

Class M-W 5:30-6:45 pm
Sect. & Call 002 - 16778
Professor Dr. William Acar
Office A413 BSA
Hours M-W 12:00-12:30 noon, 1:45-2:15 pm, 5:00 -5:30 pm, 6:45-7:15 pm & by appointment

General Info For university notifications as well as class **announcements**, **please consult regularly your university email** as well as the postings on the physical Principles of Management Bulletin Board on the first floor.

E-mail wacar@kent.edu {Please note that I do not have to respond to messages that do not bother to include:
i) the sender's **full** name or "signature", ii) a subject heading, iii) a salutation addressing me by name and title.}

Phone (330) 672-1156 -- In case of **emergency**, call me at home at 330-673-6514.

Prerequisite Sophomore standing (completion of 30 hours). Since students without the proper prerequisites risk deregistration from the class, in case of doubt please consult the U-G Course Catalogue or the advisors at the UPO (Undergraduate Programs Office, room 107).

Registration It is the student's responsibility to ensure that one is not just *authorized* to register, but also duly *registered*. Using **Student Tools** on **FlashLine** during the first two weeks, ensure you are properly enrolled in this class and section. You only have till **Sunday 8 September** to settle your course fees and correct any registration errors. You should therefore review your enrollment situation (and consult with your advisors at the UPO if needed) before that date. Even though you may diligently attend and earn good grades on your exams, I will **not** be allowed to give you a final term grade unless you are properly registered in this section.

Required Text "*Principles of Management*" by Charles W.L. Hill & Steven L. McShane, McGraw-Hill / Irwin (ISBN 978-0-07-353012-3 for the student edition).

Objective Students will recognize each functional area of management (i.e. accounting, finance, information systems, human resources, management, marketing, operations, planning) and its contribution to organizational success.

Method **My method is to develop critical thinking through comparative analysis.** The course consists of a mixture of lectures and discussions designed to make room for some personal research. You are supposed to read the chapters assigned in the following course calendar **before each class**. The classes are sessions in which your instructor (with the participation of occasional guest lecturers) will discuss the material with you in order to bring up the subtle points that may be missed in your initial study. In this manner, *every class* in which you follow the instructor's questions (or, better still, respond to them) will serve as *exam preparation* for you.

Please note that class time will *not* be spent showing you simple summaries intended for short-term memorization. Pointers on the important elements of each chapter, as well as the Power-Point slides illustrating each chapter, have been posted on **Blackboard Learn** for long-distance viewing before class or just after the lecture. The latter can also be accessed on the McGraw-Hill / Irwin website: <http://www.mhhe.com/hillmcshane>

Attendance

Please note that, even when this course is taught in two sessions, the students must attend the session in which they are registered. Exams **must** be taken during the session in which one is registered. No departures from this rule will be allowed except in cases of dire emergency – and these will have to be cleared with the professor *beforehand*. Failure to do so may result in no grade being given for exams taken outside one's allocated time.

Attendance is for your benefit and is your responsibility. Grades usually correlate strongly with attendance, especially since most exam questions will focus primarily on **all** that is covered in class and **the way** it is presented. It is therefore to your advantage to attend regularly *and try to respond to the questions that the instructor asks to check on your understanding*.

Moreover, as you can gather from my opening lecture, you (and your grade) would greatly benefit if you and a few classmates organize yourselves into a *student support group* or "*quality circle*" for the purpose of sharing notes and asking each other questions. If an impediment arises and you can't attend on a certain day, *do not call or e-mail the lecturers*; simply read the chapter, visit the Power-Point slides posted for you and make arrangements with members of your support group to take notes for you. If you run into questions your group meetings have left unresolved, bring them to the instructors' attention.

Class Participation When seats are available, students will be expected to fill the seats from which they can best follow the lecture, namely those in the **front center** of this large room. Students who have to leave early often sit at the back in order not to be disruptive; I would rather you make the best of your attendance while you in class by avoiding the corners and sitting as close to the front as possible.

