



**MAN 3025 Principles of Management CRN 11174/11177**

Tuesday/Thursday 9:00 – 10:15 am (11174)/ 1:30 – 2:45 pm (11177)

LH 1201 3 credit hours

**Instructor:** **Bryan S. Schaffer, PhD**

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**Office Location:** Lutgert Hall room 3342

**Office Hours** Tuesday & Thursday (10:30 am – 1:00 pm; and by arrangement)

**A. COURSE DESCRIPTION**

“A survey course that covers the fundamentals of the management process including planning, organizing, controlling and leadership. Emphasis is on models, theories and tools for the effective and efficient management and leadership of domestic and global organizations.”

**B. KEY TOPICS COVERED IN THIS COURSE**

- |  |   |
|--|---|
| 1. <i>What is it like to be a manager?</i> | 13. <i>Diversity</i>                              |
| 2. <i>Management Theory and History</i>    | 14. <i>Organizational Change and Innovation</i>   |
| 3. <i>Business Environment</i>             | 15. <i>Individual and Organizational Behavior</i> |
| 4. <i>Ethics</i>                           | 16. <i>Motivating Employees</i>                   |
| 5. <i>Social Responsibility</i>            | 17. <i>Job Design</i>                             |
| 6. <i>Global Management</i>                | 18. <i>Groups and Teams</i>                       |
| 7. <i>Planning</i>                         | 19. <i>Power</i>                                  |
| 8. <i>Strategic Management</i>             | 20. <i>Leadership</i>                             |
| 9. <i>Decision-Making</i>                  | 21. <i>Total Quality Management</i>               |
| 10. <i>Organizational Culture</i>          | 22. <i>Control Systems</i>                        |
| 11. <i>Organizational Structure</i>        |   |
| 12. <i>Human Resource Management</i>       |   |

## C. TEXTBOOK

### **Connect for Management: A Practical Introduction, 9th Edition**

**Angelo Knicki, Brian K. Williams, McGraw-Hill, ©2020**

(includes an eBook and an option to purchase a hard copy at a reduced price)

The FGCU bookstore has for purchase the course code for Connect. Please note that if you opt to buy a used book or rent or purchase the required textbook from another source, you will need to ensure that you buy both the textbook and the online access code to Connect. Also, be aware that the Connect code is not transferable from one user to another.

**You may also may choose to purchase the Connect directly from McGraw-Hill through our course Canvas page. Instructions for doing so will be given during the first class.**

During the first two weeks of the semester you can sign on for a free 2-week trial of the McGraw-Hill Connect (with the eBook). This will allow everyone to complete assignments and access course materials even if they cannot purchase the course package by the first day of class. You will need to purchase full access to your course before your trial expires and use the same email that you used to sign up for courtesy access to avoid losing your work.

McGraw-Hill's *Connect* is the online workbook/activity guidebook that you will use to learn and remember key concepts and theories, assess your comprehension, and apply course concepts to real world scenarios. You will access your *Connect* homework from our course Canvas page. Please review the following information from McGraw-Hill Higher Education before you begin any assignments in *Connect*.

- Using MH Campus and creating an account: Watch this [Getting Started with Connect](#) video or review the [Connect Quick Tips](#) for instructions on how to access your *Connect* assignments and create a *Connect* account.
- Run a system check: In order to complete many of the activities in *Connect* (both homework and for tests), you will need to install and allow plug-ins like Adobe Flash, Java, and Quicktime. It is strongly recommended that you troubleshoot your computer at least once a week, and before every test, to be sure that you will be able to complete the required exercises. Click on the following link to learn how to troubleshoot *Connect* and what the computer requirements are: <http://www.connectstudentsuccess.com/>
- Learn how to navigate *Connect*: Use this [link](#) to find out how to navigate the *Connect* platform.

Get support: Connect has a Customer Experience Group (CXG) Support Center where you can connect with a tech specialist via chat, phone, or email.

## D. CLASS OVERVIEW

This course is designed to provide a broad overview of the functions and applications of management in contemporary organizations. The purpose of this course is to introduce students to the field of management and the wide variety of activities that managers perform on a daily basis. The emphasis will be on the processes, theories and concepts that facilitate the effective and efficient management of a firm's resources toward the achievement of desired goals. No matter what career you've chosen, the material in this course will be relevant to your work and your life.

