2012

MGMT 300-81 Managerial Behavior

Lynda Kilbourne
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MGMT 300 Managerial Behavior  Revised 5/22

Summer 2012

MW 6:15 – 9:30 p.m.

Professor: Dr. Lynda M. Kilbourne  Office Hours:  MW 4-5:30 (beginning May 14) and
Office: Smith 332  by appointment, email & telephone
Ofc. Phone: 745-3513  Mail Box: Smith 320
Fax: 745-3692  e-mail: lkilbourne@att.net (preferred)
Cell Phone: 859-802-0220 (preferred)

Williams College of Business Mission. We educate students of business, enabling them to improve
organizations and society, consistent with the Jesuit tradition. Part of our mission is to focus on
sustainability as a necessary and essential part of all effective organizations.

Course Description: This course introduces the management functions of planning, organizing,
leading, and controlling. These topics are discussed in application to current organizations and their
complex social and industrial environments, examining the historical development of management and
organizations and the latest developments, including social and ethical responsibility of managers and
their organizations. In keeping with our university and college missions, our goal will be to learn how
to manage in ways that improve organizations and society, focusing on ethical decision making and the
impact on society of the choices made by managers, particularly with respect to sustainability over
time. This course contributes to one’s becoming a manager who is capable of creating and maintaining
sustainable organizations.

Required Text: Jones & George, Essentials of Contemporary Management, (Fourth Edition).

Instructional Techniques. The course will be taught using a variety of methods, including lectures,
videos, cases and experiential exercises as a basis for class discussion and team work. All of these
methods work best when students have prepared by carefully reading the assigned materials and giving
the materials serious consideration and thought. In addition, serious participation in class exercises,
presentations, and discussions will also aid in each student’s learning. Generally, the professor will
discuss key chapter points in one class session, with discussion of homework for the chapter and in-
class exercises done the following session.

Grading.
Examinations 2 exams, 100 points each.
Documented In-Class Team Exercises 10 activities, 20 points each.

Examinations. Each exam will be take-home essay exams. There will 12 short-answer essay
questions from which each student must respond to only 10 of her/his choosing. I will base all
questions on discussion questions from the end of each chapter in the text, lecture materials, and
anything else presented in class or in exercises. You will be tested on your knowledge of textbook
definitions of terms, theories, and methods, as well as on your ability to compare and contrast the
material and use it in applications questions.
**In-Class Team Exercises.** Each student will be assigned to a team by the professor. All teams will participate in activities with their teammates, as directed by the professor. There will be 10 activities in the semester worth 20 points each. These activities cannot be made up if a student is absent, as this will count as course participation. The only excused absence for the teamwork assignments will be a written doctor’s excuse or required participation of a student in an activity that is University-sponsored and the student’s participation is required—this must also be documented. Each team will hand in one team-prepared document containing their answers to the exercises. The exercises will either be drawn from the text or distributed by the professor.

**Course Grades.** Final course grades will be determined by percentage of total available points earned by each student, using the following cuts:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
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<tbody>
<tr>
<td>≥ 93%</td>
<td>A</td>
</tr>
<tr>
<td>90 to 92%</td>
<td>A-</td>
</tr>
<tr>
<td>87 to 89%</td>
<td>B+</td>
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<tr>
<td>83 to 86%</td>
<td>B</td>
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<tr>
<td>80 to 82%</td>
<td>B-</td>
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<tr>
<td>77 to 79%</td>
<td>C+</td>
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<tr>
<td>73 to 76%</td>
<td>C</td>
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<tr>
<td>70 to 72%</td>
<td>C-</td>
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<tr>
<td>60 to 69%</td>
<td>D</td>
</tr>
<tr>
<td>≤ 59%</td>
<td>F</td>
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</tbody>
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**Course Policies.** Students are expected to attend class every day. If you must miss class for whatever reason, you are personally responsible for obtaining notes from a classmate and for contacting the professor prior to class if you will miss a scheduled assignment. If you become too ill to attend class or complete an exam as scheduled, you must contact the professor by cell phone PRIOR to the class or exam to notify her of your inability to attend. You must then present your doctor’s excuse from a physician whom you have seen in his/her office to verify your illness in order to be given a make-up exam or team assignment. Any student with university-sponsored business that results in a missed class must present documentation of such prior to missing class. By virtue of enrolling in this class, you are committing to be present. Because your attendance and participation are fundamental to your gaining the fullest appreciation and understanding of the material, as well as to your classmates' learning, you are expected to attend, and it is your ethical responsibility to attend. While late work will be accepted, penalties will be assessed in relative proportion to the degree to which the work is late. There will be no extra credit or revisions of graded work. If there are cancellations of class due to weather or business or health reasons that prevent me from attending class, I will convey alternative instructions via email through Blackboard. All announcements, changes to the syllabus, changes to scheduling for the class, and additional instructions will be posted to the Course’s Blackboard page, and I will send the class an email to notify you of such; therefore, you need to be sure to check your campus email and our Blackboard site regularly. I will have you sign a statement of your promise to maintain your academic honesty in completing your take-home exams completely on your own. Failure to maintain academic integrity and honest (e.g., cheating and plagiarism) will be dealt with per University Policy.

**Approximate Course Schedule**

**Class 1**  
Mon., 5/14  
Introduction to course  
Chapter 1 Management & Managers  
Lecture, Team exercise

**Class 2**  
Wed., 5/16  
Chapter 2 Values, Attitudes, Emotions & Culture  
Chapter 3 Ethics  
Lecture; Team exercise
**Class 3**  
Mon., 5/21  Chapter 4 External Environment  
Chapter 5 Decision Making  
Lecture; Team exercise

**Class 4**  
Wed., 5/23  Chapter 5, continued  
Chapter 6 Planning & Strategy  
Lecture; Team exercise

Holiday  
Mon., 5/28  Memorial Day  
Assignment: Thank a Veteran! : )

**Class 5**  
Wed., 5/30  Chapter 7 Organization Design  
Take-at-home exam will be posted on Blackboard  
Lecture

**Class 6**  
Mon., 6/4  Exam 1 must be turned in at beginning 6:15—don’t be late, OR penalties will accrue!  
Chapter 8 Control  
Lecture; Team exercise

**Class 7**  
Wed., 6/6  Chapter 9 Motivation  
Lecture; Team exercise

**Class 8**  
Mon., 6/11  Chapter 10 Leadership  
Lecture; Team Exercise

**Class 9**  
Wed., 6/13  Chapter 11 Teams/Groups  
Chapter 12 Human Resource Management Systems  
Lecture; Team exercise

**Class 10**  
Mon., 6/18  Chapter 13 Communication  
Chapters 14 Operations Management  
Lecture; Team exercise

**Class 11**  
Exam due promptly at 6:15  
Wed., 6/20  Exam 2  
Team exercise