

**UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
BRYAN SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
COURSE SYLLABUS**

COURSE NUMBER: MGT 375 01 F2F

COURSE TITLE: Management Process Skills (Assessing and Developing Management Skills)

CREDITS: 3:3

PREREQUISITES / COREQUISITES: None

FOR WHOM PLANNED: Required course for students with at least junior standing majoring in Business Studies (both Face-to Face and Online Degree Completion) and Management. Students with other majors in the Department of Management (Human Resources and International Business) can also take this course as an elective.

INSTRUCTOR INFORMATION:

Instructor: John Ceneviva

Office: 354 Bryan Building

Phone #: 336-906-4509 (cell / preferred)

Office hours: By appointment only. You may request an appointment via email. We will meet in my office at a mutually convenient time or via zoom, whichever works best for you.

Email address: jjcenevi@uncg.edu

Class meets M/W at 330 Byran 212

Description Practical application of management theory. Processes for performing the basic management functions of decision making, planning, organizing, leading, and controlling. Application of the processes to management cases.

STUDENT LEARNING OUTCOMES: Upon successful completion of this course students will be able to:

- * List and explain the meaning of each of the dimensions of management self-assessment.
- * Explain the basic causes of work stress and enumerate the methods of stress reduction.
- * Identify the stages of group development and explain the managerial responses appropriate to each stage.
- * Explain different styles of conflict resolution and negotiation techniques and demonstrate how to use them.
- * Provide an example of an ethical issue pertinent to management today.
- * Explain how to foster creativity in himself/herself and in subordinates.
- * Explain the process of both creative and analytical problem solving and provide examples of when to use each.
- * Explain how individuals gain power in an organization and the value organizational power brings to managers and their subordinates.
- * Explain the difference between managing and leading.
- * Explain the value of supportive communication in building positive relationships.

The 10 skills* that will be covered in the course:

- Developing self-awareness
- Managing stress and well-being
- Solving problems analytically and creatively
- Building relationships by communicating supportively
- Gaining power and influence
- Motivating others
- Managing conflict
- Empowering and engaging others
- Building effective teams and teamwork
- Leading positive change.

*Research among senior executives suggests that these 10 skills are what separate great from good or average managers.

TEACHING METHODS

This course provides students with a unique insight into the current state of their managerial skill development. More importantly, you will gain valuable insight into how to further develop those skills.

The teaching methods will include the following:

- * Skills and personality assessments
- * In class team and full class discussions.
- * Readings
- * Lectures with lecture slides.
- * Experiential in-class exercises
- * Case Studies
- * Special Content Experts as guest lecturers

My goal is to provide an opportunity for active engagement and learning

REQUIRED TEXT/READINGS/REFERENCES

Whetten, David & Cameron, Kim (2016). *Developing Management Skills*, 10th Edition and the MYLAB supplement

This course is on the Pearson First Day Program explained below:

To enhance your learning experience and provide affordable access to the right course materials, this course is part of an inclusive access model called First Day. You can easily access the required materials for this course at a discounted price and benefit from single sign-on access with no codes required in Canvas. To access your materials, login to Canvas, click on your course, and click into your course materials. Accept the license agreement/privacy policy if prompted. That's it!

The UNCG Cashier's Office will bill you at the discounted price as a course charge for this course.

It is NOT recommended that you Opt-Out as these materials are required to complete the course. You can choose to Opt-Out on the first day of class, but you will be responsible for purchasing your course materials at the full retail price and access to your materials may be suspended. Students have until the University add/drop date to “opt out”, currently set for January 12 ■. For more information and FAQs, go to customer-care.bncollege.com.

Buyer Beware:

-If you decide to not be part of The First Day program, you will need to purchase course materials separately. However, please note that the cost will likely be more expensive.

-Codes purchased from any third-party vendor are likely not to work. Many of the codes sold on Amazon Marketplace and similar are defective or already activated. This may cause you a delayed start to the semester.

*Note that materials purchased outside of the Access Program and/or directly online from third party sites may not grant the access to the correct course materials and neither the bookstore nor Pearson can resolve any issues that may arise.

INSTRUCTOR ENGAGEMENT

Please respect my time before and after class. I will **not** engage students on an ad hoc basis in the classroom. Time limitations usually make these engagements counterproductive. If you need to speak with me, please make an appointment (see section on Instructor information/office hours above). I am happy to discuss any matter with you in my office where I have access to the information needed for a productive meeting.

