U44BUS339 PRINCIPLES OF MANAGEMENT
Spring 2019

Instructor: Cindy Wessel, Ph.D.
Email: cwessel@wustl.edu
Time/Location: Online starts January 14
Class runs weekly from Monday to Sunday

Course Outline

This course combines a strong foundation in management principles with six core managerial competencies critical for success: self-management, strategic action, planning and administration, global awareness, teamwork, and communication. Numerous examples drawn from familiar organizations show the relevance of the managerial competencies to today's business world. This course also offers self-assessments to help students better understand and develop their own management potential for early career success. Students will discover how proactive leaders respond to both the opportunities and challenges of global management, diversity and ethics issues, team-based management, service management, and other developing trends.

Textbook Required:

MGMT 11
Author: Williams, Chuck.

Students who purchase the class-materials through a 3rd party vendor make the purchase at their own risk.

This course is Web-Enhanced with Blackboard. Students are expected to have Internet access and use standard business software including MS Word and PowerPoint at a minimum.

Course Level Learning and Outcomes:
Upon completion of this course, students will develop a knowledge base and acquire skills to:

1. Define management roles and challenges in business organizations
2. Discuss the concepts of managerial ethics and social responsibility.
3. Describe the nature and challenges of the international business environment.
4. Discuss the nature and roles of entrepreneurship in business.
5. Identify and explain the functions of management, including planning, organizing, leading or motivating, and controlling.

6. Define and explain management terminology, concepts, and theories including (but not limited to) planning of goals, change management, progression of people and decision making.

7. Explain history and evolution of management thought.

8. Apply management concepts, theories, models and decision-making skills through exercises and cases involving management problems and opportunities.

To assess their knowledge, students will be asked to

- summarize and restate main theories and topics,
- make observations and connections incorporating key concepts,
- cite personal anecdotes and examples
- engage with other students to share knowledge and exchange viewpoints,
- provide opinions to support or to provide counterpoints that explore concepts and issues
- contribute meaningful discussion points to generate deeper and richer understanding of concepts

Scoring/Grading Components

<table>
<thead>
<tr>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignments (6 at 50 points each)</td>
<td>300</td>
</tr>
<tr>
<td>Discussion Thread (14 @ 20 pts each)</td>
<td>280</td>
</tr>
<tr>
<td>Quiz (11 @ 10 pts)</td>
<td>110</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td>890</td>
</tr>
</tbody>
</table>

See Instructor for Assignment Guidelines and grading requirements

A      90-100
B      80-89
C      70-79
D      60-69
F      0-59

**Late Work Policy:** Assignments, if accepted late at the discretion of the instructor, is subject to a 10% penalty if submitted one week of the due date and 20% penalty if submitted within two
weeks of the due date. After two weeks, late assignments may not be accepted. Evaluation of late work is on a case-by-case basis for extenuating circumstances at instructor’s discretion.

**Technical Support**

This is a fully online, technology-based course. Because computers are not perfect, plan on having technical issues at least once during the term. While this can cause some incredibly frustrating moments, the overall benefits of the technology do outweigh any issues that may arise. Just be ready to contact technical support in the event of difficulties. Send an email to student.technology@wustl.edu or call 935-8200 with any questions/problems concerning Blackboard. (This is technical support for any problems you experience within the Blackboard classroom only, not other external software). For additional Blackboard resources, visit the Blackboard Help Page (https://en-us.help.blackboard.com/Learn/Student).

**“Netiquette” Statement on Internet Communication.**

- Remember your audience. If you would not say it in a face-to-face classroom, do not include it in the online discussions either. Consider what you write, as it is a permanent record and can be retrieved easily. Use courtesy and common sense in all your electronic communications.
- Write in complete sentences and check spelling before you post anything in class.
- DON’T TYPE IN ALL CAPS. This is hard to read and is considered "shouting."
- Respect the opinions of others and be sensitive to the diverse nature of people in the class. Keep in mind that although you cannot "see" your classmates, you can show respect for individual differences. Diversity issues may include the following and others: race, ethnicity, religion, disabilities, gender, sexual orientation, age, social class, marital status, urban vs. rural dwellers, etc.
- No profanity will be allowed. This includes writing in punctuation. For example, ##%$#! is considered profanity and is not permitted. Also, language expressed in inappropriate acronyms is not acceptable.

