INSTRUCTOR INFORMATION
Instructor: Dr. Jim Mueller
Email: muellerj@cofc.edu
Virtual Office Hours: email communications; or by appointment
Class meeting time: May 14 – June 26 (Distance Education--no class meetings)

COURSE DESCRIPTION: This course approaches management as the process of reaching organizational goals by working with, and through, people and other resources. Organizations are treated as dynamic entities, affected by individual and group behavior, as well as structural and environmental factors. International as well as domestic situations are examined.

REQUIRED COURSE MATERIALS: Essentials of Contemporary Management, 7th ed. 2014. Jones & George, McGraw-Hill/Irwin. You can either purchase an access code from the bookstore (it comes bundled with a textbook) or you can purchase with a credit/debit card directly from the publisher. If you purchase a used textbook (I do not recommend this), please ensure that it comes with Connect Access, as you cannot pass the course without it. You can also get temporary complimentary (2-week) course access, but you will eventually have to purchase the textbook with Connect Access. You MUST register for the course in CONNECT to pass as almost all assessments are located there. Please follow the following link to register and/or purchase course materials:

If you are not familiar with the Connect website, there are several help pages and documents posted on OAKS to help you.

COURSE OBJECTIVES
1. To understand management and organizational behavior (OB) concepts associated with continuous improvement in individual, group, and organizational processes in our global environment. Specific attention will be given to: history of field, problem solving/decision-making processes, international context of OB, managing diversity & individual differences, motivation, learning styles, group/team decision-making and development, organizational processes & benchmarking, leadership, communication, and managing conflict and change.

2. To be able to utilize these concepts to solve practical problems in private, public, not-for-profit, and social organizations. This will be aided by case analysis; each student is expected to analyze “real world situations” through the use of the five-step problem solving (or decision-making) process while insuring that alternative solutions generated for each case consider the ethical dimension as part of its feasibility.

3. To enhance self-management knowledge, skills, and abilities through the completion of a professionally developed resume/vita that is targeted to a career development goal selected by each student. These processes will encourage the application of management and OB concepts to the individual student's goals and objectives.

4. To enhance writing, interpersonal, presentation and critical thinking skills through the aforementioned objectives, examinations that require both analysis as well as synthesis and/or critical thinking, self-analysis assignments, and class participation.

BUSINESS SCHOOL OBJECTIVES
All of the following business school goals are addressed in this course:

COMMUNICATION SKILLS: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

QUANTITATIVE FLUENCY: Students will demonstrate competency in logical reasoning and data analysis skills.

GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.

INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.

SYNTHESIS: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.
COURSE CONTENT SUMMARY AND WEIGHTING

<table>
<thead>
<tr>
<th>Component</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams: 2 @ 10% each</td>
<td>20%</td>
</tr>
<tr>
<td>Learn Smart homework assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Chapter quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Written Case Analysis (3 equally weighted papers--submitted to OAKS dropbox)</td>
<td>20%</td>
</tr>
<tr>
<td>Participation and miscellaneous assignments</td>
<td>10%</td>
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DESCRIPTION OF COURSE CONTENT

**Exams:** Two timed (3-hour) on-line exams will count towards 20% of your grade. These are administered via the Connect website. The availability and due dates are shown on the course schedule and on the Connect course website.

**Learn Smart homework:** A variety of homework assignments are included on the Connect Website. These are comprised mainly of multiple-choice questions covering textbook concepts and associated business cases. To receive full credit, you must complete these by the due date. You have unlimited attempts at these so you can repeat them to improve your grade. These assignments are designed to familiarize you with textbook concepts and prepare you for the chapter quizzes and exams.

**Chapter Quizzes:** There is a required quiz for each of the textbook’s 14 chapters. You only have one attempt at these quizzes. You should always complete the Learn Smart homework before attempting the quizzes.

**Written Case Analysis:** A number of short “Manager’s Hot Seat” video cases are contained on the Connect Course Website. In addition to completing the assigned multiple choice questions as part of your homework, you are required to submit a written analysis for THREE of these cases to the dropbox on OAKS on the dates shown in the course schedule. I will post guidelines on OAKS for instructions on how to prepare these assignments.

