Course Overview
Comprehensive survey of basic management concepts, principles, and function; coverage in planning, organizing, leading, and controlling organizational resources to achieve objectives; overview of decision-making within the context of organizational global environment, strategy, organizational structures, culture, human capital, ethics and corporate social responsibility, and performance.

Required Textbook

*MindTap will be required for this class, thus students MUST register and purchase access to MindTap ONLY through the URL link located in eCourseware within the MindTap module on or after January, 15th 2019. **NOTE, a used textbook without MindTap V2.0 access will not work for this class.

Cengage Unlimited is a NEW subscription service providing access to ALL Cengage digital textbooks and digital learning products—over 22,000—for $119.99 per semester. One Cengage Unlimited subscription can be used across ALL courses where Cengage products are assigned. If students have more than two classes using a Cengage textbook, Cengage Unlimited subscription could save students a lot of money! Print rental textbook can be purchased for an additional $7.99 + free shipping through Cengage Unlimited purchase option. Additionally, a discounted loose-leaf textbook purchase option is available for those who wish to keep their textbooks. View video on Cengage Unlimited: Cengage Unlimited
Recommended Reading


Location of Course Materials

eCourseware: All course content files and tests can be found in eCourseware by logging into this course at eCourseware
MindTap Login: MindTap Link located in eCourseware under the MindTap module.

A list of required MindTap activities with instructions is located in eCourseware under the Assignments module.

Course Information

Course Goals & Objectives: This course provides a comprehensive overview of the principles and functions of management and the challenges that managers face in a dynamic, global business environment. The objective of this course is to provide students with the basic understanding of the role of management including planning, organizing, leading, controlling, and coordinating organizational resources in a technologically advanced and global environment to achieve organizational goals. Additionally, examination of internal and external environmental influences impacting organizations and management will also be addressed. This course will also provide an overview of management problem-solving skills relevant to all organizational environments and various careers. Additionally, this course is of benefit to all majors because working with people and management is applicable to all occupations and organizational environments.

After taking the course, the student will:
1. understand terms and concepts associated with management of people, projects, and organizations;
2. understand the need to apply a variety of skills necessary in today’s world which involves innovative solutions to dynamic, global problems and crisis management;
3. understand the importance of working with diverse cultures, countries, and changing organizations;
4. understand the importance of managers’ decision-making challenges, knowledge management, and the need to efficiently utilize rapidly changing technologies; and
5. gain enhanced skills important in any career, including written communication, oral communication, teamwork, and critical thinking.

Course Topics

Innovative Management  
Managing Change & Innovation  
Corporate Culture  
Human Resources Management & Diversity  
Managing in a Global Environment  
Individual Behavior  
Ethics & Social Responsibility  
Leadership  
Planning & Goal Setting  
Motivation  
Decision Making  
Communication
Fogelman College: Learning Outcomes for Your Degree

The Fogelman College of Business and Economics has established the following learning goals for all students successfully completing the BBA degree:

- Graduates will be effective communicators;
- Graduates will demonstrate critical thinking skills;
- Graduates will be knowledgeable about ethical factors in the business environment;
- Graduates will be knowledgeable about the global business environment;
- Graduates will be proficient users of business presentation and analysis technology.

BBA Program Outcomes (opens in new window) BBA Program Outcomes

Course Methodology

Classroom (Face-to-Face): In this course, students are expected to attend class for possible in-class team activities involving management role-play or scenario activities related to concepts covered in weekly chapters. Instructor lectures, guest lecturers, student-lead instruction, and multi-media clips may also be a part of course methodology.

Additionally, students are expected to also login to eCourseware to access Cengage’s MindTap website link for designated activities assigned by course instructor.

Professor’s Expectations: In general, you should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating discussions.

- Logging into eCourseware at least three times a week for participation activities and obtaining weekly course NEWS updates;
- Keeping up with deadlines through the course schedule in eCourseware under Getting Started module and in course calendar system;
- Carefully reading the syllabus, assignments, and course content before asking the instructor for clarification;
- Promptly communicating with instructor for clarification on any course or personal matters;
- Utilizing University-provided email account for communication in this course rather than eCourseware email;
- Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University’s Writing Center in McWherter Library and completed well in advance of assignment due dates;
- Treating all members of the course professionally and with kindness and respect;
• Adhering to the University’s Code of Student Rights and Responsibilities found in Student Conduct Handbook (opens in new window) and the Fogelman College of Business & Economics Standards for Academic Integrity Student Integrity
• Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the Instructor.

