

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

COURSE SYLLABUS

COURSE NUMBER: MGT 375 Online

COURSE TITLE: Management Process Skills

CREDITS: 3:3
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PREREQUISITES / COREQUISITES: None

FOR WHOM PLANNED: Required course for students with at least junior standing majoring in Business Studies and Management concentration. A grade of C or better is required for this course to count toward Degree completion. Students with other majors in the Department of Management (Human Resources and International Business) can take this course as an elective that counts toward degree completion.

INSTRUCTOR INFORMATION:

Instructor: John Ceneviva

Office: 354 Bryan Building

Phone #: 336-906-4509.

Phone appointments are granted anytime upon student request (I am a resource. Use me when you need help!): I welcome the opportunity to discuss course content with students. Just because this is a large university does not mean you are not entitled to receive personal attention when needed. Email me with your availability

Email address: jjcenevi@uncg.edu

COURSE FLEXIBILITY AND LATE ASSIGNMENT POLICY:

This is an online asynchronous course. There is much flexibility built into the course design. Except for Tests.... Every assignment is available to you now. You may complete all the assigned assessments now, but I encourage you NOT to work ahead on quizzes. They should be taken after you read the chapter. Working ahead looking up the answers without reading the chapter defeats the purpose of the Chapter quiz and has proven to negatively impact grade performance of tests.

In case of technical or equipment availability, notify 6 TECH for Canvas issues and Pearson TECH SUPPORT for MYLAB issues.

Email me as a heads- up after you contact the appropriate Tech support group.

Late assignments will not be accepted without prior approval. Assignment boxes close on the due date and assign a ZERO automatically. Therefore, I cannot accept late assignments without setting it up ahead of the due date. That includes problems caused by tech issues, equipment availability, work schedule shifts etc. So, if you anticipate an issue, let me know 12 hours before the deadline and we will work out a solution that fits your schedule.

BULLETIN 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:

1. Demonstrate an understanding of the dimensions of self-awareness and how they impact a manager's interpersonal effectiveness.
2. Explain the basic causes of work stress and how to cope with them a work environment
3. Identify the stages of team development and contract the managerial responses appropriate to each stage.
4. Demonstrate an understanding of the different styles of conflict resolution and how/when to use them.
5. Defend the benefit of transparency in dealing with a management crisis.
6. Enumerate ways to foster creativity in himself/herself and in subordinates.
7. Compare the process of creative and analytical problem solving and provide examples of when to use each.
8. Enumerate ways an individual gains power in an organization and the value of organizational power to managers and their subordinates.
9. Explain the difference between managing and leading.
10. Apply the principles of supportive communication and explain their importance in building positive relationships.
11. Demonstrate an ability to both give and receive feedback constructively.

TEACHING METHODS

Teaching Methods: The course will provide students a unique insight into the current state of their managerial skill development. More importantly, they will gain valuable insight into how specifically to further develop those skills in the future. The 10 skills that will be covered in the course are:

1. Developing self-awareness
2. Managing stress and well-being
3. Solving problems analytically and creatively
4. Building relationships by communicating supportively
5. Gaining power and influence
6. Motivating others
7. Managing conflict
8. Empowering and engaging others
9. Building effective teams and teamwork
10. Leading positive change

The teaching methods will include the following:

1. Skills and personality assessments (Assigned analysis / team feedback)
2. Readings
3. Written Homework

HOW DO STUDENTS GET ACCESS TO REQUIRED COURSE MATERIAL

Course material is: Developing Management Skills 10th Edition and the MyLab Supplement

To provide affordable access to the right course materials, this course is part of an inclusive access model called PEARSON 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! It is automatic.

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

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. Also, access to your materials may be suspended (sometimes 2 weeks).

Students have until the University add/drop date to “opt out”, currently set for January 14. For more information and FAQs, go to customercare.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 comparable sites 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 access to the correct course materials and neither the bookstore nor Pearson can resolve any issues that may arise.

Access to your e-text, the skills assessments, and chapter quizzes is also automatic. At the top of the HOME tab on Canvass, you will find links that take you to your assignments. And provide you ongoing access to completed assignments throughout the semester.