**Participation and miscellaneous assignments:** Your base grade for this component is the average of your grades on all other course components, adjusted up or down for above or below average engagement as compared with everyone else in the class. Please don’t expect a 100% grade on this just because you did “what was required”. Doing what is required won’t hurt your overall grade, but if you want to increase your base grade, you must perform at a higher level than your peers.

GRADING SCALE

<table>
<thead>
<tr>
<th>Score (%)</th>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>College Catalog Description</th>
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<tbody>
<tr>
<td>93.0 - 100</td>
<td>A</td>
<td>4.00</td>
<td>Superior</td>
</tr>
<tr>
<td>89.7 – 92.9</td>
<td>A-</td>
<td>3.70</td>
<td></td>
</tr>
<tr>
<td>86.3 – 89.6</td>
<td>B+</td>
<td>3.30</td>
<td>Very Good</td>
</tr>
<tr>
<td>83.0 – 86.2</td>
<td>B</td>
<td>3.00</td>
<td>Good</td>
</tr>
<tr>
<td>79.7 – 82.9</td>
<td>B-</td>
<td>2.70</td>
<td></td>
</tr>
<tr>
<td>76.4 – 79.6</td>
<td>C+</td>
<td>2.30</td>
<td>Fair</td>
</tr>
<tr>
<td>73.0 – 76.3</td>
<td>C</td>
<td>2.00</td>
<td>Acceptable</td>
</tr>
<tr>
<td>69.7 – 72.9</td>
<td>C-</td>
<td>1.70</td>
<td></td>
</tr>
<tr>
<td>66.4 – 69.6</td>
<td>D+</td>
<td>1.30</td>
<td></td>
</tr>
<tr>
<td>63.0 – 66.3</td>
<td>D</td>
<td>1.00</td>
<td>Barely acceptable, passing</td>
</tr>
<tr>
<td>59.7 – 62.9</td>
<td>D-</td>
<td>.70</td>
<td></td>
</tr>
<tr>
<td>Below 59.7</td>
<td>F</td>
<td>0.00</td>
<td>Failure</td>
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COURSE POLICIES AND PROCEDURES

Helpful guidelines for succeeding in online courses can be found on the “Resources for Students” links on the Academic Affairs website: [http://academicaffairs.cofc.edu/distance-education/](http://academicaffairs.cofc.edu/distance-education/)

Assignment submissions: Assignments are due on the date and time specified. Because this is an on-line course, it is imperative that you pay close attention to the due dates for all course components—there is no way for the instructor to remind you face-to-face. There will be no makeups for missed quizzes and assignments. You should plan to submit ALL work early in case something unexpected happens that prevents you from doing the work at the last minute. Penalty for late submission of any coursework is an automatic F on that piece of coursework.
**Attendance/Participation**  
“Attendance” in this online class means that you log in daily to the OAKS website to check for updates and notices. Some assignments require that you post your work on the OAKS discussion board, and/or comment on other students’ work. Your participation in these discussions will be reflected in your participation grade.

**Communications Protocol.** Electronic communications will be used extensively in this course. I will occasionally post course updates and notices on OAKS (and will usually remind you about these via email). You will need to use your college gmail account for all official communication with the instructor. I will not reply to any other email communications. When you register for the CONNECT website, please use your college email address as well. For communications with me, it is also important that you put your course number in the subject line together with a brief description of the email topic.  
*Example subject line:*  
MGMT 301 Rex Reed; technical difficulties with OAKS  
Repeated violations of this protocol may affect your participation grade.

**Students with Disabilities**  
The College will make reasonable accommodations for persons with documented disabilities. Students should apply at the Center for Disability Services / SNAP, located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsibility for notifying me as soon as possible and for contacting me one week before accommodation is needed.

**Honor Code:** All students are expected to adhere to the College of Charleston Honor Code. The Honor Code of the College of Charleston specifically forbids lying, cheating, attempted cheating, stealing, attempted stealing and plagiarism. Students at the College are bound by honor and, by their acceptance of admission to the College, to abide by the Code and to report violations.

**Course schedule:** The course schedule is included with this syllabus, and is subject to change. I will notify you if there are any changes, but it is your duty to monitor your college email, the OAKS homepage, and the Connect website to check your email for these announced changes.

**Extra credit:** There are no extra credit assignments. There is, however, potential to increase your participation grade through extra effort.