**Expectations for Student Attendance** (Bb log-ins, response to emails, discussions, hours per week students should expect to devote to the class, etc.)

You are expected to have an active presence within Blackboard (our online classroom) and that is one of the ways in which I will monitor your attendance in the course. I am able see when last you logged into Blackboard and how much time you’ve spent in various areas of the classroom. The class is not self-paced because we have specific due dates for all assignments, but you will work on the course at your own convenience within those parameters. Lack of participation in discussions or not answering email messages sent to you will be considered lack of attendance and will result in a loss of points.

**Statement Regarding Academic Honesty:**

Students are bound by the University College policy on academic integrity in all aspects of this course. All references to ideas and texts other than the students’ own must be so indicated through appropriate footnotes, whether the source is a book, an online site, the professor, etc. All students are responsible for following the rules outlined in the document regarding the university academic integrity policy: http://ucollege.wustl.edu/faculty/academic_integrity
All students are expected to abide by the citation and attribution techniques explained here: https://owl.english.purdue.edu/owl/section/2/

**Academic Support:**
All University College students are encouraged to take advantage of the following Academic Support services on campus:

- **Cornerstone**: Cornerstone provides access to academic peer mentoring, assists students with essential study and test-taking skills, and offers disability resources to students in need. In addition, Cornerstone connects first-generation college students to leadership programs and offers academic, research and career opportunities. Visit http://cornerstone.wustl.edu/ for more information.

- **Writing Center**: The Writing Center staff members are writers helping writers through the process of revision. They are undergraduate students, graduate students and faculty members who love to write and to help others clarify their thoughts and ideas. The Writing Center and The Speaking Studio at Washington University in St. Louis provide free, one-on-one tutoring to all WUSTL students for any writing or public speaking project. Students interested in using the Writing Center should call in advance to make an appointment. Visit http://writingcenter.wustl.edu/ for more information.

- **Arts & Sciences Computing**: Arts & Sciences Computing operates two labs that are open to students, faculty, and staff. Visit http://computing.artsci.wustl.edu/labs for more information.

- **Library**: Washington University Libraries boast an impressive array of services, including course reserves, interlibrary loan, reserved study spaces, the Arc Computing Lab, and so much more. Visit http://library.wustl.edu/ for more information.

**Student Accommodations**
Washington University is committed to providing equal opportunity for students with disabilities. The Disability Resource Center (DRC) assists students with disabilities by providing services and arranging for reasonable accommodations to ensure equal access and equal academic opportunities. Students wishing to request services or accommodations must register and provide appropriate documentation to the DRC at cornerstone.wustl.edu. The DRC serves as a resource and advisor to students with disabilities and welcomes opportunities to consult with students, families, faculty, and staff. This online course has been designed with accessibility in mind. Be sure to visit Blackboard’s accessibility statement at: http://www.blackboard.com/platforms/learn/resources/accessibility.aspx

**Accommodations based upon sexual assault:**
The University is committed to offering reasonable academic accommodations to students who are victims of sexual assault. Students are eligible for accommodation regardless of whether they seek criminal or disciplinary action. Depending on the specific nature of the allegation, such measures may include but are not limited to: implementation of a no-contact order, course/classroom assignment changes, and other academic support services and accommodations. If you need to request such accommodations, please direct your request to Kim Webb (kim_webb@wustl.edu), Director of the Relationship and Sexual Violence
Prevention Center. Ms. Webb is a confidential resource; however, requests for accommodations will be shared with the appropriate University administration and faculty. The University will maintain as confidential any accommodations or protective measures provided to an individual student so long as it does not impair the ability to provide such measures.