INSTRUCTOR COMMUNICATION WITH STUDENTS

My class-wide communication will be done through ANNOUNCEMENTS posted on Canvas. Therefore, you are required to leave the Announcement Notification in your Canvas account ON. If you disable this feature on Canvas, you will miss important communication from me.

EVALUATION AND GRADING

TESTS & EXAMS (40 %)

There will be **three tests and a final exam weighed equally**. Each Test/Exam will include only multiple-choice questions. Make up exams will only be given in the event of a documented student medical emergency or death of a family member. NOTE: Tests and the final exam will be administered online using the RESPONDUS Lock Down Browser If you need a lap top you may borrow one at the Jackson Library. <http://library.uncg.edu/services/laptops.aspx?be=>

CHAPTER QUIZZES (15%)

There are 10 graded chapter quizzes in My Lab. Quizzes are designed to help you better understand your text reading, so you are better prepared for class discussion and tests. You will have one 30-minute attempt at each quiz. You may use your book or notes to help during a homework quiz

SKILL ASSESSMENTS (5%)

Each chapter of the text comes with one or more assessments to help you gauge your development in the management skills discussed in this course. You will complete these assessments in the My Lab site referred to above. Student will receive a 100 for all assessments completed on time. Late or missing assessments will receive zero (0) no exceptions. You are required to bring a hard copy of the assessment to class filed in a 3 - ring binder with 10 tabs. This will facilitate team discussion and avoid some issues that have arisen in the past with retrieving assessment results. Students who fail to bring their binder to class will be dismissed from class and counted absent.

SPECIAL ASSIGNMENTS (30 %)

There are two Special Assignments during the semester (See Special Assignments in Canvas):

- * You will take the Myers Briggs Personality Type Indicator and write a reflection paper to help you understand your own personality tendencies and that of your teammates. NOTE: I know you may have taken this assessment before. Personalities evolve. So, I require you take the assessment again
- * A “reflected best self “assessment based on feedback on your greatest strengths and positive attributes from people who know you well.

Late assignments will not be accepted unless I give explicit permission before the assignment due date.

PROFESSIONALISM (10%)

Your PROFESSIONALISM grade is comprised of 3 components

Attendance

You must attend class to get the most out of this course. I will deduct 20 points from this grade for each absence **over 2 during the semester. If you miss 5 classes in total ,you will be dropped from the course**

Participation

Your active and positive participation in class and during team discussions meetings is critical to comprehending the theories and skills covered in this course. You must attend class to participate but attendance alone is not participation. Participation is based on my assessment of the frequency and thoughtfulness of your in-class remarks.

Professional behavior

It is important that you treat everyone in the class, my graduate assistant, guest lecturers and me professionally. The tone, manner and appropriateness of your questions and comments will be a factor in this evaluation. Examples of unprofessional behavior include (but are not limited to):

- Submitting work late without a valid excuse then requesting an extension.
- Challenging grades without first understanding the grading rubric or assignment detail.
- Inappropriate deflection of blame for performance shortfalls on the instructor or others.
- Inappropriate use of a laptop or cell phone during class.
- Leaving class without permission
- Attempting to engage me in the classroom right before or after class.
- Sending emails to me with questions that can be answered in the syllabus or assignment direction.
- Failure to respond to requests from me or classmates.

POLICY FOR UTILIZING RESULTS FROM RESPONDUS SYSTEM

UNCG has authorized the use of the Respondus LD browser and Cam monitoring system which will be used in this course for all tests. You must have a computer with a camera and an audio recorder to take this course. You will be video recorded during the time you are taking the test.

The system monitors your face and voice while taking the test and **flags and rates suspicious behavior.**

This system does not invade your privacy and should not make you uncomfortable while taking a test. It simply replicates a proctored classroom environment. Students have asked me how to avoid being suspected of cheating while using the lock down browser. So, I have compiled the following rules (not guidelines....RULES) for using the LD Browser in my class. Simply violating any of these commonsense rules will result in you being assigned a zero for your test.

The RESPONDUS lock down browser system is a time and money saver for students who now may take high stakes exams from wherever they like. This saves students the time and expense of traveling to UNCG or to a test proctoring center. I have been using it now for ten semesters and find it to be a **great asset for honest students.**

There is, however, a correct way to use this tool to avoid being flagged by the system for suspicious behavior.