**Civility:** I expect you to conduct yourself in a professional and courteous manner, treating everyone with dignity and respect. Disruptive or inappropriate online behavior will result in a written warning (copying the Dean of Students). Subsequent problems will result in removal from the course. All online communication is to be professional and courteous.

**OAKS course Website:**
The main elements used on OAKS will be NEWS, CONTENT, DISCUSSION, and the DROPBOX.

- **NEWS** (located on course homepage) : is used to communicate any changes and updates for the course. It is important that you check this page daily.
- **CONTENT:** is used to post assignment guidelines, miscellaneous notes, readings, etc. that are not included in the simulation website.
- **DISCUSSION BOARD:** is used for posting comments that all course members can view and respond to.
- **DROPBOX:** is used to submit assignments that are not submitted elsewhere. Pay close attention to the submission deadlines.

### COURSE SCHEDULE AND ASSIGNMENT DUE DATES

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
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| 5/14  | Register for Course on Connect Website.  
Read syllabus and familiarize yourself with course content and requirements.  
Post an introductory paragraph about yourself on the OAKS discussion board. |
| 5/15  | Read Chapter 1: The Management Process Today  
Complete Learn Smart homework assignments on Connect Website  
View the “Bad Bosses” video case and answer questions |
| 5/16  | Read and answer questions for the cases, “Safety at BP” and “The Outsider at Ford”.  
Complete Chapter 1 Quiz. |
| 5/17  | Read Chapter 2: Values, Attitudes, Emotions and Culture: The Manager as a Person  
Complete Learn Smart homework assignments on Connect Website  
View the following video cases and answer associated questions: “Zappos Corporate Culture”, “New Belgium Brewery”, and “Generation Next: The Workplace” |
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<tr>
<th>Date</th>
<th>Activity</th>
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| 5/18       | Read and answer questions for the case “Who might fit well: Personality, Values and Culture at Ryla”  
View and answer questions for the Manager’s Hot Seat video cases: “Whistleblowing”; “Bullying” |
| 5/19 & 20  | Weekend (work to get ahead)                                                |
| 5/21       | Read Chapter 3: Managing Ethics and Diversity  
Complete Learn Smart homework assignments on Connect Website  
Read and answer questions for the following cases: “Sexual Harassment”, “Making Ethical Decisions”, “Is it Right to Use Child Labor?” |
| 5/22       | Complete Chapter 3 Quiz  
View and answer questions for the Manager’s Hot Seat video cases: Cultural Dimensions--“Let’s Break a Deal”; Ethics—“Let’s Make a Fourth Quarter Deal” |
| 5/23       | Read Chapter 4: Managing the Global Environment  
Complete Learn Smart homework assignments on Connect Website  
View the following video case and answer associated questions: “Global Markets: Disney Imagineering”  
Read and answer questions for the following case: “Ikea on Top of the World” |
| 5/24       | Complete Chapter 4 Quiz  
View and answer questions for the Manager’s Hot Seat video cases: Diversity—“2014 Mediating Morality”; “Globalization” |
| 5/25 to 5/28 | Memorial Day Weekend: Read Chapter 5: Decision Making, Learning, Creativity and Entrepreneurship  
Complete Learn Smart homework assignments on Connect Website  
Read and answer questions for the following case: “Decision Making at UPS”  
Complete Chapter 5 Quiz  
View and answer questions for the Manager’s Hot Seat video case: “Working in Teams” |
| 5/29       | Read Chapter 6: Planning, Strategy, and Competitive Advantage  
Complete Learn Smart homework assignments on Connect Website  
View the following video case and answer associated questions: “Planning and Management at Ford”  
Read and answer questions for the following cases: “Choosing an International Strategy”; “Cisco Rules the Online World” |
| 5/30       | Complete Chapter 6 Quiz  
Read and answer questions for the case "Barbie, Bratz, and SWOT  
View and answer questions for the Manager’s Hot Seat video case: “Project Management” |
| 5/31       | Read Chapter 7: “Designing Organizational Structure”  
Read and answer questions for the following cases: “Designing Coordinating Elements”; “A Change in Structure” |
| 6/1        | Complete Chapter 7 Quiz  
View and answer questions for the Manager’s Hot Seat video case “Virtual Workplace—Out of Office Reply” |
