Principles of Management  
MGT 3150  
Spring 2014

Class Time/Location: Tuesday-Thursday, 8:00 – 9:25 a.m.; Room 224  
Instructor: Bill Todd  
Office: Room 420  
Office Hours: Monday 3:00-4:00 p.m./Wednesday 2:00-3:00 p.m.  
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Course Overview and Objectives:

This course will present the student with an overview of the general principles of management and is targeted specifically for non-management majors. Early on students will be exposed to the overall process by which managers manage, that is, how managers plan, organize, lead, and control human and other resources to achieve organizational goals efficiently and effectively. Over the semester these components of the management process will provide the framework for class lectures and discussions allowing the student to develop a basic understanding of each. Also since management is a social discipline, the students will be given the opportunity to develop a basic understanding of the principles of individual, group, and organizational behavior and how management principles can be applied to ordinary situations managers encounter on a day to day basis.

Overall the course is organized into 11 major topics, generally grouped into the management processes of planning, organizing, leading, and controlling. These topics include:

- Management Terminology and the Management Process
- The Evolution of Management Thought
- Fundamentals of Planning and Business Strategy
- Foundations of Decision-Making
- Foundations of Organizational Design
- Staffing and Human Resource Management
- Managing Innovation and Change
- Understanding Individual and Group Behavior
- Motivation
- Leadership
- Foundations of Control/Operations Management
To enable the student to develop an understanding of the topic content, as well as partially simulate a management environment, a variety of in-class formats will be used:

**Lectures and Class Discussion.** Each of the 11 topics will be introduced by a class lecture in which selected concepts in the topic pre-read are discussed by the instructor. The purpose of the lectures will be to re-enforce and supplement content in *The Wall Street Journal* with an emphasis on how the topics “play out” in a real set of management situations. The course will make use of *The Wall Street Journal* as a tool to bring relevance to management theory and practice through stories in both print and electronic formats.

The course will cover eleven industries in articles and stories in the newspaper.

1. Energy  
2. Media & Marketing  
3. Autos  
4. Law  
5. Startup  
6. Small Business  
7. Health  
8. Airlines  
9. Banking  
10. Defense & Aerospace  
11. Technology

Students may select one industry to follow throughout the semester, and be prepared to answer questions or present a current story in class based on reading from the issue the day prior to that class (Monday’s issue for Tuesday’s class, Wednesday’s issue for Thursday’s class).

**Students are expected to have read the paper prior to class and to be prepared to discuss key ideas covered by the articles.** Short videos and in-class activities may also accompany several of these sessions to help students crystallize abstract concepts.

**Guest Speakers** – A guest speaker will present real-life management issues in each of the four modules.

**Current Events** – From time to time, articles of current relevance may be posted to T-Square for discussion in the next class. An email will announce the posting.

Given the nature of the course (lectures, cases, and class discussions), class attendance and student participation will be critical in facilitating the learning experience. There is a
strong correlation between attendance and class grades, as the professor makes liberal use of stories from his management career experiences to illustrate concepts.

**Required Texts and Reading Materials**

*The Wall Street Journal*: 15-week subscription (print plus digital) required. Discounted rate sign-up at class orientation on August 22 with consultant from Dow Jones Publishing.

*Harvard Business School Cases:*

1. McKinsey & Company, HBS 413109-PDF-ENG
2. Wendy Peterson, HBS 913560-PDF-ENG
3. Celeritas, Inc.: Leadership Challenges in a Fast-Growth Industry, 4360- PDF-ENG
4. PCL: A Breakdown in the Enforcement of Management Control HKU922-PDF-ENG
5. Clarence Hall University and the Donation UV6545-PDF-ENG

Cases may be ordered directly from Harvard Business Publishing. https://cb.hbsp.harvard.edu/cbmp/access/23369781
Student Role and Criteria for Evaluation of Student Work

This course will provide a variety of opportunities to learn new concepts, develop new skills and explore new ways of thinking. Final grades will reflect an evaluation of knowledge gained, skills developed and perspectives explored. Grades will be determined using a point system. The maximum total points that can be earned in this course will be 400.

Exam #1 100 points
Exam #2 100 points
Exam #3 (Final Exam) 100 points
Case #1 20 points
Case #2 20 points
Case #3 20 points
Participation 40 points

Letter grades will be determined as follows:

360-400 points = A  
320-359 points = B  
280-319 points = C  
240-279 points = D  
< 240 = F

Exams

In order to assess how well class participants understand the concepts presented in the course and to provide feedback for improvement, students will complete three exams over the course of the semester. Each exam will consist of multiple choice, true/false, essays, and short answer questions based on course content taken from the class pre-reads, lecture notes, cases, video cases and important points raised in class discussion. Review materials are primarily found on T-Square. When guest speakers have PowerPoint presentations they will be posted.

Class Participation

Class participation is a critical part of this course. A total of 40 points out of the possible 400 will be related directly to a demonstration of critical thinking and analysis of the issues covered in our review of the Practice of Management. In the great tradition of the leading business schools in America, students will be both called upon (cold calls) by the professor, and also be recognized by raised hands to answer a question or provide a comment. In many cases, there are no right answers, but rather contributions to the class discussion by thoughtful comments and ideas.
Speaking in the large class and in the small groups assembled from time to time is an important skill for managers. Students are encouraged to think of this class as a laboratory to develop these skills.

