

UNIVERSITY OF THE INCARNATE WORD
School of Professional Studies
MGT 3340 Concepts and Functions of Management
COURSE OUTLINE

See Instructor Section of Blackboard Course for More Information

Overview of the Course

An introduction to theories, concepts and functions of management with emphasis on both the content and context of management practices. The contextual component focuses on managerial skills, the evolution of management, social responsibility and managerial ethics. The content component focuses on the functions of management to include planning, organizing, staffing, leading and controlling. Evaluate and apply Strategic Planning and Management in the context of Leadership and Culture. Learn and apply the three managerial roles; Interpersonal, Informational and Decisional. Learn and apply the history of management to today's world. Finally, to learn about contemporary issues of management in the 21st century, and the changes required to survive and prosper in this changing environment. Requirements essential to the course: This course requires the use of case studies, Business Periodical Research Reports, and oral presentations to understand the material. Ability to utilize on-line communication tools. Good reading comprehension ability. And Use of basic productivity software Research tools essential to the course: This course requires familiarity with, and access to, management oriented journals. The WWW, Internet research skills & UIW VPN resources.

Study Topics:

- planning, organizing, leading, staffing, controlling
- business and managerial ethics and decision-making.

Description of the course:

Introduction to the theories, concepts and functions of management. Topics include planning, organizing, leading, staffing, controlling, business and managerial ethics and decision making. Management concepts will be applied by analysis of available data and by seeking contemporary opportunities, issues and problem situations. Prerequisite: None. This course may not be repeated for credit.

This course is part of: Associate of Arts in Information Systems, Associate of Arts in Business Administration, Bachelor of Arts in Applied Science, Bachelor of Arts in Administration, Bachelor of Arts in Human Resources, Bachelor of Arts in Organizational Development, Bachelor of Science in Business Administration Major Requirements, Bachelor of Science in Health Sciences with an Administration concentration, Bachelor of Science in Leadership Studies, Minor in Operations Management, Minor in Logistics Management, Minor in Leadership Studies, Minor in Project Management. This course may be offered in a face-to-face, blended and online format.

Outcomes	Assessments will be a combination of the following
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1. Explain the fundamental disciplines of business management and leadership.
2. Apply management concepts by analysis of available data and by application to contemporary opportunities, issues and problem situations.
3. Use the elements of effective decision making– research, assessment and consequence.
4. Apply elements of effective decision making to areas that are central to career development – self assessment, market conditions and planning.
5. Develop the abilities to plan for effective communication via reflection, presentation and evaluation.

1. Instructor designed examinations evaluating objective and applied concepts.
2. Research projects requiring concise and impactful report and presentation.
3. Subjective evaluation of in class and/or on-line class discussion and participation.

Course Outline

Week	Chapter Readings and Discussions	In Class and Homework Assignments
Week #1	Chapter 1: Managing and Performing Chapter 2: The External and Internal Environments	Homework/Class Activities (3) Discussion questions on Ch. 1 & Ch. 2 Course Materials Review and Discussion (2) Syllabus quiz/Confirmation of receipt View Video on BlackBoard (C.Porter) Paper/Project Development (1) APA Style Guide Intro and quiz Reaction Paper: Assigned Article Review
Week #2	Chapter 3: Managerial Decision Making Chapter 4: Planning and Strategic Management	Homework/Class Activities (3) Discussion questions on Ch. 3 & Ch. 4 Course Materials Review and Discussion (2) Video on Globalization Paper/Project Development (1) Library Resource Video by Erin Student paper on researched article related to Globalization Submit topic for research paper/project
Week #3	Chapter 5: Ethics, Corporate Responsibility and Sustainability Chapter 6: International Management	Homework/Class Activities (3) Discussion questions on Ch. 5 & Ch. 6

