



Instructor: Dr. John Humphreys
E-mail: john.humphreys@etamu.edu
Office: COB 3rd Floor, Rm 335
Office Hours: Tues, Thurs 10:45 – 11:45 AM
Classroom meetings: Tuesday and Thursday 9:30 – 10:45 AM - Room 340

TEXTBOOK:

Principles of Management (2019, OpenStax)

This is an Open Educational Resource (free link to [online](#) and [.pdf](#) versions)

Additional Readings:

Humphreys, J. (2004). The vision thing. *MIT Sloan Management Review*, 45(4): 96.

Humphreys, J., Ahmed, Z., & Pryor, M. (2009, May). World-Class Bull. *Harvard Business Review*, 87(5): 35-42.

Humphreys, J., & Langford, H. (2008). Managing a corporate culture slide. *MIT Sloan Management Review*, 49(3): 25-27.

Mobley, M.E., & Humphreys, J. (2006, April). How Low Will You Go? *Harvard Business Review*, 84(4): 33-44.

COURSE OBJECTIVES:

This course is a comprehensive study of managerial functions (planning, organizing, leading, and controlling) for the purpose of achieving organizational goals. Its primary aim is to provide a knowledge base for addressing challenges inherent in managing people. Through completion of this course students will:

- Explain the role, purpose and functions of management
- Understand the environmental forces that affect managers and organizations.
- Compare and contrast ethical systems and their influence on decisions made by managers

COB STUDENT LEARNING OBJECTIVES:

1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
3. Students will identify and evaluate ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

Student Learning Outcomes (SLOs)	Objectives - After successfully completing this course, students will be able to:	Objectives will be measured as follows:
2, 5	Explain the role, purpose and functions of management	Ethics Case Study Article Summaries
3, 5	Compare and contrast ethical systems and their influence on decisions made by managers	Ethics Case study Exams
5	Understand the environmental forces that affect managers and organizations.	Exams

COURSE FORMAT:

You will find most of the information and materials that you will need to complete the course in this syllabus and on the D2L course management website.

COURSE SCHEDULE:

A course schedule is included at the end of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may adjust based on what happens in class and in the business world. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the "Doc Sharing" tab. You should read this document, initial it, and submit it to me via its corresponding "Dropbox".

STATEMENT ON AI USE IN COURSES [MAY 2023]:

ETAMU acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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 reasonable accommodation of their disabilities. If you have a disability requiring accommodation, please contact:

Student Disability Resources & Services
East Texas A&M University
Gee Library, Room 162
Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148
StudentDisabilityServices@etamu.edu

COUNSELING CENTER:

The Counseling Center at ETAMU, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.etamu.edu/counsel

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas ETAMU buildings only by people who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and ETAMU Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to

((<http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all ETAMU campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

ETAMU will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation based on race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination based on sexual orientation, gender identity, or gender expression will be maintained.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you always maintain a professional demeanor, including during “electronic communication”. Texas ETAMU expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. Take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to attend class and log onto MyLeoOnline regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in class, on MyLeoOnline and/or through e-mail. It is your responsibility to become aware of any such changes.
- **E-mail:** Routinely check your **Texas ETAMU** email account. This is my primary mechanism for communicating outside of the class and MyLeoOnline. Additionally, I check my e-mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it is just to acknowledge receipt of the email while I continue to work on the request).

ASSIGNMENTS:

1. **Format & Naming Convention:** All submitted assignments should be MS Word (.doc or docx) documents unless otherwise posted in the assignment instructions. Put your “LastnameFirstname” in the title of all submitted documents. Example: “WilliamsAlex Assignment 1.docx”
2. **Due Dates & Times:** Assignments are due at the **date** and **time** listed in MyLeoOnline. You will have until **8:00 AM CST on the due date** to submit assignments.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is incomplete.
4. **Late Policy:** I will accept late assignments, but with penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the deadline, I will deduct 10 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
5. **Make-up Exams or Late Assignments are only accepted if you obtain university approved documentation for your excuse.** There are no make-up assignments for poor performance on a previous assignment.

