**Course Name:** Principles of Management  
**Course Code:** MGMT 350  
**Semester:** Fall 2015

**Scheduling:** Tuesday / Thursday  2:30 – 4:00

**Instructor Data:**  
Name: Lucia Mancini, MBA  
E-mail-address: mancini@gonzaga.edu  
Office hours: by appointment only

**Prerequisites:** None

**Course Description:** This course is an introduction to management theory and practice. It will focus on the basic concepts of management including planning, organizing, leading and monitoring. The course will cover the evolution of management philosophies, current approaches, and emerging trends in management.

Management can be defined as the process of working with and through others to effectively achieve the goals of the organization, while efficiently using available resources. It is the process of collecting information, defining objectives, forming a strategy, implementing the strategy, controlling the outcome, and fine tuning when necessary.

Regardless of the student’s career goals, this course will be relevant to him/her. Most probably at some point in the student’s life, he/she will either work with managers or become a manager. The increasing pressures on companies and individuals today make the need to develop management skills all the more important.

**Course Objectives**

Objective: to develop the student’s understanding of the fundamental concepts of management which include planning, organizing, leading and monitoring.

**Learning Outcomes:**

By the end of the course the student is expected to:

- have an understanding of the basic concepts of management  
- have an increased awareness and appreciation for social responsibility and business ethics  
- be able to interpret emerging trends in management  
- improve his/her ability in evaluating a business problem, and implementing possible beneficial solutions

**Teaching Method**

Lectures, power point presentations, case studies, class discussions, short films, internet, guest lecturers (if possible), factory visit (if possible). Student involvement in discussions and interpretations of business situations and problems will be fundamental. In fact, students are also responsible for the success of the teaching method, as the pedagogical value of a method has to be enacted by each participant in the process.
Teaching Commitment

Professor Mancini strongly believes in motivating students through interaction and real world applications. Her goal is to teach students how to develop their individual strengths and how to use these skills to their fullest extent no matter what career path they choose.

Decorum

TURN OFF cell-phones before entering the classroom. There is no food and beverages admitted, except for bottled water.

No technical devices are accepted (laptops, tablet computers, etc).

Disruptive behavior (doing something else during the course, engaging in private conversations, playing with electronic devices as cell phones) is not accepted and if repeated, it will negatively affect the attendance and participation part of the final grade or may result in removal from the course.

Attendance Policy

Attendance is taken at the beginning of class from the first day of the semester. The student entering class after attendance is taken has to contact the professor at the end and announce his/her presence. However, this does not mean that coming late is accepted. Two late arrivals may be excused, three turn automatically into an absence and will affect the attendance and participation part of the final grade.

Students can miss one week’s work, irrespective of the course formula. In this course therefore students can miss two sessions. It is their responsibility to make up for the missed work. If they miss an exam, a quiz or a report they are not allowed to have it at another time, unless the absence is for certified medical reasons and the professor and Dean agree.

More than one week’s work missed is going to be penalized as follows:
One extra absence:
1. by lowering the attendance and participation grade as determined by the professor

Two extra absences:
2. by lowering the final grade by a whole letter grade

Three extra absences
3. by grading the whole course F

Assessment Criteria
Class Participation, Attitude, and Attendance (10%): The student’s in-class participation allows the instructor to see if the student is understanding and keeping current with the materials. It also allows students to learn from each other. The right attitude means the student demonstrates a desire and willingness to study and learn while actively listening to the instructor and to peers during class discussions. Attendance is expected and recorded. Any factory visits will be mandatory.

Team Term Paper with Presentation (25%): Details are given below and more specific information will be given during the course.

Course Assignment (10%): This consists of one current event assignment whereby you research a course related event, analyze it using course concepts. How would you apply the principles of management in a real business scenario? You will also present it to the class. You are not to
rewrite the article but to use your original ideas. Each assignment should be no less then 2 typed pages (one inch margins on all sides and double spaced). You will include the source and provide a copy of the article or articles used. You will use business related online sources as *The Wall Street Journal, Businessweek, The New York Times*, etc. More details will be given during the course.

**Midterm** (25%): Chapters listed below & lectures, supplements

**Final Exam** (30%): Chapters listed below & lectures, supplements

Failure to submit or fulfill any required assessment element results in failure for the class.