Class attendance policy:
• Up to two absences are allowed without penalty.
• At three absences, your final grade will be reduced by one letter grade.
• At four absences, you will be withdrawn from the class and you will receive a final grade of F.
• Arriving more than 10 minutes late is considered an absence.

Please inform the instructor before absence if possible. Instructor will review documentation (if available) and count the number of excused vs. unexcused absences for final grade determination.

Student’s Expectations: In my role as your instructor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days, and feedback on all work submitted within 7-10 calendar days.

Technology and Software Requirements:
Please use Chrome or FireFox browsers for best experience for eCourseware and MindTap. Note: Internet Explorer must NOT be used at all.

• The minimum hardware requirements for eCourseware compatibility can be found at University Of Memphis Tech Support
• Students MUST have access to high speed Internet that is readily available.
• The software requirements are Microsoft Office Word, Adobe Acrobat Reader,
• and Microsoft PowerPoint. No other word processing software will be accepted. If you don’t
• have MS Word, then you can save your documents as a rich text file (rtf).
• Students are strongly encouraged to back up their electronic files using an 8MB or larger USB Flash Drive and a cloud storage website system, such as UMDrive, Dropbox, or Google Drive.

Technical Support eCourseware: For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: University of Memphis Help Desk or calling 901.678.8888.

Technical Support for MindTap: Use MindTap Technical Support URL Link in eCourseware MindTap Module.

Guidelines For Communication
Instructor Contact: Please elaemami@memphis.edu email as the primary means for contacting the Instructor. If you wish to speak to the Instructor, please first email to set up a meeting either by phone, Skype, or face-to-face.

The Instructor will make every attempt to respond to email inquiries within 24 hours during the work week. Students will be notified when the Instructor is not available to meet the stated response time through class meeting, email, and in eCourseware news postings.
Email Guidelines:
- Always include a subject line with specific concise topic and “3110-001”
- Remember without facial expressions some comments may be taken the wrong way thus, be
  - careful of your words and tone
- Use standard fonts
- Do not send large attachments without permission
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided
- Use proper and correct grammar, spelling, and sentence format
- Provide your full name in the close of the message!
- Students must use their UM email account

Course Grades
The final grade is determined by the number of points earned on 1) all required assignments 2) MindTap activities, and 3) quizzes, 4) tests, 5) SONA, 6) Participation. Grades will be posted in eCourseware and a final grade posted in MyMemphis portal. NOTE: There is no guarantee that the Instructor will round-up total points at the end of the semester. For example, if a student has an 89.99 average, then the course grade will be a “B+.”

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percent Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>97-100</td>
</tr>
<tr>
<td>A</td>
<td>93-96</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>83-92</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
</tr>
<tr>
<td>C</td>
<td>73-76</td>
</tr>
<tr>
<td>C-</td>
<td>70-72</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
</tr>
<tr>
<td>D</td>
<td>63-66</td>
</tr>
<tr>
<td>D-</td>
<td>60-62</td>
</tr>
<tr>
<td>F</td>
<td>60 Below</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Assessments (5%)</td>
<td>10</td>
</tr>
<tr>
<td>MindTap Assignments (15%)</td>
<td>120</td>
</tr>
<tr>
<td>MindTap Quizzes (15%)</td>
<td>120</td>
</tr>
<tr>
<td>Tests 4 @ 50 pts (45%)</td>
<td>200</td>
</tr>
<tr>
<td>Optional Comprehensive Final Make-up Test</td>
<td>(50)</td>
</tr>
<tr>
<td>Participation/Engagement (15%)</td>
<td>40</td>
</tr>
<tr>
<td>SONA Research (5%)</td>
<td>10</td>
</tr>
<tr>
<td>Total (100%)</td>
<td>500</td>
</tr>
</tbody>
</table>
Participation/Engagement

15% of your grade goes to participation and engagement. Participation is essentially you being present in class. This includes paying attention and not being on other devices or asleep. Engagement is engaging in conversation in class, engaging in group discussions and generally being aware and involved in the class topic.

