leadership responsibilities you have today? What has been your path to leadership?
3. From your perspective, are there any differences between management and leadership? If so, how are they similar? How are they different? In your present position, which consumes more of your time? Which has greater impact on the effectiveness of your organization?
4. My professor has talked about leadership broadly as being a relationship among the leader, followers, and the situation in which one leads. In your experience, how does each of these elements contribute to effective leadership?

NOTE: You should be prepared to ask a number of follow-up questions here to gain better understanding of the person's responses to each part of the question. For example:

- What are the qualities or characteristics of a good leader?
  - What are the attributes of a good follower?
  - What should followers expect of leaders?
  - What should leaders expect from followers?
  - What impact does the organization or the situation have on these mutual expectations?
  - What kinds of things can happen that result in ineffective leadership?
5. Talk to me about individuals who you admire as leaders. What qualities do they have that earn your respect? What qualities or attributes do they possess that you believe have made them particularly effective?
  6. What do you believe makes you an effective leader?
  7. In class, we have talked about a lot of different styles of leadership – visionary, charismatic, visionary, authentic, autocratic, relationship-oriented, transactional, transformational—it seems the list goes on forever. If you needed to put a label on your style of leadership, what word or phrase would you choose? How would you define it?
  8. Are there any other thoughts or observations you would like to share that will help me better understand what leadership is all about?
  9. Thank you for sharing your time and your insights about leadership.

## Page three – Analysis of Leadership Style

In this section you are to apply the concepts and models of leadership we have studied to analyze the content from your leadership interview.

From your interviewee's perspective, answer the following questions.

1. What are the traits that define a leader?
2. How did (s)he define their leadership style? What label did they use to describe it?
3. Describe their implicit model of leadership characterized by the relationship between leader, follow, and situation. What is important to them? What makes for effective leadership?
4. Did this person seem to be more task-oriented or relationships-oriented in the focus of their goals for leaders?
5. How important was vision in their leadership paradigm? Would you regard them more as transactional leader or a transformational leader?
6. Which of the leadership models we have studied best captures this person's concepts of leadership? How so? BE SPECIFIC! How does what they say align with the models you have studied?
7. Any final observations you would make regarding what makes this person an effective leader?

**USE THIS INFORMATION FOR MGMT 3310-03, THE SECTION THAT MEETS  
9:30 -10:50 TR**

MyLab | Management

Student Registration Instructions



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**To register for Mgmt 3310-03 :**

1. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .
2. Under Register, select **Student** .
3. Confirm you have the information needed, then select **OK! Register now** .
4. Enter your instructor's course ID: **kavanaugh47835** , and **Continue** .
5. Enter your existing Pearson account **username** and **password** to **Sign In** . You have an account if you have ever used a MyLab or Mastering product.
  - » If you don't have an account, select **Create** and complete the required fields.
6. Select an access option.
  - » Enter the access code that came with your textbook or that you purchased separately from the bookstore.
  - » If available for your course,
    - Buy access using a credit card or PayPal.
    - Get temporary access.
7. From the You're Done! page, select **Go To My Courses** .
8. On the My Courses page, select the course name **Mgmt 3310-03** to start your work.

**To sign in later:**

1. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .
2. Select **Sign In** .
3. Enter your Pearson account **username** and **password**, and **Sign In** .
4. Select the course name **Mgmt 3310-03** to start your work.

**To upgrade temporary access to full access:**

1. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .

2. Select **Sign In** .
3. Enter your Pearson account **username** and **password**, and **Sign In** .
4. Select **Upgrade access** for **Mgmt 3310-03** .
5. Enter an access code or buy access with a credit card or PayPal.

**USE THIS INFORMATION FOR MGMT 3310-04, THE SECTION THAT MEETS  
11:00 – 12:20 TR**

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Student Registration Instructions



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**To register for Mgmt 3310-04 :**

9. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .
10. Under Register, select **Student** .
11. Confirm you have the information needed, then select **OK! Register now** .
12. Enter your instructor's course ID: **kavanaugh03035** , and **Continue** .
13. Enter your existing Pearson account **username** and **password** to **Sign In** . You have an account if you have ever used a MyLab or Mastering product.
  - » If you don't have an account, select **Create** and complete the required fields.
14. Select an access option.
  - » Enter the access code that came with your textbook or that you purchased separately from the bookstore.
  - » If available for your course,
    - Buy access using a credit card or PayPal.
    - Get temporary access.
15. From the You're Done! page, select **Go To My Courses** .
16. On the My Courses page, select the course name **Mgmt 3310-04** to start your work.

**To sign in later:**

5. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .
6. Select **Sign In** .
7. Enter your Pearson account **username** and **password**, and **Sign In** .
8. Select the course name **Mgmt 3310-04** to start your work.

**To upgrade temporary access to full access:**

6. Go to [www.pearson.com/mylab](http://www.pearson.com/mylab) .

7. Select **Sign In** .
8. Enter your Pearson account **username** and **password**, and **Sign In** .
9. Select **Upgrade access** for **Mgmt 3310-04** .
10. Enter an access code or buy access with a credit card or PayPal.