ASIGNMENTS FOR ACHIEVING LEARNING OUTCOMES

It is important to note, that everything you need to complete the course is organized by weekly modules on the HOME TAB of Canvass. It is a one-stop place to access all the material required to complete assignments and take tests during the semester.

Assignments: Students will complete the following assignment in the course:

1. **Skills Assessments:** This is an “application” course. It is critical that the student complete the skills & personality assessments online and share them with their teammates. All text chapters have skill assessments to help introduce the concepts covered in that chapter in a very personal way→ the results are about you.
To get the full benefit of these assessments, they should be completed **BEFORE YOU READ THE TEXT CHAPTER**. In fact, they will be made available before the start of the semester. Moreover, students are expected to assist others on their assigned teams to better understand their areas of natural strength and opportunities for development highlighted in these assessments. Students will not be graded on the scores they achieve on the assessments. If you complete the assessment on time, you will be awarded full credit for the work. Assessment scores must be posted in the Discussion Team work site referred to above in the tracking document provided there.

You are strongly urged to make a hard copy of your assessment result summary provided when you complete the assignment. Once the course closes, you will no longer have access to the results. Former students tell me that they refer to these assessments for job search material well after they graduate.
2. **Chapter Quizzes:** AFTER YOU READ THE ASSIGNED CHAPTER FOR THE WEEK, you will have a timed Chapter quiz to complete. Chapter quizzes are open book and are intended to provide practice for the course tests.
3. **Individual Homework Assignment:** Homework will be assigned for most of the 10 Chapters we will cover in this course. Directions on homework assignments will be given on Canvas in the module set up for that chapter. These will be graded for content, depth of reflection and communication style. (See

Rubric for all written assignments p.4 of this syllabus and written communication guidelines posted with this syllabus).

Homework must be **submitted in the designated assignment box AND posted on the Team Discussion board** to share with your team. Homework amplifies key text concepts and provides a framework for analyzing your chapter assessments. These assignments are a replacement for in class lectures in an online environment. So, expect to spend 2 hours on each assignment. They also are great to keep and use as Test prep.

4. **Discussion Board Posts.** Each student is expected to comment on two of their teammate's homework and written assignments postings as assigned. The objective is to provide meaningful insight for your teammates. Students who fail to post the required teammate comments (or who post meaningless/ superficial comments) will not receive credit for the discussion board assignment. Your discussion board feedback and the feedback you receive from your teammates is a critically important element of this course. There are 20 postings required during the semester. A 5 point deduction will be taken from the Discussion board grade for each missed comment.

The pattern for submitted assignments is the same each week. Assessments, Homework and Quizzes are due on Friday of the Module and your teammate comments are due on Sunday so plan your week accordingly.

5. **Professionalism/Participation.** My evaluation of Professionalism/Participation is based on several factors.
- 1) **Participation** will be based on **Canvas Diagnostics** -The number (**quantity**) of your class interactions is tracked in canvas diagnostics. I will assign a grade based on this information. The grade will depend on the **number** of your canvas interactions compared to the rest of the class.

 - 3) **Classmate and Instructor interaction.** It is important that you treat everyone in the class, my grader and me professionally. **The tone, manner and appropriateness** of your comments will be a factor in this evaluation. I will track additions and deductions and they will be applied to calculate this grade at the end of the semester.

Examples of interactions that may receive an increase in this grade are:

- a. if you discover and report a canvas problem to me early during an assignment so it can be fixed before other students are inconvenienced.
- b. if you receive unsolicited` accommodation from a classmate for providing for going above and beyond to assist a classmate.

Examples of interactions that may receive a decrease in this grade are:

- a. submitting work late without a valid excuse then requesting an extension after the fact.
- b. challenging grades without first attempting to review and understand the grading rubric or assignment directions
- c. inappropriate deflection of blame for incomplete or unacceptable performance on to the instructor, your teammates or work schedules.
- d. unresponsiveness to your instructor or team leader's requests for information or meeting availability
- e. failure to cooperate with ungraded course requests (exp. Reporting of assessment results to your team)

6. **Special Assignments:** Students will be required to submit two special assignments (Myers Briggs and Reflected Best Self).
7. **Tests:** Three Tests and a final will be given utilizing a Lockdown browser and webcam system. Make-up tests will only be allowed in cases of medical emergencies or death in the family (documentation must be provided before the make-up exam is taken).