**TEAM TERM PAPER WITH PRESENTATION - worth 25%**

Teams of approximately four students will write a paper and make a presentation. The team will select a company that is emerging or relatively new (less than five years old) that you as a team would consider working for. You will address and analyze pertinent management issues covered in class. The team will interview a manager, founder, CEO, etc of the company. The person may not be a family member and the company may not be an employer of a family member. The team will conduct an interview with this person to gather first hand information that will assist in a part of the analysis. The company has to be screened and approved by the professor.

All written communication (emails) shall be printed and attached to the final paper. You may use Skype, Facetime, etc to communicate as well with the manager.

More specific information will be given during the course.

On the due date hard copies typed in standard format are to be handed in to the professor at the beginning of class and an electronic copy readable by Word-Windows or Microsoft Word is to be submitted by email.

Standard format: Title, *minimum 16 pages*, Times New Roman, 12, 2 line spacing, Bibliography MLA style (at least 8 sources)

**Essays submitted late will receive a grade penalty as follows:** 1 day—1 letter grade (e.g., A- to B-), 2 days—2 letter grades (e.g., A- to C-), more than 2 days—grade of 0 / F on the assignment.

The evaluation is done according to the following criteria:

- thoroughly organized university level work
- excellent use of original ideas and course inputs
- ability to approach an issue from various points of view and evaluate them critically
- good use of bibliography. Sources need to be cited and listed at the end in the Bibliography. Class notes can build the frame of your argumentation, but will not be cited as primary sources.
- clarity of expression including quality of style (grammar, spelling).

**Significance for the final grade of participation**

A: the student is punctual and respectful with the professor and the classmates, is always prepared for class (has done the reading and writing assignments); He/she vividly participates in class discussions and contributes with interpretations which prove fine critical sense and creativity, using a grammatically correct, semantically rich and conceptually clear language.
B: the student is respectful and punctual, is prepared for class, participates in discussions, has a good level of understanding the issues under focus and an appropriate use of language.

C: has an adequate but schematic or superficial understanding of the texts and issues under focus, is not always prepared for class, uses a simple language.

Grades Significance for written assignments

**Grade A:** the work is an excellent synthesis of elaborated course in-puts, extensive reading and original ideas; it is well articulated in a balanced argumentation and formulated in a clear, fluent style.

**Grade B:** the work shows a good elaboration of the course inputs, a well-conducted discourse and a good use of bibliography; it has a good level of style.

**Grade C:** the work proves a basic understanding of the research issue, but does not use the bibliography properly/or does not express ideas in a persuasive clear style or lacks in discourse planning, therefore needing improvement.

**Grade D:** The work is acceptable, but weak in terms of formulating and discussing the question under focus and organizing the discourse. It relies on non-academic sources and does not, in general, comply with the requirements, unless in minimal way.

**Grade F:** The work is not acceptable in terms of the basic requirements or has not been submitted in time.

**Grade 0:** the work has not been submitted

**Grade 0 + Main Campus Report:** the work has been plagiarized.

Grades

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A = 93,6 -100
A - = 89,6 - 93,5
B+ = 86,6 - 89,5
B = 84,6 - 86,5
B- = 79,6 - 84,5
C+ = 76,6 - 79,5
C = 73,6 - 76,5
C- = 69,6 - 73,5
D+ = 66,6 - 69,5
D = 64,6 - 66,5
F = below 64,6
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**Academic Honesty**

Academic honesty is essential to education and represents the bond of trust between the university, the instructor and the student.
Academic dishonesty is any action by which a student seeks to claim credit for the intellectual effort of another person or uses unauthorized materials or fabricated information in any academic exercise. It includes unauthorized assistance in tests and examinations; intentionally impeding or damaging the academic work of others; submitting another person's work as your own, or providing work for this purpose; submitting work of your own that has been substantially edited and revised by another person, or providing such an editing and revision service for others; submitting material from a source (books, articles, internet sites) without proper citation and bibliographic reference; paraphrasing material from a source without appropriate reference and citation; submitting substantially the same piece of work in more than one course without the explicit consent of all the instructors concerned; assisting other students in any of the above acts.

