

## **MGT305 – Fundamentals of Management Course Syllabus and Schedule SPRING 2008**

Mark Durand      **Office Hours:** M-W-F 235A Rockwell Hall (970) 491-6842 - voice

12:30pm – 1:30 pm (970) 491-3522 - fax      or by appointment

**We are NOT using RamCT email at this time.**      Use the CSU email system (“Durand, Mark”); or mark.r.durand@business.colostate.edu

NOTE: This is the preferred method of contact for issues that do not require a face-to-face meeting. Be sure to include MGT305 in your email SUBJECT line if you would like a timely return message.

**Course Description:**      This course is designed to provide a basic insight into the art and science of management for students with little or no previous training, it provides a broad understanding of the general areas of management that are encountered routinely and it provides objectives that are intended to increase awareness, knowledge and application of management processes.

**Course Objectives:** To... : 1)      Establish an understanding of the meaning of management in modern global organizations, including its

scope, the context within which it occurs, and the influences upon it; 2)      Provide a roadmap of the primary functions of management in both domestic and international contexts. 3)

Explore the impact of technology and innovation on the management process. 4)

Explore the impact of globalization on the management process 5) Articulate the role of values in effective management practice. 6)      Enhance a successful *self-initiated* academic and learning experience

**COURSE GUIDELINES:** 1.      **Prerequisite:** Non-business majors, JR or SR standing, no Business students.

2.      **Materials:** The required textbook for the course is Kreitner, Robert (2005). *Foundations of Management: basics and best practices*. Special Edition for Colorado State University. Boston New York: Houghton Mifflin Company.

Other readings may be assigned as appropriate. Special note: This class will be migrating to RamCT in the beginning of the semester, and you will be informed of the exact timing shortly.

3.      **Disenrollment:** The standard CSU disenrollment policy is in effect. This policy requires a student to be in at least one of the first TWO class sessions. Therefore, make sure you fill-in and sign the sign-up sheet to so certify (you only need to sign it *once*.) If you did not register early enough to be on the class roster, or if you have not yet registered, *print* your name neatly at the bottom of the sign-up sheet, and then sign your name as well.

4.      **Course Schedule:** We will cover topics in the general order in the Course Schedule shown in Table 2 of this syllabus. However, this is a tentative schedule and deviations may occur which you will be responsible for. The **directions given during class will supersede** the Course Schedule in this document. These directions given in

BN305 FALL 2007 Syllabus V1.0 Page 1 1/23/2008class should make this clear; if not, **PLEASE ASK!** You should also bring your text to class; there will be discussions that will reference and utilize material from the text.

5.      **Section assignments:** For various reasons, it will not be possible for students enrolled in one section to attend a section of the course which they are not enrolled, even if I am the instructor for both. This includes the fact that each section is on its own lecture schedule, each has its own quiz schedule, and seats are at a premium in at least one of the sections. Students are expected to attend the section for which they have enrolled.

6.      **Teams:** Teams will be formed the first 1-2 weeks by the instructor.

7.      **PowerPoint Posts:** To help students, the class PowerPoint slides that we cover for each session will be posted online. These “Notes” will save you considerable time in taking copious notes during class, and might not match exactly the slides we discuss in class. Please keep in mind that there may be updates, and there may be additions/alterations with what is used in class and what has been posted (you need to come to class).      As such, just prior to each class, you should take the time to print out the PPTs posted AND take notes in-class. I suggest printing them using the options for “grayscale” and handouts with 3 slides per page (color will take a LONG time).

8. **Attendance:** If you should have to miss a class, it is your responsibility to determine what you have missed from your classmates, and take appropriate action. BE CAREFUL: Unfortunately, **there will be NO make-up quizzes / examinations.** You are expected to attend every class to support your participation. A portion of your 'professionalism' score is attributed to this.

If you arrive late, please take a seat near an aisle to avoid disrupting the class. If you find you must leave class early on a day, please do your fellow students (and me) the courtesy of:

**informing me of that need before class begins,** AND  **sitting conveniently close to the aisle and door** so your exit will cause minimal disruption.

9. **Participation:** Attendance does not mean participation. Since our time is limited, this is a large class, and to be respectful to your fellow students, efficient use of classroom time is a must. Please come on time, do not read newspapers in class, and turn off your cell phone/PDA prior to the start. We will emphasize a question and answer atmosphere. We will dedicate class time to discussion, and you are expected to participate. Share your personal experiences as they apply – listen and learn from diversity...The in-class interaction makes the class a lot more interesting for both of us! A portion of your 'professionalism' score is attributed to this.