GRADE COMPONENTS:

Component	Type	Percentage
Participation/Attendance	Individual	10 %
Case Analyses	Individual	20 %
Class Module Exams	Individual	30 %
Group Analyses & Presentations	Group	10 %
Comprehensive Final Exam	Individual	30 %
Course Total		100%

Grading Scale:	
A	90 – 100%
B	80 – 89%
C	70-79%
D	60-69%
F	Below 60%

Incomplete - Must be previously agreed upon by student and instructor.

Withdrawal - Must be initiated by the student administratively.

Class Attendance/Participation/Exercises

Class attendance and participation (e.g., providing insightful comments and questions about the readings, contributing to class discussions, class exercises) are expected & will be graded. Additionally, role will be taken on a regular basis.

Case Assignments

Understanding the role of ethics in decision making is a major part of success in today's business environment. Therefore, this assignment will help you assess and increase your ability to evaluate business decisions from an ethical standpoint.

Group Project

The ability to present in front of a group is another essential skill for businesspeople. Therefore, each student will be assigned to a group to analyze the four forces in the broad environment. Groups will create the analysis and present a PowerPoint presentation on that organization to the class.

Exam Information

Exams will be given to assess your understanding of course material. Exams will be in-class.

NOTE: An exam should be a measure of a student's learning. Academic dishonesty diminishes a student's learning and devalues the learning of other students. It is unacceptable in an academic community. Therefore, some course exams employ a proctoring service to ensure exam security. These rely upon an algorithm to flag suspicious behavior.

Further details on all assignments and grade components will be provided in MyLeoOnline and in class.

Semester Calendar

Date	Day	Week	Lectures and Readings	Individual – Group Assignments
1/13	T	1	Introduction and Overview of Management and Management History (Chapters 1 and 3)	Show up ☺
1/15	Th		Managerial Ethics & Fiduciary Responsibility (Chapter 5)	Assign Case 1 – World Class Bull (due by 8:00 AM on 1/20)
1/20	T	2	Case 1 Discussion and Debriefing	Case 1 due
1/22	Th		Managerial Decision Making & Problem-Solving (Chapter 2)	
1/27	T	3	Exam 1	
1/29	Th		Exam Discussion	
2/03	T	4	Leadership (Chapter 13)	
2/05	Th		Leadership (cont.)	
2/10	T	5	Work Motivation (Chapter 14)	
2/12	Th		Work Motivation (cont.)	
2/17	T	6	Managing Groups and Teams and Psychological Contracts (Chapter 15)	Assign Case 2 – How Low Will You Go? (due by 8:00 AM on 2/19)
2/19	Th		Case 2 Discussion	Case 2 due
2/24	T	7	Managerial Communication (Chapter 16)	
2/26	Th		Conflict Management	
3/03	T	8	Exam 2	
3/05	Th		Exam Discussion	
3/10	T	9	Spring Break	
3/12	Th		Spring Break	

3/17	T	10	Strategic Analyses (Chapter 8) - Assign Humphreys, 2004 for reading	Assign group analysis of the broad environment (due by 8:00 AM on 3/24)
3/19	Th		Group Work	
3/24	T	11	Group presentations	Broad Environment Analysis due by 8:00 AM
3/26	Th		The Strategic Management Process (Chapter 9)	
3/31	T	12	Strategic Management process (cont.)	
4/02	Th		Organizational Culture, Structure, and Change (Chapter 4) Assign Humphreys & Langford, 2008 for reading	
4/07	T	13	Exam 3	
4/09	Th		Exam discussion	
4/14	T	14	Human Resources (Chapter 11)	
4/16	Th		International Management (Chapter 6)	
4/21	T	15	Entrepreneurship (Chapter 7)	
4/23	Th		Final Exam Review	
4/28	T	16	Study Week	
4/30	Th	17	Study Week	
5/07	Th	18	Final Exam 8:00 – 10:00 AM	