

# Elmira College

## MGT 2240.01 Principles of Management – Term I 2019

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### **Course Description:**

This course is designed to serve as an introduction to and overview of the practical concepts used for organizational management. It will focus on the four primary functions of management, which include planning, organizing, leading, and controlling. At the conclusion of the course the student will be able to describe the science of management in regard to topics such as strategic planning, decision-making, organizational structures, formal and informal control systems, and leadership. The student will also be able to explain the art of management in regard to the inherent challenges of globalization, technology change, fulfilling corporate social responsibility, and motivating a diverse workforce in today's dynamic organizational environments. At the conclusion of the course the student will be able to explain the role of a manager within an organization.

**Prerequisite:** None

### **Required Text and Readings:**

Management: Leading and collaborating in a Competitive World, 13th edition  
by Bateman, Snell, and Konopaske; ISBN10: 1260194213 | ISBN13: 978-0-13-414953-0

MGT 2240 Classic Readings in Management – Note that this material will be available through the Canvas LMS

## **Student Learning Outcomes**

1. The student will be able to describe the necessary steps that manager's should take to effectively plan for organizational sustainability including,
  - Establishing organizational mission, vision, and goals.
  - Conducting environmental scanning to determine external opportunities and threats.
  - Analyzing the organization's current strengths and weaknesses.
  - Preparing a SWOT analysis and deciding on a strategic direction.
  - Porter's 5-forces, industry analysis, competition, value chain analysis, competitive analysis, Boston Consulting Group Matrix, management practices, etc. Be creative and thorough, what do executives want to see?
2. The student will be able to explain the process of managerial decision making including barriers to effective decision making and the pros and cons of group decision making.
3. The student will be able to describe how managers use the tools of both vertical and horizontal structure to organize an organization's assets.
4. The student will be able to explain the pros and cons of using teams in the workplace.
5. The student will be able to explain the difference between management and leadership and the methods that managers can use to enhance their organizational influence.
6. The student will be able to demonstrate an understanding of both formal and informal managerial control systems including bureaucratic controls such as budgets, management by objectives, and human resource management practices as well as shaping organizational culture and group norms.
7. The student will be able to explain the difference between extrinsic and intrinsic motivation.
8. The student will be able to describe the challenges of managing in a global environment and be able to apply Hofstede's framework in order to analyze national cultural differences.
9. The student will be able to define corporate social responsibility and explain the challenges of managing a diverse workforce.
10. The student will be able to research, appraise, and write a Situation Analysis / SWOT profile for an organization and be able to organize and deliver an executive summary presentation.

### **Method of Evaluation:**

Your final grade in this course will be determined by your performance on the following,

1. Written homework assignments will count as (15%) of the final grade – You will be required to submit a total of ten written homework assignments in the form of reaction papers. See further details below.
2. The Group Project will count as (15%) of the final grade. You will be assigned to work with a small group that will deliver a Situation Analysis / SWOT profile, Porter's Five Forces, Industry Analysis for an assigned organization or a nonprofit of your choice. This will include a formal presentation and an executive summary report to senior management.
3. Examinations will count as (50%) of the final grade. There will be a total of three exams given throughout the semester. These will not be cumulative but rather progress exams after specific material has been covered.
4. Informational interviews will be (10%) of the final grade. Management is a very broad field, your assignment is to interview someone in the management field you are interested. Summarize the informational interview and submit through Canvas.
5. Attendance and participation (10%) of the final grade.

### **GRADING SCALE:**

<b>A</b>	<b>= (94.5)95-100</b>
<b>A-</b>	<b>= (89.5)90-94.4</b>
<b>B+</b>	<b>= (85.5)86-89.4</b>
<b>B</b>	<b>= (82.5)83- 85.4</b>
<b>B-</b>	<b>= (79.5)80-82.4</b>
<b>C+</b>	<b>= (75.5)76-79.4</b>
<b>C</b>	<b>= (72.5)73-75.4</b>
<b>C-</b>	<b>= (69.5)70-72.4</b>
<b>D+</b>	<b>= (64.5)65-69.4</b>
<b>D-</b>	<b>= (59.5)60-64.4</b>
<b>F</b>	<b>=below 60</b>

**Rounding of grades will be .5 and above or below. Example, a student with a 94.4 will receive an A-, a 94.5 will be rounded to a 95.**

**Academic Policies – Please refer to your copy of the Elmira College Bulletin and Student Handbook**

### Grading System

The following grades are included in computation of the grade point average (GPA).

A, A-	(90%-100%) indicates a mastery of the knowledge and skills of the course. The student receiving this grade has demonstrated the ability to recognize, analyze, and solve new problems independently.
B+, B, B-	(80%-89%) indicates achievement of a high order, involving high proficiency in the attainment and application of knowledge and skills.
C+, C, C-	(70%-79%) represents an adequate performance, indicating familiarity with the content of the course and active participation in the work of the class.
D+, D, D-	(60%-69%) indicates work which is in one or more respects below the acceptable standard for graduation, but which is sufficient in quantity and quality to be given credit toward the degree if offset by a sufficient amount of superior work in other courses.
F	(Below 60%) indicates failure. No credit is awarded. It is calculated into the GPA.
WF	Withdrawal Failing: indicates withdrawal while failing the course, or withdrawal from the course after the second week of a long term or after the fourth day of a six-week term. No credit is awarded and an F is calculated into the GPA.

