Instructor: Dr. Katy Peeples  
Office: OCNR 353  
Office Hours: Monday 10-12 noon and Tuesday 4-7 p.m., or by appointment  
Phone: 361-825-6015  
email: katy.peeples@tamucc.edu  
Student Assistant: Brittney Honeycutt  
email: brittney.honeycutt@tamucc.edu

REQUIRED: TEXT  
Kinicki, A.; Williams, B.  
Management: a practical introduction.  
McGraw-Hill. 5th ed. Boston, MA.  
Access to McGraw Hill Connect required. This should be included with your book.

APA Style Website: http://www.liu.edu/cwis/cwp/library/workshop/citapa.htm  
This site will be used as a reference for all APA citations.

COURSE DESCRIPTION - Interactions of individuals and groups in work environments.  
Topics include decision making, motivation, leadership, power, conflict, stress, and diversity.  
Other coverage includes management functions and environmental constraints affecting managerial  
practice and decisions.

PREREQUISITE: Junior standing or above.

COURSE OBJECTIVES:

After completing this course students should be able to:

1) Understand the scope, roles and functions that are essential to management.  
2) Describe the historical evolution of management thought and practice.  
3) Discuss and apply the major concepts and theories for topics that include, decision-making,  
motivation, leadership, organizational culture, power, conflict, stress, and diversity.  
4) Understand the ethical concerns and social responsibilities of organizations.  
5) Describe the stages, processes, and dynamics involved in team/group formation and  
management.  
6) Understand critical internal and external environmental factors and their influences on  
organizations.  
7) Contrast the key approaches to organizational structure and relate them to important  
organizational considerations.

METHOD – Independent readings, online discussions, self assessments, and exercises will be used  
to involve each student in the course content.  
Article reviews will serve to demonstrate the relevance  
of the material and demonstrate the concepts in "real world" situations.  
Research projects are designed to stimulate analytical processes and problem solving skills.  
Students are encouraged to ask questions and to fully participate in the weekly online class discussions.

EXAMS - Exams will consist of multiple choice questions based on the text material, presentations,  
and class discussion.  Scheduled exams are indicated on the course outline sheet.
READING ASSIGNMENT – you will be required to read and provide **two written article reviews**. The readings shall reflect the topic(s) covered throughout the semester so far. Refer to the supplemental handout for guidelines. You may submit your articles during the first week of class through **April 22**. No articles will be accepted after **October 22, 2011**.

TERM RESEARCH PROJECT – Each person will research management aspects of a major firm. Refer to the supplemental handout for guidelines.

QUIZZES – Module quizzes will be posted on McGraw Hill’s website “Connect” and will be available from the 1st day of class until the end of the week in which the module(s) is assigned. You may work ahead (this is a wise practice). Each question will have a value of 1 point. In order to receive credit for a quiz, attendance in the class discussion pertaining to the chapter being tested is required—attendance is verified by your login to, and participation in, the discussion. It is assumed that all quizzes will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received.

**GRADING:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exams (3 @ 100 pts.)</td>
<td>300</td>
</tr>
<tr>
<td>Assurance of Learning Exam</td>
<td>50</td>
</tr>
<tr>
<td>Article Reviews (10 pts. Each)</td>
<td>20</td>
</tr>
<tr>
<td>Quizzes</td>
<td>80</td>
</tr>
<tr>
<td>Research Project (25 pts. per section)</td>
<td>100</td>
</tr>
<tr>
<td>Reflection Papers (10 pts. Each)</td>
<td>40</td>
</tr>
<tr>
<td>Self Evaluations</td>
<td>80</td>
</tr>
</tbody>
</table>

**GRADING SCALE**

- Exams: 300 (3 @ 100 pts.)
- Assurance of Learning Exam: 50
- Article Reviews (10 pts. Each): 20
- Quizzes: 80
- Research Project (25 pts. per section): 100
- Reflection Papers (10 pts. Each): 40
- Self Evaluations: 80

Total* 630

- Total points are an approximation only. The total points available at the end of the semester will be calculated and the above grading scale will be applied.
- Article reviews and the Research Project will be graded on Turnitin.com’s GradeMark feature (click on the icon next to the submitted assignment—it will turn on after the assignment has been graded, or is in the process of being graded).