Students who are academically dishonest will receive “0”, zero on the work in question or a failing grade for the course as a whole, depending on the importance of the work to the overall course grade and the judgment of the instructor.

Plagiarism

Academic dishonesty can manifest itself in plagiarism, defined as claiming intellectual property on somebody else's work, in other words as cultural theft. Written assignments will be submitted to the plagiarism detection procedures of TurnItIn.com, activated on Blackboard.

A plagiarized assignment/paper, research project, etc will be graded 0 (zero) and sent to the Main Campus accompanied by a report.

Special Accommodation for students with learning disabilities

Documented learning disabilities or other medically certified problems that need special accommodation for any of the student's expected academic performances will be treated with the due attention.

Required Readings

Gomez-Mejia, Luis, fManagement: People, Performance, Changeð3rd edition). In addition to the textbook students will review various on-line sources, short films and articles (which will be distributed in class).

Recommended Additional Resources

On-line sources
http://www.businessweek.com/
http://www.fortune.com/
http://www.online.wsj.com/ (The Wall Street Journal)

Course Outline

Please note that the following schedule may be changed based on class's progress and/or availability of guest lecturer/factory visit, etc. In addition to text material, students will cover relevant case studies throughout the course. Students will receive details regarding these case studies.

Students are expected to have completed all reading assignments including handouts, case studies and Web research prior to each class and to be ready to participate during class discussions.
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Sept. 17</td>
<td>Introduction to the course</td>
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<tr>
<td>Sept. 22</td>
<td>Management Overview &amp; the Evolution of Management (Ch.1)</td>
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<td>Sept. 24</td>
<td>Finish Ch. 1, Case Study</td>
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<td>Sept. 29</td>
<td>The Global Environment (Ch.2), Case Study</td>
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<td>Oct. 1</td>
<td>Finish Ch.2</td>
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<td>Oct. 6</td>
<td>Social Responsibility and Ethics (Ch.3)</td>
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<td>Oct. 8</td>
<td>Finish Ch.3, Case Study</td>
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<td>Oct. 13</td>
<td>Organizational Culture &amp; Change (Ch.4)</td>
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<td>Oct. 15</td>
<td>Finish Ch.4</td>
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<td>Oct. 20</td>
<td>Decision Making (Ch.6)</td>
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<td>Oct. 22</td>
<td>Finish Ch.6, <strong>Course Assignment Due</strong></td>
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<td>Oct. 27</td>
<td>Guest Speaker to be confirmed, midterm review</td>
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<td>Oct. 29</td>
<td>Museum or Factory Visit</td>
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<td>Nov. 3</td>
<td><strong>MIDTERM EXAM</strong> (covers chapters 1,2,3,4,6 in addition to supplements,</td>
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<td>case studies, and class lectures)</td>
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<td>Nov. 5</td>
<td>Planning (Ch.5)</td>
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<td>Nov. 10</td>
<td>Strategic Management (Ch. 7), SWOT Analysis, **Term Paper outlines due for</td>
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<td>all teams**</td>
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<td>Nov. 12</td>
<td>Factory or Museum Visit</td>
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<td>Nov. 17</td>
<td>Human Resources (Ch.10)</td>
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<td>Nov. 19</td>
<td>Motivation (Ch.12)</td>
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<td>Nov. 24</td>
<td>Managing Teams (Ch. 14); guest speaker to be confirmed</td>
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<td>Nov. 26</td>
<td>no class</td>
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<td>Dec. 1</td>
<td>The Structure and Design of Organizations (Ch. 9)</td>
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<tr>
<td>Dec. 3</td>
<td><strong>TERM PAPER DUE FOR ALL GROUPS</strong></td>
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PRESENTATIONS OF THREE GROUPS (each group presents for 30 minutes including questions and answers)

**Tues. Dec. 8**  
no class

**Thurs. Dec. 10**  
PRESENTATION OF LAST TWO GROUPS (30 minutes each including questions and answers); Exam Review

**Tues. Dec. 15**  
FINAL EXAM (covers chapters 5, 7, 10, 12, 14, 9 in addition to supplements, case studies and class lectures)