[https://www.elmira.edu/academics/academic\\_resources/Registrar/Policies\\_and\\_Information/Grading\\_information.html](https://www.elmira.edu/academics/academic_resources/Registrar/Policies_and_Information/Grading_information.html)

*Everyone starts with an A, it is your job to maintain that grade moving forward.*

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### **Academic Policies – Please refer to your copy of the *Elmira College Bulletin and Student Handbook***

1. Honesty, Integrity, and Respect for Others are fundamental student expectations in this course.
2. Students are expected to complete the assigned reading before the material is discussed in class.
3. Students are expected to actively and constructively participate in class discussions and case reviews.
4. Presentation will be due as specified. Late assignments will not be accepted. Each presentation must include at least 4 references (Journals, Magazine, Books, not Wikipedia or unrecognized source). Papers should be 5-7 pages in length. Remember citations and academic integrity. Groups can be assigned or you may select your own groups.
5. Individual writing assignments must be typed and will be due as specified. Late assignments will not be accepted. Reaction papers should be 1-2 pages in length double spaced. Remember citations and academic integrity.

6. 10% of your grade is based on in class participation and discussion. Excused Absences and Make-Up assignments will be handled on a case by case and consistent basis, but will not become the norm or standard. Your attendance and participation expected, to enhance the academic learning environment for all of us.
7. **Attending class is vital to successful performance in this course. Unexcused absences will count against your participation grade.**  
**Enrolling in this class is an indication that you are committed to making it an important priority in your life.**
8. ***Technology:*** Cell phone, laptop, iPad, etc. use during class discussions, group activities, guest speakers, movies, exams is not acceptable and will not be tolerated. Examples include; texting, social media (Facebook, Twitter, Instagram), phone calls, surfing the internet, etc. Students found using Technology during class will be asked once to put it away and the second time will be asked to leave. Using a laptop to take notes or review the text book is acceptable use of technology, or using a laptop during a group project to research. If you have specific questions about acceptable technology use, please see me. Your participation grade can and will be effected if technology use becomes excessive and disrupts the learning environment.
9. Exams must be taken at their scheduled time and in the designated area. No final exams will be moved from designated date and time.
10. Attending class is vital to successful performance in this course. Attendance will not normally be part of a student's grade, but I will lower grades at least one letter for students who miss more than 4 classes. In the case of excessive absences, more than 4 classes missed, I will require that the student withdraw from the class. In such cases the student will receive a grade of WF.
11. Students with documented academic, medical, emotional, and/or physical disabilities, who require accommodation, must provide current documentation attesting to the specific nature of their disability to Carolyn Draht, Academic Accommodations Coordinator and Associate Registrar, at [accommodations@elmira.edu](mailto:accommodations@elmira.edu) or in McGraw Hall room 113. Students are responsible for submitting the appropriate documents and forms in a timely manner. A meeting to review documentation and discuss accommodations is strongly recommended. If you have questions concerning this, please contact the course faculty or Carolyn Draht directly.

**Class Master Schedule – Revision 00**

<b>Date – week of</b>	<b>Text Chapter</b>	<b>Topics</b>	<b>Written Homework Assignment</b>
9/2/2019	1  Appendix A	Managing & Performing  The Evolution of Management	#1 Moon Shots for Management by Gary Hamel
9/9/2019	2 6	The External Environment International Management	# 2 The Manager’s Job Folklore and Fact by Henry Mintzberg
9/16/2019	4	Planning & Strategic Management  <b>Group Project Kickoff</b>	# 3 The Human Side of Enterprise by Douglas McGregor
9/23/2019	3	Managerial Decision Making	# 4 Group Think by Irving Janus
9/30/2019	5	Ethics & Corporate Responsibility 7 Sustainability  <b>Exam I Chapters 1 / 2 / 6 / 4 / 3</b>	# 5 Pygmalion in Management by J. Sterling Livingston
10/7/2019	11 7	Managing the Diverse Workforce Entrepreneurship	
10/14/2019 Fall Break 10/12-10/15	8 9	Organization Structure Organizational Agility	# 6 The Power of Talk by Deborah Tannen
10/21/2019	14	Teamwork <b>Exam II Chapters 5 / 11 / 8 / 14 / 7 / 9</b>	# 7 The Discipline of Teams by Jon R. Katzenbach
10/28/2019	16	Managerial Control	# 8 What leader’s really do?
11/4/2019	10 14	Human Resource Management Teamwork	# 9 One More Time: How Do You Motivate Employees by Frederick Herzberg

11/11/2019	13 15	Motivating for Performance Communicating	<b># 10 Self-Reflection Paper</b>
11/18/2019	12	Leadership	
12/2/2019	Group Presentations		1 submission per group Informational interview assignment is due.
12/9/2019	Final Exam	<b>Exam III Chapters 16 / 10 / 13 / 12 / 15 / 14 / 17 / 18</b>	December 9, 2019 12:30pm-2:30pm <a href="https://www.elmira.edu/cms_assets/pdfs/Academics/Registrar/19_20_Final_Exam_Schedule_2019-03-20.pdf">https://www.elmira.edu/cms_assets/pdfs/Academics/Registrar/19_20_Final_Exam_Schedule_2019-03-20.pdf</a>

## Guidelines for Written Homework - Reaction Papers

### Introduction:

Students will be assigned to read total of (9) articles on Management and one self-reflection article. Note that these articles will be made available through the Canvas LMS. The student will also be assigned to submit a hard copy of their reaction paper on the Friday of the week for which it is assigned. In other words, Reaction paper #1 Moon Shots for Management by Gary Hamel will be due as outlined in Canvas. The subjects of these articles will be discussed in class and will be included on course examinations.

### **General Guidelines for reaction papers:**

1. Write a brief reaction paper on the article. No more than (2) pages in length.
2. The due date is the Friday class of the assigned week. Note that no late assignments will be accepted.
3. Rather than writing an article summary focus on what you learned from reading these articles and how is this useful in your Management studies?
4. Relate the article content to your personal values and work experience. Do you agree or disagree with the author? Does your personal experience align with the author or do you strongly disagree?