If a student comes to me to discuss or disclose an instance of sexual assault, sex discrimination, sexual harassment, dating violence, domestic violence or stalking, or if I otherwise observe or become aware of such an allegation, I will keep the information as private as I can, but as a faculty member of Washington University, I am required to immediately report it to my Department Chair or Dean or directly to Ms. Jessica Kennedy, the University’s Title IX Director. If you would like to speak with directly Ms. Kennedy directly, she can be reached at (314) 935-3118, jw kennedy@wustl.edu, or by visiting the Title IX office in Umrah Hall. Additionally, you can report incidents or complaints to the Office of Student Conduct and Community Standards or by contacting WUPD at (314) 935-5555 or your local law enforcement agency. See: Title IX

You can also speak confidentially and learn more about available resources at the Relationship and Sexual Violence Prevention Center by calling (314) 935-8761 or visiting the 4th floor of Seigle Hall. See: RSVP Center

Bias Reporting:
The University has a process through which students, faculty, staff and community members who have experienced or witnessed incidents of bias, prejudice or discrimination against a student can report their experiences to the University’s Bias Report and Support System (BRSS) team. See: brss.wustl.edu

Mental Health:
Mental Health Services’ professional staff members work with students to resolve personal and interpersonal difficulties, many of which can affect the academic experience. These include conflicts with or worry about friends or family, concerns about eating or drinking patterns, and feelings of anxiety and depression. See: shs.wustl.edu/MentalHealth

General Tips for Success in the Online Classroom:
Welcome to our online course! The following is a list of helpful information that represents habits of students who have succeeded in online courses. These tips should help each of you to have a positive experience as well.

1. **GET STARTED:** Remember that this online course begins on day one of the semester. Log in early during the first week to print the syllabus, become oriented to the online classroom, and get to know your professor and classmates. Waiting until the end of the first week to get started may derail your efforts to succeed before you know it.

2. **STAY ORGANIZED.** Bookmark our course websites (Blackboard, Online Dictionary, other websites indicated by professor etc.) Create a special binder or folder to organize any printed materials. Study time will be easier and more fruitful if you are organized and up to date.
3. **INTERACT WITH YOUR CLASSMATES.** Students who study in small groups or pairs tend to be more successful. You can help each other to understand difficult points in the unit simply by participating regularly in the Discussion Forums.

4. **SHOW UP & ASK QUESTIONS.** Visit me in office hours occasionally for extra discussion as needed. Make an appointment and we can talk in real time via Skype or phone. You can also email me any questions that arise or post them in the “Questions?” discussion forum.

5. **DO THE READING.** The assigned reading is a valuable part of the course. Students who consistently stay up to date on the reading tend to receive higher grades than those who do not. In this class, the reading will consist of…. which will prepare you to participate in the classroom discussion forums.

6. **STUDY “OFFLINE” SOMETIMES.** Although this is an online course, you need not do all of your studying online. Spend time studying away from the computer by taking notes on the readings.

7. **DON’T PROCRASTINATE.** Procrastination will ruin your experience in the class in several ways. Not only does it prevent you from learning what you are here to learn, but it will also cause you to lose a lot of points. Refer to the list of assignment due dates in this syllabus and follow the steps outlined in the study guide in order to better understand how to pace yourself appropriately.

8. **HANG IN THERE!!** If this is your first online class, the experience may challenge you at first, but as long as you keep up with the reading and follow your professor’s instructions, you will develop an understanding of the rhythm of the course after the first unit. See me for help as needed, I am your resource and I want to see you succeed and enjoy this course!

**Guidelines for Discussion Forum Participation**

1. Be sure to write in the **subject** line to whom your message is addressed. Changing the subject line is the number one way to make sure your post is noticed by the intended recipient.

2. Be sure to **sign your name** at the bottom of your messages. Writing your name at the end of each message helps to clarify the author and helps your classmates remember who you are.

3. Before responding to a particular discussion topic, be sure to **complete the reading assignment** of the corresponding unit. Remember that the discussion topics are specifically tied to the readings. Be sure to take your time and write meaningful discussion forum postings. Your ideas and content are important, and issues such as grammar, spelling, accents, vocabulary, and sentence structure count as well. Be sure your posts are well edited before you submit them, since unedited posts do not receive full points.