## E. GRADING, ASSIGNMENTS AND COURSE REQUIREMENTS

### Three (3) exams

- Closed book and notes
- **Each exam will be worth 15% of your final grade**

### Final Exam

- Closed book and notes
- **Worth 17.5% of your final grade**

### Team Project

- Based on research from business periodicals on an applicable management issue as it relates to one company
- Team will create a 7 – 10 page report (9.5%)
- Team will make a 5 - 7 minute class presentation using PowerPoint (8%.)
- Team will peer review participation and contribution of team members (*this may reduce a non-participating or problem team member's overall grade by one letter or more*)
- More information will be provided on Canvas
- **Worth 17.5% of your final grade**

### Attendance and Participation

- Attendance during the semester and completion of in-class assignments.
- Worth 10% of your total grade

### Connect Homework

- These are both pre and post class assignments.
- **There are no extensions for Connect or LearnSmart assignments.**
- **Worth 10% points of your total grade**

### GRADING SCALE:

93-100	A
90-92.9	A-
87-89.9	B+
83-86.9	B
80—82.9	B-
77-79.9	C+
70-76.9	C
60-69.9	D
00-59.9	F

## ASSIGNMENT COMPLETION DEADLINES

Please see the Canvas course page for exam dates. Project Presentations will be spread out throughout the semester and we will establish teams, and a schedule, during the 1<sup>st</sup> two weeks of class.

Please see the Canvas course page for due dates and assignment guidelines.

Make-up exams will only be given when situations out of your control warrant provided that there is proper documentation (e.g., police report, doctor's note, FGCU athletic travel). If you feel that a make-up exam is warranted, please contact the professor **before** the exam is scheduled if at all possible.

**Cheating: Anyone caught cheating will receive an automatic grade of F for the class.**

*Students who are dropped from this course by the University for Non-payment of tuition and/or fees are still responsible for completing all course activities and assignments by the deadlines stated in the course syllabus and associated handouts while they work on reinstatement to this course.*

## F. ATTENDANCE POLICY:

*I do not want this course to be just another dull introductory business course. An understanding of how organizations and more specifically, managers manage can greatly facilitate your own work careers, regardless of your career track or job title. Therefore, each of you should have an active interest in the information covered in this course. To help enhance this interest and the learning experience, class lectures and textbook readings will be supplemented with current event discussions, videos, assigned cases, and skill building exercises that illustrate and reinforce specific management theories and concepts. However, in order for you to get the full benefit of these applied activities, it will be necessary to come to class prepared to actively participate. This means that assigned readings and management applications will have to be read and thought about prior to coming to class. By being prepared for each class session this course will be both more enjoyable and fruitful to your business careers.*

*Attendance will be taken with a sign-in sheet during each class period.*

*Regular attendance and enthusiastic participation in class discussions and activities are expected. I do not intend to review all of the assigned textbook readings for the corresponding class session. Also, some of what I discuss in class will not be covered in your text. To do well in this course you will have to know both the text material and class lectures, including the class discussions and exercises.*

*Students are expected to conduct themselves in accordance with the student code of conduct. Attendance related actions such as arriving to class late, temporarily leaving and returning to the classroom, and/or leaving class early have a significant negative impact on the learning experience of other students in the class. Please respect the learning experience of your classmates by addressing your personal issues before arriving to class. Should students choose to leave the classroom for any reason, they may not be able to return for the rest of the class period.*

## **G: INFORMATION ABOUT YOUR PROFESSOR**

Dr. Bryan Schaffer, Associate Professor of Management, started teaching at FGCU in 2014. From 2003 to 2014, he was at the University of North Carolina Asheville as an Associate Professor and Chair of the Department of Management and Accountancy. His teaching experience is quite extensive and includes courses in *Organizational Behavior, Principles of Management, Leadership, Organizational Development & Change, Ethics & Social Responsibility, Human Resource Management, Teams, and Strategic Management Simulation Lab*. Dr. Schaffer received a PhD in Organizational Behavior and Human Resources Management from the University of Georgia. His research interests cover an array of topics, such as workplace diversity, leadership, motivation, occupational wellness, and team dynamics. Dr. Schaffer has published in peer reviewed journals and proceedings, and has presented his work at various national academic conferences. He is a member of the Academy of Management, the American Psychological Association, and the Southern Management Association. Prior to his life in academia, Dr. Schaffer held numerous supervisory and management positions with the Pillsbury Company, Avon Products, Inc., and McMaster-Carr Supply Company.

### ***Teaching Philosophy:***

I whole-heartedly believe that teaching is an engaging process that is altogether dynamic, ever-changing and student-focused. The role of a faculty member is multifaceted and includes being an instructor, a facilitator, an advisor, a coach and a mentor. My teaching philosophy focuses on the themes of integral faculty-student interaction, discourse, critical thinking and interdisciplinary applications. In large part, my approach to this philosophy is centered as much (if not more) on students' learning as it is on my own teaching. My pedagogy includes continuous and reciprocal feedback between students and instructor, allowing for the ongoing assessment of fundamental learning goals.

