

Course: Essentials of Management - Management 5010

Course Schedule: Tuesday and Thursday 4:00 – 8:00 in the Innovation Lab and remote locations

Professor: Dr. Karen Ann Tarnoff

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Office Hours: By appointment or drop by

Texts: Robbins (2000) Essentials of Organizational Behavior, 6th edition, Prentice Hall; and Frost, Mitchell, and Nord (1995) Managerial Reality: Balancing Technique, Practice, and Values, Prentice Hall.

Course Description and Objectives: This course introduces the student to a range of basic management issues, concepts, theories, and tools. It is focused on providing students with tangible tools and techniques, which can be applied in organizations. Students will view organizations from three perspectives or levels of analysis: the individual, group and teams, and organizational structure. Both formal and informal organizations will be discussed. Students will gain an appreciation of and understanding that an organization's competitive advantage rests upon the management of its human capital.

Learning Objectives:

Upon completion of this course, the student should be able to:

- Identify the appropriate level of analysis for organizational issues and define a model detailing appropriate variables;
- Describe and discuss the evolution of management concepts and theories;
- Explain the crucial competitive role of managing human capital from various perspectives (e.g., leadership, conflict resolution, motivation);
- Utilize management tools (e.g., motivation theory) to accomplish organizational goals (e.g., performance, effectiveness, quality);
- Analyze an organization's environmental context including threats, constraints, and opportunities and develop appropriate organizational plans for managing human capital within that context;
- Prepare, as part of a team, an analysis of a core organizational behavior/management topic (e.g., decision making, perception, values, attitudes, motivation, leadership, power, politics, conflict, structure, design, culture, change) that includes analysis of relevant theoretical literature as well as discussion of specific organizational practices (i.e., "real world" organizational illustrations).

Instructional Methods: This class will be conducted in a lecture/discussion format. It is assumed that all students will have read, for understanding, the materials assigned for each class. The quality of the educational experience you will derive from this class does not depend solely upon me. You are not the passive recipients of information. You should take an active role and, accordingly, are expected to actively participate each day. Participation can come in many forms: questions, comments, responding to my questions of the class. Be creative!! Bonus points may be given at my discretion for outstanding incidents of participation. Consistent lack of participation by the class may result in pop quizzes or the assignment of sections of material to specific class members who will then lead discussion. Similarly, changes to the course schedule may be made at my discretion. Other changes regarding the syllabus will be made by the class as a whole. Every attempt will be made to make changes that only benefit students.

Your Responsibilities as a Member of this Class:

- ☐ TO READ AND UNDERSTAND this syllabus - it is the contract for this course to which both you and I will be held;
- ☐ To take an active role in your own learning process and take responsibility for your learning as a paying consumer of this course;
- ☐ To attend class...This is not a correspondence course;
- ☐ To come to class prepared - Complete readings on time;
- ☐ To not sleep, read, study, or dine during class;
- ☐ To prepare assignments neatly and turn them in on time;
- ☐ To label assignments and tests with your social security number **ONLY**;
- ☐ To improve your intellectual skills as well as learn factual material;
- ☐ To give me feedback on the quality of my teaching techniques;
- ☐ To neither cheat nor plagiarize at any time – The ETSU honor code will be strictly enforced at all times. To that end, you should neither give nor receive any help on any assignment, project, or test inside or outside class without my EXPLICIT PERMISSION. You should be familiar with the ETSU honor code. If not, the following is provided for your information. If you have any questions regarding the honor code, please feel free to ask me. I will be happy to help.

"East Tennessee State University is committed to developing the intellect and moral character of its students. To that end, all instances of plagiarism, cheating, and other forms of academic misconduct shall be punished in accord with Tennessee Board of Regents Policy. Academic misconduct is defined as cheating on coursework, committing plagiarism, and/or giving or receiving unauthorized aid on coursework. Any knowledge of conduct of this nature should be reported to the proper authorities. Not reporting instances of academic misconduct represents a fundamental break with honor code policy, and although this offense is not punishable, reflects a callous disregard for yourself, your classmates, and your professors. Penalties for academic misconduct will vary with the seriousness of the offense and may include, but are not limited to: a grade of F on the work in question, a grade of F for the course, reprimand, probation, suspension, and expulsion. For a second academic misconduct offense, the penalty is permanent expulsion." (East Tennessee State University Student Handbook, 1997)

