



**MAN 3025 Principles of Management CRN 13825**

T/Th 10:30 – 11:45

Reed Hall 236 3 credit hours

**Professor:** Eric B. Dent, Ph.D.  
Uncommon Friends Endowed Chair Professor in Ethics  
Management Department

**Phone:** (239) 590-7162 (office)

**Email:** [edent@fgcu.edu](mailto:edent@fgcu.edu)

**LinkedIn** [https://www.linkedin.com/in/ericdent?trk=nav\\_responsive\\_t  
ab\\_profile](https://www.linkedin.com/in/ericdent?trk=nav_responsive_tab_profile)

**Office:** Room 2318 Lutgert Hall

**Office Hours:** WF 9:00-12:00, TR 11:45-1:00

### **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> | 12. <i>Human Resource Management</i>              |
| 2. <i>Management Theory and History</i>    | 13. <i>Diversity</i>                              |
| 3. <i>Business Environment</i>             | 14. <i>Organizational Change and Innovation</i>   |
| 4. <i>Ethics</i>                           | 15. <i>Individual and Organizational Behavior</i> |
| 5. <i>Social Responsibility</i>            | 16. <i>Motivating Employees</i>                   |
| 6. <i>Global Management</i>                | 17. <i>Job Design</i>                             |
| 7. <i>Planning</i>                         | 18. <i>Groups and Teams</i>                       |
| 8. <i>Strategic Management</i>             | 19. <i>Power</i>                                  |
| 9. <i>Decision-Making</i>                  | 20. <i>Leadership</i>                             |
| 10. <i>Organizational Culture</i>          |   |
| 11. <i>Organizational Structure</i>        |   |

21. *Interpersonal and Organizational Communication*

22. *Total Quality Management*

23. *Control Systems*

## 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 20% of your final grade**

### **Business Project**

- Southeast Regional Business Ethics Case Competition – winning pair will represent FGCU in Deland, FL February 20-21. Details to be provided in Canvas.
- **Worth 18% of your final grade**

### **In-Class Assessments**

- short in-class quizzes given unannounced in class or on Canvas (lowest score dropped).
- **Worth 7% 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:**

<b>93-100</b>	<b>A</b>
<b>90-92.9</b>	<b>A-</b>
<b>87-89.9</b>	<b>B+</b>
<b>83-86.9</b>	<b>B</b>
<b>80—82.9</b>	<b>B-</b>
<b>77-79.9</b>	<b>C+</b>
<b>70-76.9</b>	<b>C</b>
<b>67-69.9</b>	<b>D+</b>
<b>60-66.9</b>	<b>D-</b>
<b>00-59.9</b>	<b>F</b>

The grade of “C” represents the benchmark for undergraduate work. It indicates that the student has demonstrated competency in the subject matter of the course, e.g., has fulfilled all course requirements on time, has a clear grasp of the full range of course materials and concepts, and is able to present and apply these materials and concepts in clear, well-reasoned, well-organized, and grammatically correct responses, whether written or oral.

Only students who fully meet this standard and, in addition, demonstrate exceptional comprehension and application of the course subject matter earn a grade of “B” or “A.”

Students who do not meet the benchmark standard of competency fall within the “D” range or lower. They, in effect, have not met undergraduate level standards. Where this failure is substantial, they can earn an “F.”

**For every assignment submitted for the course, I will be grading whether or not you have demonstrated learning of the course concepts covered by the assignment. Stating your opinion is not demonstrating a course concept. Describing your previous experience is not demonstrating a course concept unless you describe it in terms of a course concept/model/framework. A good rule of thumb is that if you could have written any portion of the assignment before taking the course, you are likely not demonstrating knowledge of the course concepts.**

### ***What does it mean to "demonstrate your knowledge of a course concept?"***

"F" answer - "I really think this team should try to avoid groupthink."

"D" answer - "I really think this team should try to avoid groupthink because it will interfere with their best decision-making."