| 6/2 & 6/3  | Weekend: Complete Exam 1 covering Chapters 1-7. The exam becomes available on June 2 and is due at noon on June 4. Once you start the exam you have 3 hours to complete it. You do not have access to the e-textbook for the exam, but you can use your hard copy as an outside resource. |
| 6/4        | Read Chapter 8: Control, Change and Entrepreneurship  
Complete Learn Smart homework assignments on Connect Website  
View the following video case and answer associated questions: “Control and Change at Sprint”  
Read and answer questions for the following cases: “Behavior Controls”; “Output Controls” |
| 6/5        | Complete Chapter 8 quiz  
View and answer questions for the Manager’s Hot Seat video cases: “Change: More Pain than Gain”; “Partnership: The Unbalancing Act” |
| 6/6        | Read Chapter 9: Motivation  
Complete Learn Smart homework assignments on Connect Website  
View the following video case and answer associated questions “Building Passion into the Company”  
Read and answer questions for the following case: “Fulfilling Needs at SAS” |
| 6/7        | Complete Chapter 9 quiz  
View and answer questions for the Manager’s Hot Seat video cases: “Personal Disclosure”; “Work-Life Balance” |
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<tr>
<th>Date</th>
<th>Assignment Details</th>
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| 6/8      | Read Chapter 10: Leaders and Leadership  
          Complete Learn Smart homework assignments on Connect Website  
          View the following video cases and answer associated questions: “Destination CEO: Clarence Otis Darden Restaurants”  
          Read and answer questions for the following cases: “Putting the Contingency Model into Practice”; “Leadership and Power” |
| 6/9 & 6/10 | (Weekend) **Written Case 1 due to OAKS dropbox by noon 6/11** |
| 6/11     | Complete Chapter 10 Quiz  
          View and answer questions for the Manager’s Hot Seat video cases: “Leadership” |
| 6/12     | Read Chapter 11: Effective Team Management  
          Complete Learn Smart homework assignments on Connect Website  
          View the following video case and answer associated questions: “Zappos’ Team and Family Spirit”  
          Read and answer questions for the following cases: “Deviance at IDEO”; “Teams at Cisco” |
| 6/13     | Complete Chapter 11 Quiz  
          View and answer questions for the Manager’s Hot Seat video case: “Workplace Aggression” |
| 6/14     | Read Chapter 12: Building and Managing Human Resources  
          Complete Learn Smart homework assignments on Connect Website  
          View the following video case and answer associated questions: “Human Resource Management at Allstate”  
          Read and answer questions for the following cases: “Developing a Promising Manager”; “What Levels of Pay and Benefits Should You Offer?” |
| 6/15     | Complete Chapter 12 Quiz  
          View and answer questions for the Manager’s Hot Seat video cases: "Office Romance: Groping for Answers”; “Negotiation: Thawing the Salary Freeze” |
| 6/16 & 6/17 | (weekend) **Written Case 2 due in OAKS Dropbox by noon 6/18** |
| 6/18     | Read Chapter 13: Communication and Information Technology Management  
          Complete Learn Smart homework assignments on Connect Website  
          Read and answer questions for the following cases: “Information Technology at Herman Miller”; “Global Communication” |
| 6/19     | Complete Chapter 13 Quiz  
          View and answer questions for the Manager’s Hot Seat video cases: “Privacy: Burned by the Firewall”; “Listening Skills: Yeah, Whatever” |
| 6/20     | Read Chapter 14: Operations Management  
          Complete Learn Smart homework assignments on Connect Website  
          View the following video case and answer associated questions: “Operations Management at Home Run Pizza”  
          Read and answer questions for the following cases: “Choosing the Best Facility Layout”; “The Human Cost of Productivity” |
| 6/21     | Complete Chapter 14 Quiz  
          View and answer questions for the Manager’s Hot Seat video case: “Cyberloafing” |
| 6/22 – 6/24 | Complete Exam 2 covering Chapters 8-14. The exam becomes available on June 22 and is due at noon on June 25. Once you start the exam you have 3 hours to complete it. You do not have access to the e-textbook for the exam, but you can use your textbook hard copy as an outside resource |
| 6/25 – 6/26 | **Written Case 3 due in OAKS Dropbox by noon 6/26** |

For guidelines on how to succeed in online courses, please visit [http://academicaffairs.cofc.edu/distance-education/index.php](http://academicaffairs.cofc.edu/distance-education/index.php)