Class Attendance Policy:

- Up to 3 absences are allowed without penalty.
- Subsequent absences, result in a letter grade off your final grade per day. (ex. 4 absences will mean if you have an A for the class you will have an A-. If you have an A- you will get a B+)
- Arriving more than 10 minutes late is considered an absence.

MindTap Activities

Cengage Publisher’s MindTap is this course’s textbook website resource that contains various quizzes, videos, textbook eBook, and assignment activities aimed to help students experience a robust and engaging learning experience of management concepts. The website can be accessed through the link to the website that is located within the MindTap module within eCourseware. Please note that after purchasing the new textbook, students will receive the ACCESS CODE needed to register in order to access MindTap activities.

There are 13 graded chapter quizzes (10 pts), self-assessments (1 pt), and specified assignments (10 pts) are requirements for this course. Details of specific instructions and due dates are located in eCourseware under the MindTap module and Getting Started module/Course Schedule file, respectively.

There are NO MAKE-UP OPPORTUNITIES for assignments as you have weeks to complete them. They will always be due right before the Exam. For example, for chapters 1, 2, 3, 4 they will be due 9/24 and the Test for those chapters will be open from 9/25 to 9/28. You have from Aug 28th to Sept 24th to complete these chapters. Unless your emergency happened for 27 days there really is no excuse to not turn it in. DO NOT WAIT UNTIL THE LAST MINUTE AS TECHNICAL DIFFICULTIES WILL NOT BE AN ACCEPTABLE EXPLANATION.

Tests

Tests include four (4) eCourseware multiple-choice tests at 50 points each and timed for 60 minutes. Tests will cover textbook, slides, and MindTap material for designated chapters. Test 1 (Chapters 1-4); Test 2 (Chapters 5, 6, 8); Test 3 (Chapters 9, 10, 11); and Test 4 (Chapters 12, 14, 15). THE FINAL COMPREHENSIVE EXAM IS OPTIONAL AND WILL REPLACE A LOWER TEST GRADE IF IT IS HIGHER. Tests and final exams are accessible from the content in eCourseware. Due dates are located in the Getting Started module in eCourseware within the Course Schedule file. Please note that Tests and final exam are not open book, and use of any materials including instructor solution manuals, textbook testbanks, instructor’s guides, textbooks, or Internet searches is a violation of the UM Academic Integrity Policy. Please plan accordingly.

Final Exam Schedule The final exam for this class will be scheduled according to the Registrar’s academic calendar website or during a scheduled class period.
• The **COMPREHENSIVE EXAM IS THE MAKE-UP TEST.** You should make every effort to take the first 4 as you have a better chance at a higher grade.

• Exams must be taken on the date assigned. **NO PROVISION IS MADE FOR MISSING ANY Test DURING THE TESTING SCHEDULE.** Please immediately notify the Instructor well ahead of time if there is an exceptional, personal reason or for a University sanctioned absences.

**Exam-day Conduct:** You are on your honor! All exams are to be taken by you, the student, and without any assistance from any other person. Please refer to the University policy on student conduct in regard to cheating. The instructor will adhere to the disciplinary policy regarding student misconduct. See U of M Code of Student Rights and Responsibilities [University of Memphis Judicial Affairs PDF](#).

**SONA Research Requirement:**

As an important part of the Fogelman College of Business and Economics' research initiative, students in this course are required to participate in a research project that will comprise up to 5% of the students’ course grade. Students may choose to: 1) register and participate in the FCBE SONA research subject pool, or 2) choose one article from a reputable general business or management publication (e.g., *Harvard Business Review, HR Magazine, Inc.*) on a management topic and write a **minimum of two-page typed (minimum 500 words), double-spaced**, research paper using APA format to fulfill the research requirement for this course. The article summary should include 1) summary of the article’s findings or main purpose, 2) the author’s conclusions, 3) the student’s application of this information to some relevant and related topic in the course’s textbook and 4) summary of why this information matters/what is the take-away for us to learn?

Students electing to participate in the FCBE SONA research subject pool will be required to participate in a minimum of 4 units of research activity (roughly 30 minutes for each unit of activity) for this course. Studies conducted using the FCBE Subject Pool will be conducted either in the **Customer Neurol Insights Research Lab** (C-NRL), which is located in FCBE 366, or online.

