Principles of Management  
MGMT 201  
EagleVision Classroom Blended  
Course Syllabus

Credit Hours: 3 Credits
Academic Term: 17 October 2016 through 18 December 2016
Meetings: Wednesdays @ 1800 – 2120 GMT +2
Location: Aviano, Kuwait, Rota, and Sigonella
Instructor: Carter Taylor
Office Hours: Email anytime. I prefer text or phone calls 9 AM to 9 PM Eastern. In an emergency, call any time. Please remember to include your name!
Telephone: (864) 275-5639 (in South Carolina)
ERAU Email: carter.taylor@erau.edu

Course Description
A comprehensive overview of relevant management principles and practices as applied in contemporary organizations, this course focuses on management theories, philosophies, and functions.

Course Goals
After completing this course, the student should have acquired a working knowledge of the role of management in modern business organizations, both domestic and global and understand how today’s professional managers integrate theory and practice. From this learning, the student should be able to assume the basic responsibilities in a managerial capacity. The student should also develop a personal philosophy of legal, ethical and social responsibilities of management.
Learning Outcomes:
Upon course completion, students will be able to:
1. Explain the concept of management, and compare the classical, behavioral, and management science approaches to management. (BSTM PO-4)
2. Compare the various communication skills and techniques used in business, and describe the various approaches to decision-making. (BSTM PO-4)
3. Explain the basic forms of international business organizations, and describe the legal, ethical, and social responsibilities for business firms. (BSTM PO-4)
4. Explain basic planning and strategy concepts, and describe the basic concepts of operations management. (BSTM PO-3)
5. Describe the basic tenets of work groups and work teams, and identify the key elements of staffing, including human resource planning, recruiting, and selection. (BSTM PO-3)
6. Explain the concept of control, describe the various types of controls used in business organizations, and describe the basic issues of operations control. (BSTM PO-3)
7. Describe the various approaches to motivation, and explain the primary methods used to appraise performance. (BSTM PO-3)
8. Describe the various approaches to managing change, conflict, and stress. (BSTM PO-3)

Text Book:

Suggested Supplemental Materials:

Textbook Companion Website
This site contains interactive chapter quizzes to help you gauge your comprehension of the reading.

Students may access any media, research facility, library and/or web-base support for assistance on course contents. Several useful web sites for aviation-related managerial information may be found at:

www.atwonline.com
www.airlinebiz.com
www.UPS.com
www.airportplanning.com
www.faa.gov/
www.ups.com/
www.landings.com/
www.smartbiz.com/
www.businessweek.com/
www.airwise.com/
www.tiaca.org/tiaca/Default.asp
www.landings.com/
www.smartbiz.com/
www.businessweek.com/
www.airwise.com/
www.tiaca.org/tiaca/Default.asp
Grading
Your final grade will be based on the following:

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<thead>
<tr>
<th></th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Homework</td>
<td>60%</td>
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<tr>
<td>Classwork</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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<tr>
<th>GRADE SCALE</th>
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<tr>
<td>A Superior</td>
<td>90% to 100%</td>
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<tr>
<td>B Above Average</td>
<td>80% to 89%</td>
</tr>
<tr>
<td>C Average</td>
<td>70% to 79%</td>
</tr>
<tr>
<td>D Below Average</td>
<td>60% to 69%</td>
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<tr>
<td>F Failure</td>
<td>0% to 59%</td>
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Library:
The Jack R. Hunt Library, located on the Daytona Beach Campus, is the primary library for all Worldwide Campus students.

Web & Chat:  http://huntlibrary.erau.edu
Email:  http://library@erau.edu
Text:  (386) 968-8843
Library Phone:  (386) 226-7656 or (800) 678-9428 (ext. 6947)
(Voicemail is available after hours)
Hours:  http://huntlibrary.erau.edu/about/hours.html

RefWorks
RefWorks, a research tool included with the library databases, has guidance in how to collect and use references, write a paper, and create a bibliography. RefWorks must be accessed through ERNIE. From the My ERNIE tab, scroll down to Admin Services and choose the Library Database link. Scroll down or “Jump to” RefWorks. You must enter your user name and password to use RefWorks. Please contact the Hunt Library if you have any questions about this product or how to access it.