EVALUATION AND GRADING

The course grade composition will be as follows:

Skills Assessments	5%
Written Homework (7)	10%
Team Discussion Board posts (20)	10%
Chapter Quizzes	10 %
Special Assignments (2)	20%
Professionalism	5 %
3 Tests and a final exam	40%
Total	100%

If a student fails to take a test without prior permission, they will automatically receive a 0.

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 is intended to replicate a proctored classroom environment.

Students must use a web cam and audio recording on their laptop to take the test. Your entire face from the top of your head to below your chin must be visible. If you move away or get too close to the screen or are reading questions out loud or have someone else detected nearby-- Respondus will flag and rate you for suspicious behavior.

VERY IMPORTANT. If you are rated "high priority" (multiple suspicious activities), you will be assigned a ZERO for the test. It will be up to you to explain your behavior to reverse that grade. You will be given the opportunity to review your recording with me in my office if you believe you were inappropriately cited for cheating.

A complete set of directions for using RESPONDUS follows and is posted with each set of test directions. Failing to follow these directions exactly will be considered a violation and a zero will be assigned

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

Course Grading Scale

Grade	Percentage Score		Grade	Percentage Score
			C+	77-79.99
A	94 +		C	74-76.99
A-	90-93.99		C-	70-73.99
B+	87 -89.99		D+	67-69.99
B	84-86.99		D	64-66.99
B-	80-83.99		D-	60-63.99
			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.

REQUIRED TEXT/READINGS/REFERENCES

Whetten, David & Cameron, Kim (2016). *Developing Management Skills, 10th Edition Pearson*.

You will need to buy the MY Management Lab access code as directed in the class schedule (see the HOME TAB no exceptions).

ACADEMIC INTEGRITY POLICY

Academic integrity is central to UNCG's mission 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. These guidelines can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

PARTICIPATION POLICY

Although this is an online class, **beginning the first day of the semester is required** of every student in the course. By this I mean logging in to canvas and completing the Begin Here Module by the end of the first week of class.

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. If not, you are expected to submit your work on time.
- *WHERE TO FIND COURSE INFORMATION ON CANVAS*: The "Start Here" Module in Canvas has information on where to find the Assignments, and other information for the course.
- *CANVAS AND ELECTRONIC COMMUNICATIONS*: A number of course documents, including course lecture slides and readings, will be posted in Canvas. Please do not turn off your canvas alert system. Typically, an electronic communication will be sent to the class via Canvas announcement indicating that a new posting has been made. Having access to and frequently checking Canvas and your UNCG emails will be important to your success in this course.
- *EMAIL COMMUNICATIONS*: For this course, I will assume you check your UNCG email several times a day.
- *ETIQUETTE EXPECTATIONS*: Students are required to follow the following etiquette expectations:
 - Adhere to the same standards of behavior online that you follow everyday
 - Respect your classmates

- Follow the specific instructor's directions regarding course process and instructor interaction.
 - Write complete sentences when sending an email message.
 - Do not use all CAPITAL LETTERS in your emails.
 - Be courteous, and never use offensive language in your posts or emails.
 - Sign your email messages and your discussion board posts.
 - Use the syllabus and other instructions provided to keep up with the course
- **GRADE APPEALS.** Students may, at their own discretion, appeal any grade they receive. Appeals must be received in writing within 3 days of the grade posting stating specifically the reason for the appeal. Grade appeals will have 3 outcomes—The grade may be increased, decreased, or stay the same.
 - **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 336.256.8324

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. Describe 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 possible resolutions of the problem typed into 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 as directed in MYLAB.
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.

It is important to me via email in addition to 6 Tech or Pearson Tech support if a tech issue arises to document the problem. Most times however, I will not be able to help you overcome the issue. If you have a technical problem, you must report it to the appropriate support team as directed above. You will receive a case number that corroborates your problem.

Moreover, if you are asking for an extension on an assignment due date or requesting that an assignment or test be reopened because you encountered technical issues submitting the assignment you must present an incident # from either 6 tech or Pearson.