I place a great deal of importance on discussion and interaction in both large and small class settings. For each module or topic in my courses, I start with general, but thought-provoking, questions. I draw from my own experiences, as well as the students' experiences, to encourage ideas and to generate discussion and questions. While essential theories are embedded in my course designs, this process of inquiry allows students to arrive at the themes organically. I incorporate time for reflection and review at the end of this process, allowing students to revisit the main concepts and to relate them back to paths that took us there.

I strongly believe that students must be engaged and active in their learning. I encourage them to express ideas and to respectfully critique each other's comments and work. Genuine learning is achieved through enthusiastic participation in multiple facets of the class, including discussion, assessment of team process, review of assignments, inquiry and reflection. This combination of activities represents the essence of critical thinking, something that I consider to be a learned skill and a key component of outstanding education.

I also feel that no matter what the subject matter, education should have a meaningful level of interdisciplinary thread. In all of my courses, I weave in patterns of globalization, ethics and sustainability, technology, and diversity and inclusion. My students explore how such significant themes relate to the specific course content. I enjoy opportunities to bridge disciplines whenever possible.

In summary, I take pride in providing students with the inspiration to pursue their academic and life goals. I encourage them to take ownership of their education, to think critically about their place in

the world, and to prepare themselves for the key issues they will face as future leaders and agents of sustainable change

## **H. LEARNING OUTCOMES & ASSESSMENT**

The Department of Management creates an environment that enables students to develop managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change in the global environment.

*(See the table on the following page)*

### *Legend for Learning Outcomes Measures*

- A) Exams
- B) Connect Homework
- C) In-Class Assessments
- D) Team Project

## **I. ACADEMIC BEHAVIOR STANDARDS AND ACADEMIC DISHONESTY**

All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found under the “Student Code of Conduct” and “Policies and Procedures” sections in the Student Guidebook. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>.

## **J. UNIVERSITY NONDISCRIMINATION STATEMENT**

Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of Title IX of the Education Amendments of 1972. Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC’s phone number is (239)745-4366; the OIEC email address is OIEC@fgcu.edu.

## **K. STUDENT OBSERVANCE OF RELIGIOUS HOLIDAYS**

All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

**TABLE: LEARNING OUTCOMES & ASSESSMENT**

Lutgert COB Learning Goals & Outcomes	Management Learning Objectives	Course Learning Objectives (measurable)	Assessment Methods
<p><b>Be effective communicators</b></p> <p>1. Deliver effective oral presentations</p> <p>2. Prepare effective written reports</p>	<p>1. Demonstrate effective professional communication skills</p> <p>2. Work effectively in diverse teams</p>	<p>Deliver an oral presentation.</p> <p>Show proficiency in writing clear and concise using college level standard English writing, spelling, and grammar</p> <p>Work as part of a team to complete a Business Project</p>	<p>D</p> <p>D</p> <p>D</p>
<p><b>Be effective problem solvers</b></p> <p>1. Solve business problems using analytical tools</p>	<p>1. Solve management problems using analytical tools</p>	<p>Apply the concepts, framework &amp; techniques of Management to evaluate and recommend solutions for organizational problems.</p>	<p>A, B, D</p>
<p><b>Understand the business environment</b></p> <p>1. Demonstrate knowledge of ethical issues</p> <p>2. Demonstrate knowledge of global factors influencing business.</p> <p>3. Explain the importance of environmental responsibility.</p>	<p>1. Analyze ethical and CSR issues as they apply to management.</p> <p>2. Demonstrate knowledge of global factors influencing business</p>	<p>Understand the ethical, global and sustainability issues related to the management process</p>	<p>A,B,C</p>
<p><b>Have interdisciplinary business knowledge</b></p> <p>1. Understand main concepts &amp; definitions in accounting, economics, finance, information systems management, marketing and operations management.</p> <p>2. Integrate knowledge across business disciplines</p>	<p>1. Integrate key management theories and practices</p>	<p>Understand how the concepts, theories, models, framework, and techniques in areas as decision-making, planning, organizing, communicating, staffing, and controlling apply to problem solving in organizations.</p>	<p>A, B, D</p>

## **L. DISABILITY ACCOMMODATIONS SERVICES**

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.

## **M. COURSE SCHEDULE**

The following outline indicates the topics to be covered and assigned readings for the semester. While an effort has been made to balance the workload throughout the course, as in the real world, there will be periods of time during the semester when the workload is greater. Therefore, it is recommended that you review this syllabus carefully and plan your time accordingly. Please note that the schedule may vary and I may make modifications with notice as the term progresses.