Course Assignments, Discussions (DQs)

Discussion exercises provide an opportunity for you to discuss ideas with your peers, which will help you learn from each other. The diversity of viewpoints and experiences usually make this an interesting and significant part of the course. Comments should be relevant, concise, complete, and courteous. Comments should also be in complete sentences, and use proper grammar. Remember, too, that your postings should refer to the readings and other activities.

Do not wait until the end of the week to contribute to each module's discussions. Endeavor to respond to the questions as early in the week as possible and then use the second half of the week to read and reply to your classmates' messages.

Research and Debate
There are four research and debate activities distributed throughout the course. Your instructor will assign you to either the PRO or CON position for each debate. Assigned positions may be challenging as they will not necessarily agree with your actual view on the subject. Brief research on the topic is necessary to complete these assignments. This activity consists of two parts; submission of a brief
position paper and a debate in a discussion forum. The position paper must comply with APA guidelines, including grammar, punctuation, spelling, textual citations, and reference citations.

**Case Incidents (CI) and Skill-Building Exercises (SB)**
Case Incidents provide realistic scenarios to help you apply the material from the text. Of course, you may also draw on things you have learned in other courses, and from your own work experience. The Instructor will be looking for evidence that you can apply the textbook material to the various scenarios presented.

The Skill-Building Exercises are designed to take you deeper into the textbook material, to help you think critically and develop sound judgment. The focus is on applying and evaluating ideas from the textbook.

**Reflection Blogs**
Two brief blogs provide an opportunity for you to pause and reflect on what you have learned in the course. The focus is to express your insights from the textbook readings and to discuss concepts, theories and management functions that were interesting and beneficial for you. The blog postings will be available for all students to read, which will provide additional learning for everyone.

**Module Review Questions**
The review questions in modules 1-8 reinforce understanding of theories and management functions described in textbook readings.

**Final Exam**
The online Final Exam contains a combination of true/false, multiple choice, and short essay questions. You will have 90 minutes to complete the exam. This is worth 20% of your final grade.

**Assignments, Discussion Board Participation, and/or special administrative:**
All assignments will be completed in a professional manner and on time, unless prior arrangements have been made with the professor. Canvas assignments are graded with class participation. This course includes weekly activities, each of which may have grade points associated with them.

Unless prior arrangements have been made with the instructor, students are expected to participate each week, according to the course schedule. This is especially important with regards to discussion activities. Weekly discussions typically include both an initial posting and one or more substantive replies.

**Course Policies:**
Embry-Riddle is committed to maintaining and upholding intellectual integrity. All students, faculty, and staff have obligations to prevent violations of academic integrity and take corrective action when they occur. The adjudication process will include the sanction imposed on students who commit the following academic violations, which may include a failing grade on the assignment, a failing grade for the course, suspension, or dismissal from the University:
1. **Plagiarism**: Presenting as one’s own the ideas, words, or products of another. Plagiarism includes use of any source to complete academic assignments without proper acknowledgement of the source. All papers submitted for grading in this course may be submitted to safeassign.com - [http://www.safeassign.com/](http://www.safeassign.com/) where the text of the paper is compared against information contained in the safeassign.com database. Turnitin.com may be used instead. Papers submitted will be included in the safeassign.com database and become source documents for the purpose of detecting plagiarism.

2. **Cheating**: A broad term that includes the following:
   a. Giving or receiving help from unauthorized persons or materials during examinations.
   b. The unauthorized communication of examination questions prior to, during, or following administration of the examination.
   c. Collaboration on examinations or assignments expected to be individual work.
   d. Fraud and deceit, that include knowingly furnishing false or misleading information or failing to furnish appropriate information when requested, such as when applying for admission to the University.

3. **APA 6e** format is the ERAU Worldwide standard for all research projects. All of the written assignments must be according to the APA style manual.

**Disability and Special Needs:**
ERAU is committed to the success of all students. It is a University policy to provide reasonable accommodations to students with disabilities who qualify for services. If you would like to request accommodations due to a physical, mental, or learning disability, please contact the Worldwide Campus Disability Support Service Office at (888) 292-5727 or via email wwdss@erau.edu or worldwide.disability.support.services@erau.edu.

**Week 1-8: Case studies**: Each week the students are required to complete a case study. The case study reinforces the concepts in the books and provides an additional way to think through the material. These case studies tie to each learning objective in the course.