My Responsibilities as Professor:

- ❑ To teach you the factual material;
- ❑ To teach you intellectual skills you can utilize during the remainder of your education and throughout your career including improving your reading comprehension, integrative skills, analytical skills, writing skills, and presentation skills;
- ❑ To get to know each of you, so I can best teach the material;
- ❑ To treat all students fairly, respectfully, and equally;
- ❑ To strictly enforce all aspects of the University honor code;
- ❑ To empower and motivate you to learn both factual material and additional managerial skills;
- ❑ ***To practice what I preach - to utilize all the management skills I expect you to learn in my management of this class.***

Examinations: There will be two examinations each worth 250 points. The tests will be comprised of essay/discussion questions. The final will not be cumulative, but may include questions intended to assess overall understanding of material (i.e., the "big" picture). Tests will be take home tests that will be handed out one week to be returned the next week **AT THE BEGINNING OF CLASS**. Students will be allowed to use their own textbook and their own notes **ONLY**. **OUTSIDE SOURCES (i.e., other texts, journal or magazine articles, other people) ARE STRICTLY FORBIDDEN. USE OF OUTSIDE SOURCES WILL CONSTITUTE CHEATING!! STUDENTS MAY NOT CONSULT ANYONE ELSE FOR HELP ON THE EXAMINATIONS. THIS INCLUDES PROOFREADING. EXAMS WILL BE MONITORED FOR CHEATING.** Page limits will be imposed and must be strictly followed. Students who violate the page limits will lose five points per page over the limit. Students must turn in their tests both in hard copy **AND** on diskette. Make-up exams will not be given.

Participation: Participation is a ***requirement*** of this class. Participation can earn you bonus points which many people have found helpful in the past.

Attendance: You are paying for the privilege of attending this class. Attendance is a requirement for this investment in yourself. I will not record attendance on a daily basis. The lecture will generally follow the text. However, it will also contain material not present in the text as well as integrative and analytical material, which will be on the exams. In the past, people who have failed to attend consistently have performed poorly.

Extra Credit: I reserve the right to offer extra credit assignments through homework and questions on tests. These offers, if made, will be available to the entire class. Generally, extra credit assignments will consist of small sets of questions or small assignments, which will be worth up to ten points per assignment. Extra credit questions on tests will be worth up to five points each. Demonstration of preparation or understanding beyond that which is expected during class may be rewarded with up to five points of extra credit per incident.

GRADING SCALE

Grade	Points
A	> 466
A-	446 – 465
B+	431 – 445
B	416 – 430
B-	396 – 415
C	346 – 395
F	<345

Course Schedule

MTG	Date	Topic	Robbins	Frost et al. Readings
1	June 3	Introduction or Organizational Behavior	1	Pages 192, 7-13, 42-43, 247-248, 333-337, 337-338, 347-348
		Foundations of Individual Behavior	2	Pages 40-41, 98-104, 245-246, 248-249, 271-272
2	June 5	Personality and Emotions	3	Pages 120-124, 263, 275-279, 280-282, 294-306
3	June 10	Motivation Concepts and Applications	4 5	Pages 128-217-219 Pages 263-271
4	June 12	Individual Decision Making	6	Pages 273-279, 310-316, 339-344, 345-346
5	June 17	Foundations of Group Behavior and Understanding Work Teams	7 8	Pages 13-19, 92-97
6	June 19	Communication	9	Pages 151-161, 183-190, 193-194, 194-198
7	June 24	Leadership	10	Pages 141-151, 56-58, 75-78, 242-244, 400-411
8	June 26	Power and Politics Conflict and Negotiation	11 12	Pages 128-141, 198-204, 257-259
9	July 1	Organizational Structure	13	Pages 43-48, 62-74, 328-329, 373-381
		Technology and Work Design	14	Pages 49-51, 191-192, 208-215
10	July 3	Performance Appraisal and Reward Systems	15	Pages 78-88, 220, 228-241, 249
		Organizational Culture	16	Pages 215-216, 221-226, 325-328, 351-362, 365-366, 363-364