Here are the rules I am putting in place to help students avoid being flagged excessively:

1. Be sure you have the right equipment well before the testing window opens. You must take the exam on a laptop or PC. Canvas is not completely mobile friendly so avoid taking tests on a phone or a tablet. If you do not have a laptop/PC with a working Camera or microphone you can borrow one from the Jackson Library or use one of the computer labs in the Bryan Building.
2. Take the test using Google Chrome and be sure to clear your browser history before starting the test. Your browser collects cache and cookies from normal use.
3. Respondus should not be a violation of your privacy. I will never look at your video if you are not flagged. I have no interest in that.
4. Tests are closed book and closed notes, and you must take them alone. You do not need the distraction of another person while taking the test.
5. Do not read the questions aloud. We learned to read silently in grade school. It is a skill you all have. Why risk the suspicion of assistance by reading the questions aloud.
6. You may not have any other device with you while you take the test that includes a second laptop or mobile device, ear pods, headphones, or a smart box like Alexis.
7. You want to light the room you are in as you would for a zoom call. Be certain there is ample light in the room and **that none of the lights are shining into your laptop screen.** That will obscure the camera and make your face unrecognizable. Never cover up the camera with tape or a sticky note or override the microphone with loud music, it will cause you to be flagged.
8. Your face from **above the top of your head to below your chin must always be visible.** Getting too close to the screen or pointing a light at the

screen so that so that your entire face and immediate surroundings are not visible will cause the system to flag you.

9. Finally, do not waste time attempting to beat the system so that you can cheat. I have provided you with very tight study guides. I urge you to take advantage of the learning opportunity that tests provide. You are here to learn the course material not just pass the course. The latter is a waste of time and money.

STUDENTS VIOLATING ANY OF THESE RULES WILL BE ASSIGNED A ZERO FOR THE TEST AND POSSIBLY REFERED TO THE ACADEMIC INTEGRITY PROCESS

A COURSE OUTLINE ACCOMAMIES THIS SYLLABUS. IT CAN BE FOUND ON CANVAS →Home→Begin Here.

ATTENDANCE POLICY/NAME CARDS

You are expected to show up to class every day and on time. You will be provided with a name card to facilitate interaction with me and other students. You will pick up the name card from a class box at the beginning of class and return at the end of class. I collect the cards of absent students five (5) minutes after the beginning of class. If you arrive after I have picked up unclaimed cards, you are considered absent. Asking me for your name card when you are late disrupts the class and is considered unprofessional behavior.

You are allowed two absences this semester. **I do not grant excused absences** for reasons other than 1) Varsity Athletes who present a valid excused absence letter from the AD or 2) A serious medical emergency or a death in the immediate family (documentation will be required).

Tampering with the name card process (example: not returning your name card or handling a classmate's name card) will be treated as an academic integrity and a penalty of up to 50 points of your PROFESSIONALISM grade will be assessed.

Once class begins, students will not be allowed to leave the classroom without prior approval unless they are stricken ill. Again, due to the size of these classes, this has proven to be very disturbing.

COURSE GRADE COMPOSITION AND GRADING SCALE

CLASSIFICATION	SCOPE	% OF FINAL GRADE
Skills Assessments	22 in MYLAB (Not Graded) plus 2 special assessments	5%
Chapter Quizzes	10 Chapter Quizzes	15 %
Special Assignments	2	30%

Professionalism	Completely under Instructor control	10%
Exams	3 Non -Cumulative Tests and 1 final exam	40%

Grade	Percentage Score	Grade	Percentage Score
		C+	77-79
A	94 +	C	74-76
A-	90-93	C-	70-73
B+	87-89	D+	67-69
B	84-86	D	64-66
B-	80-83	D-	60-63
		F	<60

RUBRIC FOR WRITTEN ASSIGNMENTS

Exceptional Work- A+ 97 to 100 Stands apart from even the best work in the class. Content covered demonstrating rare insight. Written expression is flawless grammatically and shows evidence of multiple rewrites before submission. (See written communication guidelines posted with this syllabus)

Superior Work –"Top of The Class". Assignment content thoroughly covered. Very minor issues with grammar or writing style A/A- (90-96)

Very Good Work perfectly acceptable for an Upperclassman. Content covered well. A few issues with writing style/grammar none of which interfered with reader comprehension B-/B/B+ 80-89

Good Work but needs some additional attention in both content and writing style C-/C/C+70-79

Work considered unacceptable. Content off topic ...many writing errors D/D- 60-69

Work Incomplete or Late will be assigned a Zero

Note above--- I grade writing style and grammar based on the principles of good business writing as taught in Marketing 309. Please use this Rubric to understand your grade on written assignments. I do not make comments on A+/ A/A- work. It is superior work as outlined above. You may send an email to make an appointment for a phone conference if you want feedback on any graded assignments no matter your grade even on superior work. You may appeal a grade as well. The Grade Appeal process is outlined on page 6 of this document.