**Week 9: Final Exam**: The final exam covers each Chapter in the book and all answers can be found in the textbook. The topics covered in the final exam can be seen through the topics section below. It is recommended that time is spent each class giving sample questions from the text to help prepare the students for the final exam.
## Course Schedule:

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>L/O</th>
<th>Activities</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td>Discuss Chapter 1 \textit{Management in a Diverse Workplace}</td>
<td>1</td>
<td>Activity 1.1-Introductions (see Canvas Module 1 for details) Activity 1.2-Read Chapters 1 and 2 Activity 1.3-View the PowerPoint slides for Chapters 1, and 2, (see Canvas Module 1 for links to slides) Activity 1.4-The Millennial Generation (see Canvas shell for details) Activity 1.5-Submit Case Incident 1.1 \textit{The Expansion of Blue Streak} (see Canvas Module 1 for the assignment link) Activity 1.6-Submit Skill-Building Exercise 2.1 \textit{What Have We Learned?} (see Canvas Module 1 for the assignment link) Activity 1.7-Module 1 Review questions</td>
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<tr>
<td>17 Oct to 23 Oct</td>
<td>Discuss Chapter 2 \textit{The Management Movement} Discuss Chapter 16 \textit{Managing Change and Culture} Module 1 discussion questions (see Blackboard Discussion Board Module 1 for the specific questions)</td>
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<td>Class: 19 Oct</td>
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<td>Activity 1.2-Read Chapters 1 and 2 Activity 1.3-View the PowerPoint slides for Chapters 1, and 2, (see Canvas Module 1 for links to slides) Activity 1.4-The Millennial Generation (see Canvas shell for details) Activity 1.5-Submit Case Incident 1.1 \textit{The Expansion of Blue Streak} (see Canvas Module 1 for the assignment link) Activity 1.6-Submit Skill-Building Exercise 2.1 \textit{What Have We Learned?} (see Canvas Module 1 for the assignment link) Activity 1.7-Module 1 Review questions</td>
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<td><strong>Week 2</strong></td>
<td>Discuss Chapter 3 \textit{Developing Communication Skills} Discuss Chapter 4 \textit{Decision-Making Skills}</td>
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<td>Activity 2.1 - Textbook Reading (Chapters 3 and 4) Activity 2.2 - Internet and Other Readings Activity 2.3 - Discussion Activity 2.4 - Submit Case Incident 3.2 Tardy Tom</td>
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<td>24 Oct to 30 Oct</td>
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<td>Class: 26 Oct</td>
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<td>Activity 2.5 - Submit Case Incident 4.2 Going Abroad Activity 2.6 - Module 2 Review Questions</td>
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<tr>
<td><strong>Week 3</strong></td>
<td>Discuss Chapter 15 \textit{Managing Conflict and Stress} Discuss Chapter 16 \textit{Managing Change and Culture} Discuss Module 3 discussion questions (see Blackboard)</td>
<td>3,4</td>
<td>Activity 3.1 - Textbook Reading (Chapters 15 and 16) Activity 3.2 - Internet and Other Reading Activity 3.3 - Research and Debate Activity 3.4 - Discussions Activity 3.5 - Submit Case Incident 15.1 The Young College Graduate and the Old Superintendent Activity 3.6 - Module 3 Review Questions</td>
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<td>31 Oct to 6 Nov</td>
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<td>Class: 2 Nov</td>
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| Week 4 | Discuss Chapter 7 *The Basics of Planning and Strategic Management*  
Discuss Chapter 8 *Organizing Work*  
Discuss Chapter 19 *Operations Management and Planning*  
| Activity 4.1 - Textbook Reading (Chapters 7, 8, and 19)  
Activity 4.2 - Internet and Other Reading  
Activity 4.3 - Discussion  
Activity 4.4 - Submit Case Incident 7.1 *First in the Market*  
Activity 4.5 - Submit Case Incident 8.2 *The Vacation Request*  
Activity 4.6 - Module 4 Review Questions |
| 7 Nov to 13 Nov  
Class: 9 Nov |
| Week 5 | Discuss Chapter 9 *Organizational Structure*  
Discuss Chapter 10 *Understanding Work Groups and Teams*  
Discuss Chapter 11 *Staffing*  
Discuss Module 5 discussion questions  
| Activity 5.1 - Textbook Reading (Chapters 9, 10, and 11)  