If a student does not participate in class discussion they will receive no class participation points and thus will receive no points toward the maximum of 40. **In the experience of the Professor, it is very unlikely that a student who does not participate in class discussions will earn a top grade in the course.**

The Professor will indicate if a student’s class participation merits a class participation point that day **by handing that student $1 of Buzz Bucks for each high quality response that day which is pertinent and reflective of critical thinking and absorption of reading materials.**

**At the end of each class period,** each student whom the Professor indicated during that class period should receive a class participation point should come to the Professor’s podium located in front of the class and at that podium and turn in their Buzz Buck with their name clearly written.

The Professor will use the class participation sheets from each of the class periods to access the amount of class participation contributed by each student and the Professor will use his own notes and memory to additionally access the quality of each student’s class participation. It is important to remember that the quality, not just the quantity, of a student’s class participation is critical in determining if a student’s grade should be increased by class participation points.

This is a large class (75 students) to have such a heavy emphasis on participation. In recognition of this fact, the professor will continue an experiment he began last year in which students may elect to participate in class discussion via Twitter. Comments and questions should meet the same standard as oral comments for critical thinking and also proper etiquette and decorum. Twitter comments will be displayed on the classroom screens. Twitter comments and questions can only be made for credit during the class time and in the classroom.

The class participation points offered in this class are intended to promote (i) reading the course material indicated in the syllabus prior to each class, (ii) participation in the lectures to help create an open discussion and case study learning format for the class, and (iii) practice speaking skills necessary in the Practice of Management.
December 19, 2013

Attendance

This course is designed to be quite participatory, with a great deal of learning from fellow students during discussions and exercises. A good attendance record is vital for a superior grade in the course.

Excused Absences: Each student will be allowed up to 5 “cuts” (a non attendance for any reason) before the grade reduction process begins. There will be NO provision for excused absences – the 5 cuts are intended to cover student absences for whatever reason.

Participation Points Deducted: Any absences over the 5 allowed will result in an 8 point deduction from Participation Points. Ten absences will result in zero Participation Points.

Other Course Policies

Smartphones, laptops, and tablets are an integral part of modern life, and this is a senior-level elective course, so no laptop prohibition will be necessary. However, please be mindful that inappropriate social use of a laptop can be very distracting to a student behind you, and is very disrespectful to your fellow students. It is also quite disrespectful to the high-level guest speakers who will often present in class, and will make a bad impression on you and Georgia Tech to someone who can be very helpful to you in your job search or graduate school admission.

On occasion, laptops or handhelds will be needed for a group project during class and an announcement will be made verbally or on T-Square.

All class related PowerPoint presentations will be loaded to the Resources section of T-Square.

Students are expected to abide by the Georgia Tech Honor Code.
http://www.catalog.gatech.edu/rules/18b.php

T-SQUARE/Changes to the Syllabus

The above procedures for grading and the class schedule that follows are subject to change. Any changes will be posted at the class web site in T-Square. Also grades, class presentations, announcements, and student resource materials will be loaded to this site. It is your responsibility to check the web site before each class session.
Class Schedule

Session

1 Jan 7 – Class Organization, Review of Syllabus
   a. Video: The Case Method
   b. Using The Wall Street Journal

2 Jan 9 -- Lecture: Management and the Management Environment

3 Jan 14 -- Lecture: The Evolution of Management Thought – Scientific Management

PLANNING MODULE

4 Jan 16 -- Lecture: Fundamentals of Planning and Business Strategy

5 Jan 21 -- Lecture: Foundations for Decision-Making

6 Jan 23 -- Lecture: Foundations for Decision-Making - Continued

7 Jan 28 – Case: McKinsey & Company, HBS 413109-PDF-ENG

8 Jan 30 – Guest Speaker: Dr. Steven E. Cross, Executive Vice President for Research, Georgia Tech, Strategic Planning: the Georgia Tech Strategic Plan for 2035

9 Feb 4 – Lecture

10 Feb 6 – Exercise: the Planning Pyramid in Action in FORTUNE 500 Companies

11 Feb 11 -- Exam 1

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ORGANIZING MODULE

12  Feb 13 — Exercise – Managing Various Personality Types

13  Feb 18 – Guest Speaker: Tommy Holder, IM ’78, CEO, Holder Construction Company -- Building a Winning Corporate Culture and World-Class High Performance Teams

14  Feb 20 -- Lecture: Understanding Individual and Group Behavior

15  Feb 25 – Case: Wendy Peterson , HBS 913560-PDF-ENG (Graded – Individual Assignment)

LEADING MODULE

16  Feb 27 – Lecture: Models of Leadership

17  March 4 – – Case: Celeritas, Inc.: Leadership Challenges in a Fast-Growth Industry, PDF | 4360-PDF-ENG (Graded – Group Assignment)

18  March 6 -- Lecture
December 19, 2013

19 March 11 – Guest Speaker: Alec Fraser, Captain, USN (retired), President, Turner Properties (retired). *Leadership in Naval Combat*

20 March 13 – **Exam 2**

21 March 25 -- Lecture

22 March 27 – Lecture

**CONTROLLING MODULE**

23 Apr 1 – Lecture: Types of Management Controls

24 April 3 – Case: PCL: A Breakdown in the Enforcement of Management Control [HKU922-PDF-ENG](#) (Graded – Group Assignment)

25 April 8 -- Lecture

26 April 10 -- Guest Speaker: Steve Zelnak, IM ’69, CEO (retired), Martin Marietta Materials, *Management Controls in a FORTUNE 500 Company*

27 April 15 -- Lecture

28 April 17 – Case: Clarence Hall University and the Donation [UV6545-PDF-ENG](#)

29 April 22 -- Lecture

30 April 24 – Semester Review

Final Exam: Tuesday, April 29, 8:00 – 10:50 a.m.

**End of Semester**