TECHNOLOGY APPLICATIONS: This course will be delivered entirely on Blackboard and the McGraw Hill “Connect” website; **you must be relatively self-sufficient in finding solutions for technical problems**. The Blackboard and Connect helpdesks are excellent resources for technical problems that you cannot solve. You must report problems immediately in order to meet your deadlines. Knowledge of word processing is necessary to complete the term project and article reviews. Additionally, students must be familiar with the electronic databases available in the Library as well as gaining familiarity with accessing the Internet to search the World Wide Web for relevant management data. E-mail communication is encouraged for routine communications; however it is discouraged for more personal, non-routine communications where face-to-face or telephone contact is more appropriate.

E-COMMERCE: E-commerce is becoming a vital issue in management. Students are exposed to the current issues in e-commerce through journal articles, Internet searches, and class discussions.

ETHICAL PERSPECTIVES: Ethical issues will be discussed throughout the course.

GLOBAL PERSPECTIVES: Foreign and domestic cultural norms and values will be discussed as well as other global issues as they arise.

DEMOGRAPHIC DIVERSITY PERSPECTIVES: Diversity will be discussed specifically when considering human resources, as well as throughout the course as issues arise.
POLITICAL, SOCIAL, LEGAL, REGULATORY, AND ENVIRONMENTAL PERSPECTIVES: Social influences, legal, regulatory, and environmental issues are discussed in the context of stakeholder concerns, as well as other regulatory issues and the constraints and opportunities resulting from environmental change.

ATTENDANCE POLICY: Attendance is mandatory. Attendance is defined as participation in weekly class discussions and timely completion of quizzes and assignments. Credit for weekly quizzes is contingent upon thoughtful participation in the weekly discussions.

ATTENDANCE POLICY FOR ATHLETES: There are no special allowances for athletes. See Attendance Policy above. You have the ability to complete exercises and quizzes in advance; plan your activities so they do not conflict with your class requirements.

TIMELY SUBMISSION OF ASSIGNMENTS: Late assignments will not be accepted. An assignment is considered late if it arrives after the designated deadline—no exceptions. Due to the possibility of unforeseen circumstances such as technical difficulties or personal situations, you are encouraged to complete your assignments and quizzes in time to rectify any problems before the deadlines.

ACADEMIC HONESTY: Students are expected to conduct themselves in accordance with the highest standards of academic honesty. There will be ZERO tolerance for academic misconduct. At minimum, an automatic grade of zero will be given for any assignment/exam in which any element of academic misconduct has taken place, but could include all penalties appropriate under University rules as stated in the University catalog. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as (but not limited to) illicit possession of examinations or examination materials, forgery, or plagiarism. (Plagiarism is the presentation of the work of another as one's own work. Note that plagiarism can occur intentionally or unintentionally; grading will reflect the policy previously stated). Incidents of academic dishonesty will be documented and placed on the student’s permanent record.

TURNITIN.COM: In an effort to protect you from unauthorized use of your original work and to aid in the identification of plagiarism, all papers and projects will be subject to screening by Turnitin.com. You are encouraged to familiarize yourself with the site and to take advantage of the valuable instructional materials explaining the details of plagiarism and the ways to identify and avoid plagiarism. The following website contains valuable information for your use: http://www.plagiarism.org

LIBRARY MATERIALS: All books, journals, newspapers and other library materials are the property of the library and Texas A&M University. You must not clip articles out of publications found in the Library or otherwise deface or destroy Library publications. Unauthorized removal of any materials or defacing of any materials is considered destruction of state property and may be prosecuted accordingly.

PROFESSIONALISM: As in business, professionalism in the virtual classroom will be maintained at all times. This includes (but is not limited to) respecting classmates and the instructor in all circumstances, virtual or in person. Unprofessional conduct is an unwelcome distraction for all and will not be tolerated. All written communications are to be in a business format (i.e. no chat room abbreviations, slang, etc.).

GRADE APPEALS: As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the
process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

DROPPING A CLASS: I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. **March 30** is the last day to drop a class with an automatic grade of “W” this term.