10. **Professionalism #1:** While I do not expect to have any problems with this issue, there is a certain level of conduct that is required within the class and the university environment with regard to the class. Respect for your peers, tolerance, flexibility, contribution, disagree with ideas – not individuals, freedom of expression, confidentiality, academic honesty and a constructive environment are all elements of a professional atmosphere.

11. **Team Peer Evaluations:** Team peer evaluation forms may be completed periodically during the semester at the instructors request, and perhaps at the end of the semester for teams, in order to give each of you the opportunity to evaluate and indicate the level of participation (and thus the grade to be earned) for each team member. Work may be divided up in any way that the team determines is 'fair', but be aware that much of the group work could be quite useful in preparing for the exams. It is my hope that each team will 'self manage' the work load and deal with team issues as needed. Team work skills will be critical in your future employment success and this is the time to work on developing the needed skills. Input from the team evaluation forms will be used to adjust an individual's points earned on group grades (**both up and down**). The adjustment can increase a student's grade for excellent peer evaluations or the adjustment can decrease a student's grade for negative peer evaluations. This is meant to reflect the reality of team work that you will encounter in your career. In the work world, it is

MGT305 SPRING 2008 v01 Page 2 1/23/2008

often difficult to coordinate schedules and you may have people on your team that you do not find it enjoyable to work with. Now is the time to learn how to handle these situations.

12. **Team Charters:** Each team will be REQUIRED to complete a charter and turn it in during the first few weeks of the class...a blank form sample charter is on RamCT.

13. **Conduct in the classroom, RamCT, and email:** Students are expected to behave professionally in class, conducive to a learning experience. This means no eating, no reading newspapers, no conducting personal business, no cell/PDA calls, and no disruptive behavior in class of any kind. Additionally, interruptions (e.g. private conversations of any kind) while other students are talking (e.g. have "the floor" and are contributing to class discussion) or while your instructor is talking (e.g. giving a lecture or facilitating discussion) are considered disruptive classroom behavior. You may be asked to leave the classroom for any type or degree of disruptive behavior.

Violations in the code of conduct will effect the student's professionalism evaluation - at the instructor's discretion. In additional, at the instructor's discretion, any student whose behavior prevents other students from learning may be administratively dropped from class. Let's maintain a positive learning environment.

Colorado State University expects students to maintain standards of personal integrity that are in harmony with the educational goals of the institution; to observe national, state, and local laws, and University regulations; and to respect the rights, privileges, and property of other people.

14. **Academic Integrity:** Students must uphold the academic integrity standards as explained in the university's *2007-2008 General Catalog*. **You will be expected to maintain the highest standard of**

**academic integrity.** Plagiarism is defined as the act of taking ideas and writings from another person and passing them off as his/her own work. To avoid it, quotation marks, page numbers, and author reference *are required* for adequate acknowledgment of word-for-word copying of another's work. An author reference is sufficient acknowledgment for rephrasing in your own words the work of another person. These guidelines relate explicitly to the preparation of your executive summaries associated with your presentations. Other forms of plagiarism include reproducing someone else's paper in whole or in part and obtaining a paper from a paper preparation service. Furthermore, submitting any paper for academic credit in more than one course without the instructor's permission is considered as an act of academic dishonesty and a form of deception.

The failure of any student to meet these standards may result in suspension or expulsion from the university and/or other sanctions inducing an "F" on the assignment or in the course (based on the instructor's discretion in consideration of the violation). Violations of academic integrity include, but are not limited to, cheating, fabrication, tampering, plagiarism, or facilitating such activities. The university and college academic integrity policies are available in the offices of the Vice President for Academic Affairs and the deans of the individual colleges. In all cases, academic integrity violations will be reported to university officials. Again, academic integrity is conceptualized as doing and taking credit for one's own work. Violations of the university's academic integrity standards include, but are not limited to: Cheating in the classroom, Plagiarism, Unauthorized possession or disposition of academic materials, Falsification, and Facilitation of cases of academic dishonesty. Such violations are the surest way of getting an F in the class – simply put, don't do it.

15. **Course Grading:** The total points earned on the above activities will serve as an index to your course grade. Should any assignments be cancelled, added or modified, the total course points available will be adjusted as needed. The plus/minus system will be used to differentiate final course grades. Your course grade will be determined by your performance in these areas:

attendance/participation; quizzes/exams, team projects, and individual assignments. Keep in mind, the driving force in this class ought to be self-initiated learning, and in

MGT305 SPRING 2008 v01 Page 3 1/23/2008

general, you will get out what you put in. Summer is a FAST paced environment, so watch getting behind on your reading. These performance areas are discussed further in the following:

- a. Professionalism (again...) is just what it says. Carry yourself with dignity and care while in the classroom, and while in the presence of your peers and instructor. Attendance, attention to detail, timeliness, tardiness, good communication, participation, constructive comments, and leadership are also elements of professionalism. Note that attendance does not guarantee participation.
- b. Grade Appeals are allowed, must happen *in writing* (email) to the instructor within 4 days of a grade feedback, and not prior to 1 day (24 hours) of receiving a grade. No late appeals will be entertained. You should detail clearly your appeal, with rationale, with appropriate references (PPT, textbook pages, etc). You may appeal up to 2 test/quiz questions on any quiz / exam. Note, quizzes/exams generally will NOT be returned with your scores, thus this is an office hours event.
- c. Extra credit may (or may not) be given at my discretion and is not guaranteed and may never happen, or it might be a surprise. Extra points may take the form of additional questions on the exams, or **unannounced** short in-class quizzes based on material that is usually covered that same day. If you miss an extra credit event, you miss the opportunity to earn extra credit (regardless of the reason).
- d. The total points earned from the above activities will serve as an index to your course grade. Should any particular exam or assignment be cancelled or modified, the course grade will be based on the resulting available number of points. The most likely scale for the index is shown below, although I reserve the right to modify the scale (downwards OR upwards) based upon my judgment. ***The plus-minus grading scheme is used to distinguish between a weak (per CSU schedule), moderate and strong letter grade. There is no rounding.***

Grade Meaning Requirement

**Table 1**

**Qty**

**Pts ea**

**Pts Total**

Professionalism

1

50

50

Team Charter (complete)

1

50

50

Team papers / analysis

2

100

200

In Class Quiz

4

50

200

Exams

3

150

450

**Total possible**

**950**

A Excellent B Good C Average D Poor, but pass F Failure

Minimum of 90% of available points. Between 80% and 90% of available points. Between 70% and 80% of available points. Between 60% and 70% of available points. Below 60% of available points.

#### **ASSIGNMENTS and DELIVERABLES**

16. **Exams:** There will be 3 exams each worth 150 points for a total of 450 points. The exams are multiple choice and/or true-false. Exam items include assigned course readings, class lecture and discussion, video, and all in- class presentation content. **WATCH OUT!** Exam items may include material from the course texts that is not explicitly discussed in class or included in lectures.

Additional information about each exam will be provided in class.

MGT305 SPRING 2008 v01 Page 4 1/23/2008

17.

18.

19.

Your individual exam results will not be discussed during the class period when exam results are returned. Discussion of exam results is on an individual basis only, during office hours, and / or by appointment. If you have a question about your exam score, please contact your instructor not later than (< 4 days) after your exam has been returned.

**No make up exams:** Due to the number of students in each class, there will be no make-up examinations for any reason. If you find that you will not be able to attend a scheduled exam (it is not elective), you **must** contact me **in writing, in advance** of the exam to gain written approval to defer. No approval, no change, zero score. Only University approved excuses will be considered as valid for consideration (too busy, travel, weddings are not one...). If the University approved absence is approved **in writing, in advance**, the next exam percentage will be applied to determine the missing exam result (i.e. double), and that next exam will be cumulative. If for any reason the absence is not approved, there will be no make-up of an exam. Zero score.

Arriving late for an exam only means you have less time for the exam, as you will not get a time extension.

**Team Assignment:** Student teams will each make one, team-based analysis paper during the term. Each analysis paper must do the following:

- a. The general topic for every team - for analysis paper 1 (additional info in class):
  1. *Examine the influences of globalization (see the text) on (a specific) US business organizations.*

- for analysis paper 2 (additional info in class):
- 2. *Examine the challenges/effects of managing diversity (people) in a international or globally oriented workplace (or a specific company)*
  - b. To narrow your topic, bring to the instructor 3 subtopics for consideration / approval, no later than 1 week prior to the due date.
  - c. Topic selection is first come first served, and they will be unique (no 2 teams with the same topic). The sooner you get approval the more certain you will be of your unique topic.
  - d. Academic research is REQUIRED for this paper.
  - e. If a team chooses NOT to seek consideration / approval of the instructor, that team runs a risk of tracking off topic and being graded accordingly. Seek validation/approval in a timely manner!
  - f. Include ***a specific connection to management practices in an international or global context.*** Teamwork may be divided up in any way the team determines is “fair,” but be aware that much of the group work can be quite useful in preparing for the exams. It is expected that each team will “self manage” the work load and deal with team issues as needed. Teamwork skills will be critical in your future employment, and this is the time to work on developing the needed skills. If complaints regarding inadequate participation are received, the team will be asked to fill out a peer evaluation form so that I may have some basis for changing the grades of the team member(s). Avoid leaving team complaints to the last week of the class.

**General deliverable guidelines:** The following general guidelines will be applied to every assignment that you

turn in.  Submissions that do not follow these guidelines cannot not be accepted/graded or will be appropriately downgraded.