Students should come to class prepared to discuss any pre-assigned material (text, cases, handouts) in class. They are also expected to be active participants in class discussions. **All** parts of the course (lectures, discussions, handouts) are fair game for the exam; hence attending and following the thrust of the lectures becomes extremely important. However, attending them with no preparation whatsoever will not allow you to truly benefit from them. You should *read, or at least scan, the material beforehand* with an eye for noting the **connections** between the various parts.

Students are responsible for asking questions about material not clearly understood. There will also be group discussion periods in each session to develop your critical thinking and give you a chance to acquire an understanding of the material that goes beyond mere memorization. In most cases, you will simply discuss the material with the person(s) closest to you. *So sit near your study partners* but avoid chatting in class.

Students with Disabilities In accordance with University policy 3342-3-01.3, if you have a documented disability and require accommodation to obtain equal access in this course, please contact the instructor at the beginning of the semester (or when expecting an assignment for which accommodation is required). Students with disabilities must verify their eligibility through the Student Accessibility Services (SAS) office in the DeWeese Health Center (call 672-3391 or visit <http://www.kent.edu/sas/index.cfm> for information or to register).

Grading **A total of 100 points can be obtained.** The changeover to the plus-minus system will *not* be implemented this term in this class. An easy, direct grading scale will be used for both the numbers and percentages. The conversion scale will conform to, or possibly be more lenient than, the following: A = [90-100], B = [80-89], C = [70-79], D = [60-69], F = [< 60]. The point breakdown is:

(Initial) Exam 1	20 points
(Mid-term) Exam 2	30 points
(Mid-term) Exam 3	30 points
(Final) Exam 4	20 points

Exams The exams will consist of multiple-choice questions based on the recent material as well as **all** previous material from the lectures, textbook, handouts and class discussions. In addition, to test your retention and digestion, they will also comprise some thoughtful and integrative questions to which the answer cannot be gathered by straight and literal memorization of the course material.

Exam 1 will bear on a small segment of the book. The subsequent exams will bear mostly on a segment of the book, but will also contain a number of questions from the earlier parts, so as to test your digestion of the entire course and prepare you for the state's *Assessment of Learning* exam that is administered to 4th-year seniors.

Exams, especially the first, are likely to contain a couple of extra questions to cover for the odd chance of a question being misread or misinterpreted. (Students who follow proper exam procedures will be granted these bonus points.) Given this precaution, *no grade change will be made on an individual basis because of questions misread or misunderstood*. You can review the way you responded to past exam questions by looking up your copies in the M&IS Student Service Center located on the M&IS floor. However, asking questions of the instructor and reviewing past exams must be done **before** the day of the exam.

Due to the size of the class and the speed with which multiple-choice exams are administered, it is infeasible for me to answer questions during the exam. This would *unfairly* favor those students who ask questions over the others. The point is that interpreting the questions correctly is part and parcel of what my system (of the students reading beforehand and the instructor going over the subtle points in class) is set up to teach you. **Those who follow the system and attend class regularly usually recognize the intent and scope of the questions, and do well on the exams.**

The exams will *not* be expected to take up the entire time scheduled in the Schedule of Classes, but the time allocated for them is decided upon by the instructor; it is designed to be commensurate with the number of questions asked and the degree of difficulty of the exams. For the sake of exam fairness, students must turn in their exam copies before or at the end of the *time specified by the instructor*.

Missed Exams Students are expected to take exams on the dates indicated in the syllabus or posted on the PoM Bulletin Board. Make every effort to attend. In the event of an emergency or *unavoidable* conflict affecting one exam, there will be no need to make it up; I will simply adjust the weight of the other 3 exams accordingly. However, **exams (final included) are *not* optional** – so you need to clear your absence with me through a *legitimate excuse* backed by written documentation. In the unusual case that you are prevented from yet another exam by an emergency after having already missed an earlier one, alternate arrangements (probably an essay exam) could be made, but only for those facing a legitimate emergency.

Drop Date The last day to withdraw with a transcript mark of “W” is Sunday **3 November 2013**.