4. Course requirement to receive full points:
   - Initial post by Wednesday and must address all Discussion questions or topics thoroughly
   - Respond to at least two students
   - At a minimum, participation required on three separate days

Participate in each discussion over **several days** within the lesson and avoid waiting until the due date to get started. Each discussion requires several posts from you, including replies to classmates. Waiting until the last day to participate minimizes the opportunity to interact with your classmates and me and makes discussion participation much less meaningful for you. It will also result in a loss of points.
5. Finally, the discussion forums are meant to be **fun**! Check in often to communicate with your classmates and me.

**Subject to Change:** This syllabus and course calendar is subject to change at the discretion of the instructor to accommodate instructional and/or student needs.
<table>
<thead>
<tr>
<th>Week of</th>
<th>Topic</th>
<th>Assigned Reading</th>
<th>Assigned Work/Quiz</th>
<th>Assignments/Exams</th>
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</thead>
<tbody>
<tr>
<td>1 Jan. 14</td>
<td>Course Expectations Management</td>
<td>1</td>
<td>Discussion Thread Zappos Video</td>
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<tr>
<td>2 Jan. 21</td>
<td>History of Management Organizational Environments and Culture</td>
<td>2, 3</td>
<td>Discussion Thread Quiz Current Trends in Management Thought</td>
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<td>3 Jan. 28</td>
<td>Ethics and Social Responsibility</td>
<td>4</td>
<td>Discussion Thread Quiz</td>
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<tr>
<td>4 Feb. 4</td>
<td>Planning and Decision Making Organizational Strategy</td>
<td>5, 6</td>
<td>Discussion Thread Theo’s Chocolate Quiz Chapter 6 Planning and Decision Making Case Paper</td>
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<td>5 Feb. 11</td>
<td>Innovation and Change</td>
<td>7</td>
<td>Discussion Thread Quiz</td>
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<tr>
<td>6 Feb. 18</td>
<td>Global Management</td>
<td>8</td>
<td>Discussion Thread Quiz Chapter 8 Virtual Teams Paper</td>
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<tr>
<td>7 Feb. 25</td>
<td>Designing Adaptive Organizations</td>
<td>9</td>
<td>Discussion Thread Quiz</td>
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<tr>
<td>8 Mar 4</td>
<td>Managing Teams</td>
<td>10</td>
<td>Discussion Thread Holden’s Outerware Video Midterm Exam Chapters 1 - 10</td>
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<tr>
<td>9 Mar 11</td>
<td>SPRING BREAK</td>
<td>11</td>
<td>NO CLASSES</td>
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<td>10 Mar 18</td>
<td>Managing Human Resource Systems Managing Individuals and a Diverse Work Force</td>
<td>11, 12</td>
<td>Discussion Thread Quiz</td>
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<tr>
<td>11 Mar 25</td>
<td>Motivation</td>
<td>13</td>
<td>Discussion Thread Quiz Chapter 13 Motivation Paper</td>
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<td>12 Apr 1</td>
<td>Leadership</td>
<td>14</td>
<td>Discussion Thread Camp Bow Wow Quiz</td>
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<tr>
<td>13 Apr 8</td>
<td>Managing communication</td>
<td>15</td>
<td>Discussion Thread Quiz Chapter 15 Communication Case Paper</td>
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<td>14 Apr 15</td>
<td>Control</td>
<td>16</td>
<td>Discussion Thread Quiz</td>
<td></td>
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<tr>
<td>15 Apr 22</td>
<td>Managing Information</td>
<td>17</td>
<td>Discussion Thread Quiz Chapter 17 Managing Information</td>
<td></td>
</tr>
<tr>
<td>16 Apr 29</td>
<td>Managing Service and Manufacturing Operations Final Exam</td>
<td>18</td>
<td>Final exam covers chapters 11 – 18. Must be completed by end of day, Friday, May 3</td>
<td></td>
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</tbody>
</table>