		<p>Course Materials Review and Discussion (2) Organizational Research on student company of choice (SWOT)</p> <p>Paper/Project Development (1) Submission History of Organization and SWOT submission</p>
Week #4	<p>Chapter 7: Entrepreneurship</p> <p>Chapter 8: Organization Structure</p>	<p>Homework/Class Activities (3) Discussion questions on Ch. 7 & Ch. 8</p> <p>Course Materials Review and Discussion (2) Video on Entrepreneurship</p> <p>Paper/Project Development (1)</p> <p>Submit outline of research paper/project Outline and bibliography of at least two sources</p> <p>Midterm Examination (questions from the first half of the course) True/False & Multiple Choice</p>
Week #5	<p>Chapter 9: Organizational Agility</p> <p>Chapter 10: Human Resources Management</p>	<p>Homework/Class Activities (3) Discussion questions on Ch. 9 & Ch. 10</p> <p>Course Materials Review and Discussion (2) Human Resource Management</p> <p>Paper/Project Development (1) Student paper – research directed at subjects from Weeks 3-5</p>
Week #6	<p>Chapter 11: Managing the Diverse Workforce</p> <p>Chapter 12: Leadership</p>	<p>Homework/Class Activities (3) Discussion questions on Ch. 11 & Ch. 12</p> <p>Course Materials Review and Discussion (2)</p> <p>Paper/Project Development (1) Submission of Manager's Survey Paper</p>

Week #7	Chapter 13: Motivating for Performance Chapter 14: Teamwork	Homework/Class Activities (3) Discussion questions on Ch. 13 & Ch. 14 Course Materials Review and Discussion (2) Video on Motivation and Teams Paper/Project Development (1) Group Work: Shared outlines and feedback; additional source per student shared
Week #8	Chapter 15: Communicating Chapter 16: Managerial Control	Homework/Class Activities (3) Discussion questions on Ch. 15 & Ch. 16 Course Materials Review and Discussion (2) Paper/Project Development (1) Consolidation of Research Paper Submit completed research paper/project Final Examination (questions from the second half of the course) Multiple Choice & True/False Questions

Total 48 hours

Note: Each week you will notice a number in parenthesis. This is the Alternative Learning Equivalencies for this course. It is an expectation for the minimum amount of time (hours) you will spend on each topic during the week. Its primary purpose is for accreditation.

Grading Activities Criteria and Guidelines

Grading Standards:

Discussion/Participation	20%
Homework/Assignments	15%
Research Paper/Project	15%
Midterm Examination	25%
Final Examination	25%
Total	100%

Grading Scale:

A	93 - 100	B-	80 - 82	D+	67 - 69
A-	90 - 92	C+	77 - 79	D	63 - 66

B+	87 - 89	C	70 - 76	D-	60 – 62
B	83 - 86	There is no C- grade at UIW		F	< 60

A and A- indicates a superior grasp of the subject matter of the course, initiative and originality in attacking problems, and ability to relate knowledge to new situations.

B+, B, and B- indicates better than average grasp of the subject matter of the course and ability to apply principles with intelligence.

C+ and C indicates an acceptable grasp of the essentials of the course.

D+, D, and D- indicates less than average performance in the course.

F indicates failure to master the minimum essentials of the course. The course must be repeated.

Discussion:

Students are encouraged to use outside materials and examples in class discussions, whether online (in online version of the class) or on-ground. Constructive class contribution includes being present, engaged, and professional. We will try to spend time each class discussing content in addition to lectures. Students will be expected to participate in discussion by asking questions, sharing examples, presenting arguments, and sharing real-world applications.

Participation, Punctuality and Attendance: Requirements and Expectations for In-person Classes

- Attendance: Abide by the UIW Attendance Policy as stated in the Catalog: <https://uiw.smartcatalogiq.com/en/2019-2020/Catalog/VII-Institutional-Academic-Policies/Attendance-and-Religious-Observance-Policies>
- Eating and Smoking: NOT ALLOWED in class
- Talking and Messaging using mobile devices: NOT ALLOWED in class
- Copies of homework, tests, exams, and e-mail communication: Save for your records
- Assignments and homework with due dates: Expected to be turned-in on time

Homework Rubric:

Use APA style writing as the standard format. Homework will be graded using the rubric below:

Homework Rubric				
Criteria	90 - 100% Excellent	80 – 89% Good	70 – 79% Fair	Below 70% Poor
Completeness	Complete in all respects; reflects all requirements	Complete in most respects; reflects most requirements	Incomplete in many respects; reflects few requirements	Incomplete in most respects; does not reflect requirements
Analysis, evaluation, and recommendations	Presents detailed, realistic, and appropriate recommendations clearly supported by the information presented and concepts from the reading	Presents specific, realistic, and appropriate recommendations supported by the information presented and concepts from the reading	Presents realistic or appropriate recommendations supported by the information presented and concepts from the reading	Presents an incomplete analysis of the issues identified
Research	Supplements case study with relevant and extensive research into	Supplements case study with relevant research into the	Supplements case study with limited research into the	Supplements case study, if at all, with

	the present situation of the company; clearly and thoroughly documents all sources of information	present situation of the company; documents all sources of information	present situation of the company; provides limited documentation of sources consulted	incomplete research and documentation
Writing mechanics	Writing demonstrates a sophisticated clarity, conciseness, and correctness; includes thorough details and relevant data and information; extremely well-organized	Writing is accomplished in terms of clarity and conciseness and contains only a few errors; includes sufficient details and relevant data and information; well-organized	Writing lacks clarity or conciseness and contains numerous errors; gives insufficient detail and relevant data and information; lacks organization	Writing is unfocused, rambling, or contains serious errors; lacks detail and relevant data and information; poorly organized

Discussion Rubric:

	<70%	70%-79%	80%-89%	90%-100%
Business Acumen	Does not demonstrate competence in course concepts, either by lack of connection to concepts in contributions, or by misrepresenting concepts when used.	Demonstrates limited competence in course concepts. There is significant room for improvement in terms of the scope and the depth of content coverage.	Demonstrates competence and accuracy in using course concepts OR makes frequent effort to use course concepts, but with room for improvement in terms of consistency, and level of detail.	Frequently uses a wide range of concepts from the class materials, demonstrating competence and accuracy in the use of concepts.
Critical Thinking	Does not demonstrate critical thinking. Does not work with peers to devise ways to cover course content. Student does not critically examine arguments, alternatives, and analysis.	Rarely demonstrates critical thinking, appearing to be willing to accept all written and spoken statements as fact rather than exploring or challenging ideas. Rarely works with peers to outline approaches to	Occasionally engages in activities designed to cause depth of thinking, including occasional questions, or efforts to address the unknown or challenge assumptions. Occasionally works with peers to structure learning	Frequently asks and makes an effort to explore relevant, thought-provoking questions to advance the conversation and encourage deeper exploration of concepts. Facilitates content coverage. Critically examines

		covering course content. Room for improvement in terms of critically examining course content.	processes. Occasionally critically examines arguments, alternatives, and analyses.	arguments, alternatives, and analyses.
Personal Effectiveness	Student does not demonstrate personal effectiveness. Lack of engagement results in little or no impact on learning, OR contribution effort has a negative impact on self and others.	Infrequent contribution effort leading to limited influence on the group. Infrequently engages peers using a wide variety of participatory behaviors. Contribution effort occasionally has a negative impact.	Occasional contribution effort, however, positive impact and influence on class discussions when contributions are made. There is room for improvement in terms of engaging peers using a variety of contribution guidelines.	Consistently uses a wide range of contribution approaches, leading to clearly positive influence and impact on the class discussions and the learning of self and others.

[Academic Integrity Policy](#)

University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The University expects its students to pursue and maintain truth, honesty, and personal integrity in their academic work. Academic dishonesty, in any form, constitutes a serious threat to the freedoms, which define an academic community. The following definitions and guidelines have therefore been established to secure the maintenance of academic integrity at Incarnate Word.

[UIW Course Policies, Guidelines and Accommodations](#)

This course complies with all UIW academic policies and federal guidelines, including but not limited to: academic integrity, disability accommodations, pregnancy accommodations, Title IX non-discrimination, and class absences for religious observances. Current policy statements will be provided to all students through the learning management system and in information provided on the first day of class. Hyperlink takes you to Blackboard, please click on UIW Course Policies, Guidelines and Accommodations tab.

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