Student Feedback Formal class evaluations will be filled out at the end of the term; however, don't wait till then to share your concerns or simply your views with me. Your feedback is valuable: feel free to visit or e-mail me and offer any suggestions, insights or other feedback throughout the semester.

- **I will be using Blackboard Learn primarily for posting**, not for e-mail. If you wish to email me, please do so at the address and according to the procedure described in the third paragraph of p. 1.

Academic Honesty *Plagiarism* is the misrepresentation of the source, nature or conditions of one's academic work. The use of the intellectual property of others without giving them due credit is considered a serious academic offense. *Cheating* occurs when one or more people engage or cooperate in such misrepresentations. It is the University's policy that cheating or plagiarism results in receiving a failing grade (0 points) for the work or course. Repeat offenses may result in dismissal from the University.

Also, quizzes, tests or final exams from this class's previous semesters may not be used as study guides. If you obtain current or previous quizzes, tests or final exams in this manner, you are hereby informed that this will be considered *cheating* and subject to appropriate disciplinary action.

When Do Class Sessions End? Class sessions will not end 5 minutes before the end of the allotted time, but when I have finished lecturing. Attending classes to their very end carries its own reward. After all, that is when many “exam tips” are likely to be delivered.

Electronic Equipment In this class, the use of electronic equipment is limited to posting the book's P-Point slides and my class notes on Blackboard Learn. These have to be consulted before class (and printed if you so wish). In class, want you to work on developing your critical thinking by following the class proceedings closely – and participating in the ensuing discussions. **Hence ALL electronic equipment should be put away and turned off during all class sessions.**

COURSE CALENDAR

8-26	Introduction to the course (and initial formation of study groups at end of class)	
8-28	Chapter 1:	Introduction to Management
9-2	NO CLASS	Labor Day
9-4	Chapter 2:	The Environment(s) of Management
9-9	Chapter 3:	Globalization and the Manager
9-11	Chapter 4:	Stakeholders, Ethics & Corporate Social Responsibility
9-16	Exam 1	[chapters 1, 2, 3 & 4] {Please follow the exam procedures indicated on the exam sheet or mentioned in class}

9-18	Chapter 5:	Planning & Decision Making
9-23	SPEAKER	Presentation on sustainability (chapter not yet in textbooks)
9-25	Chapter 6:	Strategy & Competitive Advantage
9-30	Chapter 7:	Managing Operations
10-2	Chapter 8:	Organizing & Organizational Structures
10-7	Chapter 9:	Control Systems
10-9	Instructor-Moderated Review Session	
10-14	Exam 2	[chapters 5, 6, 7, 8, 9 + earlier material]
10-16	Chapter 10:	Organizational Culture
10-21	Chapter 11:	Developing High-Performance Teams
10-23	Chapter 12:	Staffing & Developing a Diverse Workforce
10-28	Chapter 13:	Motivating & Rewarding Employee Performance
10-30	Chapter 14:	Managing Employee Attitudes & Well-Being
11-4	Instructor-Moderated Review Session	
11-6	Exam 3	[chapters 10, 11, 12, 13, 14 + earlier material]
11-11	NO CLASS	Veterans Day Observance
11-13	Chapter 15:	Managing through Power, Influence & Negotiation
11-18	Chapter 16:	Effective Leadership in Organizations
11-20	Chapter 17:	Communication in Organizations
11-25	Chapter 18:	Managing Innovation and Change
11-27	NO CLASS	Thanksgiving Recess
12-2	Chs. 6 & 8:	Review of chapters 6 and 8
12-4	Instructor-Moderated Review Session	
12-9	Final Exam	[chapters 15, 16, 17, 18 + earlier material] in the same room as the lectures.

PLEASE NOTE that the timing of the final exam (5:45 am on Dec 9th) is *not* under the control of your instructor, but has been posted long ahead of time on **the University Registrar's website**. Its timing, as well as that of your other exams, can be verified by accessing the official Registrar's website at: http://www.kent.edu/registrar/calendars/fall_finalsched.cfm. Do check again closer to the exam date.