Activity 5.2 - Internet and Other Reading  
Activity 5.3 - Research and Debate Activity 5.4 - Discussions: Staffing and Structuring  
Activity 5.5 - Submit Case Incident 9.1 *Who Dropped the Ball?*  
Activity 5.6 - Reflection Blog  
Activity 5.7 - Module 5 Review Questions |
| 14 Nov to 20 Nov  
Class: 16 Nov |
| Week 6 | Discuss Chapter 17 *Management Control*  
Discuss Chapter 18 *Appraising and Rewarding Performance*  
Discuss Chapter 20 *Operations Control*  
Discuss Module 6 discussion questions  
| Activity 6.1 - Textbook Reading (Chapters 17, 18 and 20)  
Activity 6.2 - Internet and Other Reading  
Activity 6.3 - Discussions  
Activity 6.4 - Submit Case Incident 17.1 *Bird-Dogging the Employee*  
Activity 6.5 - Submit Skill-Building Exercise 20. *Out of Control?*  
Activity 6.6 - Submit Case Incident 20.1 *Production Problems*  
Activity 6.7 - Module 6 Review Questions |
| 21 Nov to 27 Nov  
Class: 23 Nov |
| Week 7 | Discuss Chapter 12 *Employee Training and Development*  
Discuss Chapter 13 *Motivating Employees*  
Discuss Chapter 14 *Developing Leadership Skills*  
| Activity 7.1 - Textbook Reading (Chapters 12, 13 and 14)  
Activity 7.2 - Internet and Other Reading  
Activity 7.3 - Research and Debate Activity 7.4 - Discussions  
Activity 7.5 - Submit Case Incident 12.2 *A New Computer System*  
Activity 7.6 - Module 7 Review Questions |
| 28 Nov to 4 Dec  
Class: 30 Nov |
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<tr>
<th>Week 8</th>
<th>Activity 8.1 - Textbook Reading (Chapters 5 and 6)</th>
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<tr>
<td>5 Dec to 11 Dec</td>
<td>Activity 8.2 - Internet and Other Reading</td>
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<td>Activity 8.3 - Discussion</td>
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<td>Activity 8.4 - Submit Case Incident 5.1</td>
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<td><strong>Lightbulb Sellers</strong></td>
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<td>Class: 7 Dec</td>
<td>Activity 8.5 - Submit Case Incident 6.2 <strong>Imposed Quotas</strong></td>
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<td>Activity 8.6 - Module 8 Review Questions</td>
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<td>End of Course Evaluation</td>
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<td><strong>Activity 8.1 - Textbook Reading (Chapters 5 and 6)</strong></td>
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<td><strong>Activity 8.2 - Internet and Other Reading</strong></td>
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<td><strong>Activity 8.3 - Discussion</strong></td>
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<td><strong>Activity 8.4 - Submit Case Incident 5.1</strong></td>
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<td><strong>Lightbulb Sellers</strong></td>
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<td>**Activity 8.5 - Submit Case Incident 6.2 <strong>Imposed Quotas</strong></td>
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<td><strong>End of Course Evaluation</strong></td>
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<tr>
<th>Week 9</th>
<th>Activity 9.1 - Textbook Reading (Review for the Final Exam)</th>
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<tbody>
<tr>
<td>12 Dec to 18 Dec</td>
<td>Activity 9.2 - Internet and Other Reading</td>
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<td>Activity 9.3 - Final Exam</td>
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<td>Activity 9.4 - Research and Debate</td>
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<td></td>
<td>Activity 9.5 - Reflection Blog</td>
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**Activity 8.1 - Textbook Reading (Chapters 5 and 6)**

**Activity 8.2 - Internet and Other Reading**

**Activity 8.3 - Discussion**

**Activity 8.4 - Submit Case Incident 5.1**

**Lightbulb Sellers**

**Activity 8.5 - Submit Case Incident 6.2 **Imposed Quotas**

**Activity 8.6 - Module 8 Review Questions**

**End of Course Evaluation**

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**Activity 9.1 - Textbook Reading (Review for the Final Exam)**

**Activity 9.2 - Internet and Other Reading**

**Activity 9.3 - Final Exam**

**Activity 9.4 - Research and Debate**

**Activity 9.5 - Reflection Blog**