*(see next page)*



## MAN 3025 Principles of Management Calendar (SPRING 2020)

Date	Agenda
Week 1 (1/7 & 1/9)	Introductions Topic: The Exceptional Manager.... Read: Chapter 1
Week 2 (1/14 & 1/16)	Topic: The Exceptional Manager.... Read: Chapter 1
Week 3 (1/21 & 1/23)	Topic: Management Theory: Essential Background Read: Chapter 2
Week 4 (1/28 & 1/30)	Topic: Environment & Ethical Responsibilities Read: Chapter 3
Week 5 (2/4)	Topic: Global Management: Managing Across Borders Read: Chapter 4
<b>TH, 2/6</b>	<b>EXAM I (Chapters 1 - 4)</b>
Week 6 (2/11 & 2/13)	Topic: Strategic Management Read: Chapter 6
Week 7 (2/18 & 2/20)	Topic: Decision Making Read: Chapter 7 (Sections 7.1 through 7.5)
Week 8 (2/25 & 2/27)	Topic: Organizational Culture, Structure & Design Read: Chapters 8
Week 9 (3/10 & 3/12)	Topic: HRM: Getting the Right People.... Read: Chapter 9
Week 10 (3/17)	Topic: Organizational Change and Innovation Read: Chapter 10
<b>TH, 3/19</b>	<b>Exam II (Chapters 6 - 10*)</b> <i>*Chapter 7 – include sections 7.1 through 7.5</i>
Week 11 (3/24 & 3/26)	Topic: Managing Individual Differences & Behavior Read: Chapter 11
Week 12 (3/31 & 4/2)	Topic: Motivating Employees Read: Chapter 12
Week 13 (4/7 & 4/9)	Topic: Groups and Teams: Cooperation and Conflict, Group Decision Making Read: Chapter 13, Chapter 7 (Section 7.6)

Week 14 (4/14 & 4/16)	Topic: Leadership, Power & Influence Read: Chapter 14
<b>TH, 4/16</b>	<b>Exam III (Chapters 11 – 14, and section 7.6 of Chapter 7)</b>
Week 15 (4/21 & 4/23)	Topic: Control Systems & Quality Management Read: Chapter 16
<b>FINAL EXAM</b>	<b>Final Exam: Section 11177 (4/28, 12:30 pm) - Lutgert 1201 Section 11174 (4/30, 7:30 am) - Lutgert 1201</b>

*\*\*Please note that this course calendar is subject to change. If changes are made, I will provide ample notice\*\**

### Credit Hours/ Weekly Hour Workload

For this course you should expect on average to spend an additional 1 – 2 hours per credit hour preparing outside of class each week. Therefore, for this 3 credit hour course you should expect to spend 2.5 hours in class each week and an additional 3- 6 hours outside of class reading course materials, completing homework assignments, and preparing for class activities and tests. Total time per week for this course will be between 5.5 – 8.5 hours per week *averaged* across the semester.

### Course Website

We be using the **CANVAS** website throughout the semester for posting course announcements, syllabi changes, and additional learning resources. You will need to visit this web site frequently throughout the semester.

Please make sure you have a picture of yourself on your Canvas preferences. It will greatly help in allowing me and your classmates to learn your name.

### Use of Technology in the Classroom Policy

Technology is an essential part of today's learning environment. With the increasing use of technology, the need for the responsible use of such technology has likewise increased. Most FGCU students have, at some point, sat next to students who used their laptops or PDAs in class to check e-mail, talk to friends, text message, search the internet or play on-line games. Unfortunately, every person sitting around such students is distracted by this behavior and classroom learning decreases. As a result of these distractions, we will implement the following policy: **Using laptops or PDAs in class to legitimately take notes or work on class projects is allowed, but all other use of laptops or PDAs in class is prohibited.** Please respect your fellow students and professors and abide by this technology policy. Thank you.

### Cell Phone Policy

Students are not allowed to use cell phones in class. Please turn them off as you enter the classroom and keep them stored out of sight in your backpack or pocket.

## Privacy Policies

<https://www.canvaslms.com/policies/privacy>

<https://corp.kaltura.com/privacy-policy>

[http://connect.mheducation.com/connectweb/branding/en\\_US/default/html/privacy.html](http://connect.mheducation.com/connectweb/branding/en_US/default/html/privacy.html)

<http://www.adobe.com/privacy/policy-linkfree.html>

<https://www.respondus.com/about/privacy.shtml>