MGT305 SPRING 2008 v01 Page 5 1/23/2008

The assignments will be due no later than the **beginning of the class on the due date**, and late submissions will not be accepted (for ANY reason). If it is late (for any reason) it will not be graded.

NOTE: you may always turn your work in early.

**All** assignments that are to be completed outside of class should be done using a MS Word 2003 format (not docx), where appropriate (mathematical problems can be completed by hand, if needed, but should be legible with your solution clearly identified).

Spelling, punctuation, grammar and correct word usage are necessary elements of intelligent and professionally written communications. These elements will constitute part of your grade on all written assignments.

**Assignment Formatting:** The Group assignments are to be completed as a single MS Word 2003 document and/or a single MS Excel 2003 spreadsheet, whichever are applicable to the assignment. Please double space and use 12 point font for your MS Word 2003 documents, and attempt to use 12 point font for the text in your spreadsheets. If you need both a Word document and an Excel document, you MUST submit the MS Excel 2003 work inside the MS Word 2003 document, i.e. integrated. Spelling, punctuation and grammar are necessary elements of intelligent and professionally written communications. There is the expectation that you are able to write intelligently and professionally, and this will be an element in the grading. I would like you to get in the habit of writing as if you were submitting work to your manager, knowing that major decisions such as your pay, choice project assignments and promotions, and in fact your job are dependent upon the quality of your work. (many times it is...)

If you are unclear on a portion of any assignment, or need assistance, please ask for help. I prefer to have you ask in class in case there are other students that also have a similar question. However, I am always willing to help outside of class if you feel more comfortable asking a question less publicly.

MGT305 SPRING 2008 v01 Page 6 1/23/2008

**Table 2 – Version 01 01/23/08 Tentative Course Schedule \*\*\* This is subject to change... MGT305 – SPRING 2008**

MGT305 SPRING 2008 v01 Page 7 1/23/2008

Session	Day / Assignments	Description/Topic/Deliverables	Month
---------	-------------------	--------------------------------	-------

1 1/23 Class notes Introduction, management and managers  
 2 1/25 READ CH 01  
 3 1/28 Con't... Today's Managers and Entrepreneurs  
 4 1/30 Con't.5 2/1 READ CH 02 Management's Changing Landscape  
 6 2/4 Con't.7 2/6 Con't... Quiz 1  
 8 2/8 READ CH 03 Management's Social and Ethical Responsibilities  
 9 2/11 Review PPT  
 10 2/13 Con't... Video Case – The Sentence.11 2/15 READ CH 04 International  
 Management / Globalization  
 12 2/18 Review PPT  
 13 2/20 Con't... Video Case - Globalization  
 14 2/22 READ CH 12 Managing Groups and Teams  
 15 2/25 Con't.16 2/27 Con't... Special topic - TBD  
 17 2/29 EXAM 01 (CH01-04, CH12, PPTs, in-class discussion)  
 18 3/3 Online day  
 19 3/5 READ CH 05 Planning and Strategy Team analysis project 1 due (beginning of  
 class)  
 20 3/7 Con't.21 3/10 READ CH 06 Making Decisions and Solving Problems  
 22 3/12 Con't... Quiz 2;  
 23 3/14  
 24 3/17 No class Spring Break – yeah!  
 25 3/19 No class  
 26 3/21 No class  
 27 3/24 READ CH 07 Designing Effective Organizations  
 28 3/26 Con't.29 3/28 READ CH 08 Maintaining Control and Improving Quality  
 30 3/31 Con't.31 4/2 READ APPENDIX B Graphical Planning, Scheduling, and  
 Control Tools  
 32 4/4 READ CH 09 Human Resource Management  
 33 4/7 Con't.34 4/9 Con't... Special topic - TBD  
 35 4/11 EXAM 02 (CH05-09, APP B, PPTs, in-class discussion)  
 36 4/14 READ CH 10 Communicating for Results  
 37 4/16 Con't...  
 38  
 4/18  
 READ CH 11  
 Motivating Employees  
 39  
 4/21  
 Con't.40  
 4/23  
 Online day  
 41  
 4/25  
 Handout / Video Case  
 Managing culture; Team analysis project 2 due  
 42  
 4/28  
 Con't.Quiz 3  
 43  
 4/30  
 READ CH 13  
 Influencing and Leading

44

5/2

Con't

**Video case LEADING**

45

5/5

READ CH 14

Managing Change and Conflict

46

5/7

Con't. **Quiz 4**

47

5/9

Special topic

Leading in a global world

**EXAM 03**

CSU Final Exam schedule – exam in class

MGT305 SPRING 2008 v01 Page 8 1/23/2008