"C" answer - "This team is subject to groupthink because they are highly cohesive and the 'we' feeling is so strong I could see some members suspending their rational thinking to continue to appear to be a team player. The team is at risk of the "illusion of invulnerability" because Jean expressed some real arrogance when she stated 'our team is known for never making mistakes.'"

"B" answer - "This team is subject to groupthink because they are highly cohesive – they defend their teammates vigorously if anyone outside the team complains about them. The 'we' feeling is so strong I could see some members suspending their rational thinking to continue to appear to be a team player. The team is at risk of the "illusion of invulnerability" because Jean expressed some real arrogance when she stated 'our team is known for never making mistakes.' They have also allowed mindguarding to occur. When Roberto tried to introduce data that was counter to the group's implicit direction, they dismissed him as being resistant."

"A" answer - "This team is subject to groupthink because they are highly cohesive – they defend their teammates vigorously if anyone outside the team complains about them. The 'we' feeling is so strong I could see some members suspending their rational thinking to continue to appear to be a team player. Irving Janis identified groupthink and its eight symptoms. Two examples of the symptoms in action follow. The team is at risk of the "illusion of invulnerability" because Jean expressed some real arrogance when she stated 'our team is known for never making mistakes.' They have also allowed mindguarding to occur. When Roberto tried to introduce data that was counter to the group's implicit direction, they dismissed him as being resistant. Some of the other symptoms include illusion of morality and direct pressure."

## *Professionalism*

Although the primary purpose of a college education is to teach students how to think, how to learn, and how to see wholes and patterns, for most of you, this education will also prepare you for a career. In order to give you an opportunity to practice in a completely safe environment, in addition to serving as your professor, in some ways I will also function as your “manager” in this course. We will model best-practice interactions between an employee and a manager. Examples include:

- being prepared for every interaction with your manager
- not having to ask your manager a second time about information that has been communicated to you already. Examples include: due dates for assignments (and any other information in the syllabus). This does NOT apply to concepts you are learning in the course. You can ask unlimited questions about that.
- notifying your manager in advance if you cannot keep any obligation in the course. Employees who simply don't show up are generally just fired.
- making and keeping appointments with your manager. Although I have stated office hours, let's start the professional practice of establishing appointments. FGCU sometimes calls me to meetings that happen during my office hours, so I will not always just be sitting there waiting for someone to drop in. The better practice is to establish an appointment. I am also far more available than simply my office hours.

Although employees have consequences such as being fired, in the class I will use everything that happens as a learning opportunity, and coach you. That doesn't mean there aren't consequences for actions such as not submitting assignments on time. It does mean that you will receive professional coaching about how better to handle such situations in the future.

### **ASSIGNMENT COMPLETION DEADLINES**

Please see the Canvas course page for homework and exam dates.

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. Please note that unannounced quizzes cannot be made up and missed quizzes will be graded as zero.

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

Policy for late work - All papers / assignments should be turned in on the designated due date. Late papers, and papers not in the right format, will receive a 5-point deduction if they are turned in one-day late. Each subsequent day will receive an additional 10 point deduction. No exceptions.

*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:**

This course is designed so that active participation and significant involvement by students plays an integral role in the learning process for all students. Active class participation and your engagement and contribution in class are therefore important to facilitate a fruitful collective learning experience, and full attendance is essential and strongly recommended. Naturally, you are expected to attend every class. You are expected to participate effectively in the course, which requires the completion of all reading and additional assignments prior to each class session, clear and concise articulation of your thoughts and ideas, and the willingness to consider alternative positions presented by other classmates. All students are expected to facilitate the creation of a productive learning environment, free of distractions and disruptions. **For any class absence beyond two, 1 point will be deducted from your final grade. At the professor's discretion, 1 point may be deducted for late arrival, early departure, or leaving the classroom during class (without prior approval).**

If you cannot attend class, it is your responsibility to get notes from a classmate and to catch up on the material missed. It is not the instructor's/professor's responsibility to provide you with the material you missed in class.