MAJOR FIELD TEST. The Major Field Test (MFT) is required for all students pursuing the Bachelor of Business Administration degree and will be administered in the MGMT 4388, Administrative Policy and Strategy course. To prepare for this test, business majors are advised to retain their class notes, textbooks and other relevant materials from this class and the other business core courses and to fine-tune their readiness for the MFT by completing the online MFT review available through the COB website at [www.cob.tamucc.edu](http://www.cob.tamucc.edu).

CODE OF ETHICS: This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at [www.cob.tamucc.edu](http://www.cob.tamucc.edu)). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

DISABILITIES ACCOMMODATIONS: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Driftwood 101.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>TOPIC(S)</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 11-15</td>
<td>Syllabus Review and Quiz (Quiz completion with a grade of 100% required) The Exceptional Manager: What You Do, How You Do It Select your company and post on the class discussion board</td>
<td>1</td>
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<tr>
<td>2</td>
<td>16-22</td>
<td>Management Theory: Essential Background for the successful Manager Complete weekly assignments and discussions</td>
<td>2</td>
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<tr>
<td>3</td>
<td>23-29</td>
<td>The Manager’s Changing Work Environment &amp; Ethical Responsibilities: Doing the Right Thing Complete weekly assignments and discussions</td>
<td>3</td>
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<tr>
<td>4</td>
<td>30-Feb 5</td>
<td>Global Management: Managing across Borders Complete weekly assignments and discussions</td>
<td>4</td>
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<tr>
<td>5</td>
<td>6-12</td>
<td>Planning: The Foundation of Successful Management Complete weekly assignments and discussions</td>
<td>5</td>
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<tr>
<td>6</td>
<td>13-19</td>
<td>Strategic Management: How Star Managers Realize a Grand Design Company Strengths Due Complete weekly assignments and discussions EXAM 1 Chapters 1-5</td>
<td>6</td>
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<tr>
<td>7</td>
<td>20-26</td>
<td>Individual &amp; Group Decision Making: How Managers Make Things Happen Complete weekly assignments and discussions</td>
<td>7</td>
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<td>8</td>
<td>27-Mar 4</td>
<td>Organizational Culture, Structure, &amp; Design: Building Blocks of the Organization Company Weaknesses Due Complete weekly assignments and discussions</td>
<td>8</td>
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<tr>
<td>9</td>
<td>3-11</td>
<td>Human Resource Management: Getting the Right People for Managerial Success Complete weekly assignments and discussions</td>
<td>9</td>
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<tr>
<td>10</td>
<td>19-25</td>
<td>Organizational Change &amp; Innovation: Lifelong Challenges for the Exceptional Manager Company Opportunities Due Complete weekly assignments and discussions</td>
<td>10</td>
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<tr>
<td>11</td>
<td>25-Apr 1</td>
<td>Managing Individual Differences &amp; Behavior: Supervising People as People Complete weekly assignments and discussions EXAM 2 Chapters 6-10</td>
<td>11</td>
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<tr>
<td>12</td>
<td>2-8</td>
<td>Motivating Employees: Achieving Superior Performance in the Workplace Company Threats Due Complete weekly assignments and discussions</td>
<td>12</td>
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<tr>
<td>13</td>
<td>9-15</td>
<td>Groups &amp; Teams: Increasing Cooperation, Reducing Conflict Complete weekly assignments and discussions</td>
<td>13</td>
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<td>14</td>
<td>16-22</td>
<td>Power, Influence, &amp; Leadership: From Becoming a Manager to Becoming a Leader Deadline for verification of remaining project sources (if any) Complete weekly assignments and discussions</td>
<td>14</td>
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<tr>
<td>15</td>
<td>23-29</td>
<td>Interpersonal &amp; Organizational Communication: Mastering the Exchange of Information Article Reviews Due Complete weekly assignments and discussions</td>
<td>15</td>
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<tr>
<td>16</td>
<td>30-May 1</td>
<td>Control &amp; Quality Control: Techniques for Enhancing Organizational Effectiveness Complete weekly assignments and discussions EXAM 3 Chapters 11-16 Assurance of Learning Exam (this is a required exam)</td>
<td>16</td>
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<tr>
<td>May</td>
<td>3-</td>
<td>OPTIONAL COMPREHENSIVE FINAL EXAM (may replace your lowest Exam 1-3 grade)</td>
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*This schedule is subject to change*