LATE ASSIGNMENTS

Late assignments will not be accepted unless prior approval is provided by the instructor. There will be no exceptions granted after the fact. Late assignments will be assigned a zero.

Technical difficulties that result in a late submission will not even be discussed without an incident number from 6 Tech or Pearson

CELL PHONES

Cell phones are not permitted to be in use in the classroom to remove the temptation to text or surf the internet during class. This behavior has proven to be extraordinarily distracting to both the offender and those sitting nearby. Students observed using a cell phone in class will be penalized 50 points on their participation grade.

TECHNICAL DIFFICULTIES

Technical difficulties either with your own computer, Canvas or My Management Lab should be directed to:

6-tech 6-tech@uncg.edu for computer and/or Canvas issues or call 336.256.324

Pearson Technical support for issues relating to My Management Lab.

PEARSON Tech Support

1. Click Contact Support in MYLAB
2. Sign in or Continue as Guest
- 3 Explain your reason for contacting Tech Support in the top box and then fill out ALL the information boxes. Click Continue
4. There will be a list of links that will take you to potential solutions of the problem typed in the box. If you do not see what you were looking for, then you can either start a LIVE CHAT or you can GIVE US A CALL.
5. If you chose to GIVE US A CALL: To expedite the process, you will enter all your personal information and details of your problem then Click "Submit."
6. You will then receive a "Ticket Number" and a phone number to call. You will provide that number when you call in and the Rep will help find a resolution.

Do not email me expecting technical help. I apologize in advance, but I am useless technologically. If you have a legitimate technical problem and report it as directed, you will receive a case number and corroboration of the issue from either 6 Tech or Pearson Technical Services. Without this corroboration, I will not reopen MY Lab to allow you to take an assignment that you missed allegedly due to a technical problem.

GRADE APPEAL POLICY: Students may, at their own discretion, appeal any grade they receive. Appeals must be received in writing within one week of the grade posting stating specifically the reason for the appeal. Appeals for Team assignments must be signed by all team members. Grade appeals will have 3 outcomes—The grade may be increased, reduced or stay the same.

ACADEMIC INTEGRITY POLICY: Academic integrity is central to UNCG's mission and necessary to its vision as a "student-centered university, linking the Piedmont Triad to the world through learning, discovery, and service." Make sure you understand and adhere to the principles of the University's Academic Integrity Policy as described in the Student Handbook (<http://sa.uncg.edu/handbook/academic-integrity-policy/>).

The Bryan School has prepared guidelines for student conduct. https://bryan.uncg.edu/wp-content/uploads/2017/08/faculty_student_guidelines.pdf

ADDITIONAL REQUIREMENTS/INFORMATION

DISRUPTIVE BEHAVIOR POLICY: The instructor may withdraw a student from the course for behavior deemed by the instructor to be disruptive to the class. The grade assigned will be "W" if the behavior occurs before the deadline for dropping a course without academic penalty, and the instructor has the option of giving a "W" or a "WF" if the behavior occurs after the deadline.

ACCOMODATION FOR STUDENTS WITH DISABILITY: Any student with disability

requiring reasonable accommodation should inform me by email within the first week of class. The student must also provide me with a letter from the Office of Accessibility Resources and Services (OARS) with enough lead time for me to provide the specified accommodation(s).

RELIGIOUS HOLIDAYS: Any student who cannot take an exam on the scheduled due date or participate fully in any other aspect of the course due to religious conflict must inform me by email within the first two weeks of class so that we can make alternative arrangements for him/her to take the exam and/or complete that part of the course.

ACADEMIC/STUDENT SUPPORT SERVICES: There are several Academic and Student Support Services available to students that you may use. These include the Student Success Center, the Writing Center, Office of Accessibility Resources and Services (OARS), Information Technology Services (ITS) and The Student First Center. You are supporting these services with your tuition payments. Use them to improve your learning at this institution.

Important Attachments that address business writing. Effective Business writing is an important skill. You will be held accountable for following these principles when submitting written assignments in this class. Grade deductions will occur.

Summary of great business writing rules and a checklist for editing your work are provided here and on Canvas . (Posted on Canvas HOME → Begin Here Mod