Students electing to participate in research must first register through the FCBE research participation SONA website at: [FCBE SONA Login](#). No later than Feb, 1st 2019. Students will receive 1 unit towards 4 units required, once registered through SONA website and have participated in a short panel study.

Students then must choose the MGMT 3110 course section/faculty member. Please note that students enrolled in Marketing (MKTG) 3010 may also be required to participate in the SONA system for MKTG 3010 required 5 units of research activity. In cases where students are participating in SONA to fulfill more than one course requirement, they will be required to **register once for each course and participate in studies separately to fulfill each course requirement.** Once registered, students will complete a preliminary screening survey and then will be shown a list of active studies. This list of studies is continuously updated throughout the semester, so please check-in regularly.

Final research participation reports will be sent to faculty at close of business on (Wednesday) **April 24, 2019.** If you choose to do the article summary it will be due on the same date April 24, 2019.

Please note that some studies may be limited in terms of the number of respondents who can participate or may require subjects to meet certain criteria (e.g., male or female, have prior work
experience). Provided students meet any designated criteria, they will be able to self-select the studies they are interested in as well as available days and times for their participation. ***There tends to be higher demand later in the semester as many students delay their participation, so you are encouraged to start early! The last day for registration for Spring 2019 will be Feb 1st, 2019.

The instructor will refer to the SONA portal and assign a P/F grade according to what the students have earned.

Student participation in their selected studies will be recorded and a record of that activity will be sent to their course instructor. Unexcused student no-shows will also be recorded and sent to the instructor. No-shows prevent other students from meeting their participation requirement. Students with more than three unexcused no-shows may be excluded from future research opportunities at the discretion of the researcher or subject pool administrator.

To receive full credit for this research assignment, students choosing not to participate in the FCBE SONA Subject Pool will complete one research paper assignment.

Course & University Policies

E-MAIL: All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Student Responsibility (Attendance & Participation): Attendance is expected and will be recorded. Respect for the Instructor and class members is required thus, class disruption either by arriving late or leaving early will NOT be tolerated. Excessively disruptive students will be expelled from the class. See UM Code of Student Rights and Responsibilities [University of Memphis Judicial Affairs]

Attendance Policy

Campus classes: attendance is expected and will be recorded. Respect for the Instructor and class members is required thus, class disruption either by arriving late or leaving early will NOT be tolerated. Excessively disruptive students will be expelled from the class. See UM Code of Student Rights and Responsibilities (Opens in new window)

Class Attendance Policy:

- Up to 3 absences are allowed without penalty.
- Subsequent absences, result in a letter grade off your final grade per day. (ex. 4 absences will mean if you have an A for the class you will have an A-. If you have an A- you will get a B+)
- Arriving more than 10 minutes late is considered an absence.

Course Absence: NO PROVISION IS MADE FOR MAKING UP ASSIGNMENTS OR QUIZZES except for University-approved reasons (University-sponsored trips, athletic events, or conferences) or for exceptional reasons approved by the Instructor. Those students who have extracurricular arrangements that will conflict with the course MUST make arrangements with the Instructor in advance before due dates of assignments and quizzes. Additionally, personal or work commitment conflicts are not excused absences. Please contact your
Instructor immediately should you have unexpected situations arise.

Adding / Dropping

If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website.

Academic Integrity

The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity.

Academic Dishonesty/ Honor Code: Students are expected to recognize and uphold standards of intellectual and academic integrity as set forth in the University of Memphis Code of Student Rights and Responsibilities. See: University of Memphis Judicial Affairs. Academic dishonesty of any sort will not be tolerated. Your Instructor will adhere to the University policies related to academic dishonesty. Dishonest acts related to academic work, include but are not limited to: using another student’s work as your own, plagiarizing, obtaining aid on quizzes, taking quizzes for others, having another person take your quizzes, having unauthorized knowledge of quiz content, doing work for another student, falsification, and multiple submissions. If plagiarism occurs, the student, at minimum, may be subject to failure of the assignment and/or course. Further action could be taken, up to and including expulsion from the University. Plagiarism is the “intentional use of someone else’s exact words without quotation marks and appropriate credit or the use of someone else’s unique ideas without acknowledgment,” (Alred, G. et al. (2011). Handbook of Technical Writing. New York, NY: St. Martin’s Press.) See How to avoid plagiarism: Online Integrity

Turnitin Statement: “Your written work may be submitted to Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com’s restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.” (University of Memphis, Office of Legal Counsel, October 17, 2005)

Classroom or Online Behavior:

All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in new window).