## **G. ELECTRONIC DEVICES IN CLASS**

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.

## **H: INFO ON YOUR PROFESSOR**

Dr. Eric B. Dent, Ph.D. is the Uncommon Friends Endowed Chair Professor in Ethics at FGCU. Please connect with me at: [https://www.linkedin.com/in/ericdent?trk=nav\\_responsive\\_tab\\_profile](https://www.linkedin.com/in/ericdent?trk=nav_responsive_tab_profile)

Dr. Dent's research interests include ethical and spiritual models of leadership and organization and mental models that underlie organizational behavior. Dr. Dent is also committed to an interdisciplinary research agenda and has published scholarship in many fields including behavioral science, entrepreneurship, spirituality, complexity theory, systems science, education, coaching, consulting, history, science communication, organization development, and philosophy.

Dr. Dent began his career with IBM and was a corporate vice president before earning his Ph.D. He has won prominent awards in teaching, scholarship, and service. He is a Board Certified Coach and most of his consulting work now is Executive Coaching.

## **I. 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.

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 Critical Thinkers</b></p> <p>1. Solve business problems using analytical tools</p> <p>2. Apply critical thinking skills to business problems.</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 frameworks in business</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>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>

2. Integrate knowledge across business disciplines			
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*Legend for Learning Outcomes Measures*

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

**J. 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>.

**K. 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](mailto:OIEC@fgcu.edu).

**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. 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.

### N. 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.

#### MAN 3025 Principles of Management Syllabus

Date	Agenda
Week 1 (Jan. 7/9)	Topic: The Exceptional Manager: What You Do, How You Do It  Read: Chapter 1
Week 2 (Jan. 14/16)	Topic: Management Theory: Essential Background  Read: Chapter 2
Week 3 (Jan. 21/23)  <b>January 23 – Boeing case due, SERBECC case released</b>	Topic: Boeing Case
Week 4 (Jan. 28/30)	Topic: The Manager’s Changing Work Environment & Ethical Responsibilities  Read: Chapter 3

Week 5 (Feb. 4/6)	Topic: Global Management: Managing Across Borders  Read: Chapter 4
<b>February 6 Thursday</b>	<b>EXAM 1  Chapters 1 – 4</b>
Week 6 (Feb. 11/13)	Topic: Strategic Management  Read: Chapter 6
Week 7 (Feb. 18/20)	Topic: Individual and Group Decision Making: How Managers Make Things Happen  Read: Chapter 7 (skip LO 7-6)
Week 8 (Feb. 25/27)  <b>SPRING BREAK March 3/5</b>	Topic: Organizational Culture, Structure & Design: Building Blocks of the Organization  Read: Chapter 8
Week 9 (Mar. 10/12)	Topic: Human Resource Management: Getting the Right People for Managerial Success  Read: Chapter 9
Week 10 (Mar. 17/19)	Topic: Organizational Change and Innovation  Read: Chapter 10
<b>March 19 Thursday</b>	<b>EXAM 2  Chapters 6 - 10</b>

Week 11 (Mar. 24/26)	Topic: Managing Individual Differences & Behavior: Supervising People as People  Read: Chapter 11
Week 12 (Mar. 31/Apr. 2)	Topic: Motivating Employees: Achieving Superior Performance in the Workplace  Read: Chapter 12
Week 13 (Apr. 7/9)	Topic: Groups and Teams: Increasing Cooperation and Reducing Conflict  Read: Chapter 13
Week 14 (Apr. 14/16)	Topic: Leadership, Power & Influence: From Becoming a Manager to a Leader  Read: Chapter 14
<b>April 16 Thursday</b>	<b>EXAM 3 Chapters 11 - 14</b>
Week 15 (Apr. 21/23)	Topic: Control Systems & Quality Management  Read: Chapter 16
<b>Tuesday, Apr. 28, 10:00-12:15</b>	<b>FINAL EXAM</b>

### 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.

### 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>