Laptops, electronic tablets, smartphones, and other Internet-ready electronic devices:
The class will regularly participate in team activities and thus, students will benefit from the use of Internet-ready, electronic devices and are encouraged to utilize the devices in the course. HOWEVER, social media is not included in appropriate use.

Respectful Class Conduct for Campus Classes: When in-class research activities are not being conducted, students are to maintain proper respect for the Instructor and class members by refraining from surfing the Web, texting, listening to video or music, or participating in other disruptive and non-related class activities on the Internet. Additionally, electronic phone devices should be put in the “silent” mode during class time. Leaving the classroom to accept phone calls is also unacceptable. Moreover, any student found playing games, listening to music, or surfing the Web on the electronic devices will be asked to stop and will be asked to leave the classroom, if the conduct continues. See UM policy: University of Memphis Judicial Affairs.

Student Assistance: Students who have difficulties in the course are encouraged to contact the Instructor early in the semester for discussion. Additionally, the College has an Educational Support Program (ESP) that provides academic counseling. The services are free to students and can be helpful to students who sincerely want to learn and improve their grades. For more information on ESP refer to University of Memphis ESP. The Business Learning Center (located in our classroom building, room 256) also provides tutoring in accounting, statistics, finance, management, and marketing. The phone number is 901.678.3912. Hours are 8:00 a.m. -7:00 p.m., Monday through Thursday. Writing assistance is also available in Patterson, Room 225 only. Contact number is 901.678.3912. Tutoring: General tutoring (University of Memphis Tutoring); Writing (University of Memphis Online Tutoring); Study efficiencies/time management-Mitchell Hall, Room 207.

ADA Statement: The University of Memphis and the Fogelman College of Business and Economics is committed to providing equal opportunity and challenge to all academically qualified students with disabilities and is compliant with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. To receive disability related accommodations and services, students must first register with the Disability Resources for Students (DRS) Office and provide current and appropriate documentation which identifies the specific nature and extent of a qualifying disability. The DRS website is University of Memphis drs. The phone number is 901.678.2880 and location is at 110 Wilder Tower.

Minor Children: In order to protect minor children (under the age of 18), The University of Memphis has a policy (see University of Memphis Policy UM 1645) that states that no minor child will be allowed on campus in the workplace, in the classroom, or on campus in unsupervised circumstances.

Late Assignments

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary / Schedule” for all due dates for formally assessed work. If your work is not submitted on time, the instructor reserves the option to deduct up to 25% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

Extra Credit

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus.
Reporting Illness or Absence

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date.

Inclement Weather & Emergencies

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as Live Safe App (download here: LiveSafe-Police) for emergency alerts messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather.

LiveSafe for iOS: A Step-by-Step Guide
LiveSafe for Android: A Step-by-Step Guide

Crisis Management

The U of M Office of Crisis Management (new browser), 678-3692, email: be_prepared@memphis.edu, has established a comprehensive emergency and disaster preparedness program to protect its people, resources, and environment. Sign up here (new browser) to receive Tiger Text emergency alert messages.

FCBE Academic Internship Credit

In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit Internship Credit

Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.

Student Services

Please access the FCBE Student Services (opens in new window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

Resources, Education and Writing Assistance
APA format websites

1. APA
2. Purdue University Style Help
3. Docstyles

Career Services

UM Career Services

Educational Support Program (ESP)

Provides academic counseling, contact information is ESP

Professional Development Center Programs FCBE

Professional Development Center

Business Learning Center

Room 256, FCBE, provides tutoring in accounting, statistics, finance, management, and marketing.

Writing assistance

Available in Patterson, Room 225 only. Contact number is 901.678.3912.

The Center for Writing and Communication

CWC, First Floor Ned R. McWherter Library

Tutoring

1. General Tutoring
2. Writing and Online Tutoring

Study efficiencies/time management
Mitchell Hall, Room 207