MGT 3120 –Fundamentals of Management
Summer Semester 2025 Section: S1NA
June 5-July 11, 2025

General Information

Course Modality: Asynchronous Meeting

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Office hours: I am available to meet with you Monday through Saturday morning by appointment.

Course Description

This course provides a framework for understanding the opportunities and challenges impacting managers and how they conduct business. Management is about working with teams of employees to achieve organizational goals and performing the work effectively and efficiently. Successful management requires managers to master the four main functions of management: planning, organizing, leading, and controlling. You will learn the skills needed to manage people in the changing demands of a global environment, emphasizing the roles and challenges of managing a diverse workforce, increasing ethical awareness and social responsiveness, developing commitments to quality and productivity, and developing decision-making and interpersonal team-building skills. The course aims to increase your self-awareness, foster critical-thinking skills, and analyze, solve, and communicate solutions to the practical problems faced by managers.

Course Learning Goals

The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize, and evaluate the fundamentals of managing organizations. You will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading, and controlling.

By the time that you have completed this course, you should be able to:

1. Understand the process of managing organizations and the kinds of problems and issues contemporary managers face
2. Adapt the principles, practices and models used by contemporary management to deal with these issues and problems

3. Recognize the importance and impact of ethical and unethical behavior in organizations
4. Describe the benefits and challenges of a diverse, global workforce
5. Develop self-awareness and problem-solving skills through the analysis of organizational issues and challenges facing managers
6. Analyze implications of management trends and popular management programs in a global work environment
7. Develop your written and electronic communication skills so they are (a) purpose-oriented and audience-aware, (b) professional, clear, concise, evidence-driven, and persuasive

This course primarily addresses the BBA program learning goals of written communication, analytical skills, civic awareness, ethical decision making, and global awareness. These are mapped to the various assignments in the course map at the end of this document.

Required Textbook and Learning Materials

Management: A Practical Introduction (10th ed.) Evergreen Release
Authored by: Kinicki, A., Soignet, D. B., & Hartnell C. (2024)
Published by: McGraw-Hill Education.
ISBN: 978-1-264-55726-4 (e-book) or 978-1-265-03618-8 (loose-leaf edition)

Option 1 (recommended): Connect Online Access standalone
(includes the textbook in e-book format)

Purchasing the e-book will give you instant access to the Connect system, which is required to complete your weekly assignments. **It costs approximately $82.00 for Baruch students.** Be sure to choose the temporary option to get this special price when you pay within 14 days.

1. Click any link to a Connect assignment paired with Brightspace.
2. Enter your Baruch email to join Connect as well as our course Connect page.
3. Choose the "Connect" option on the second tab.

Important: See video on ordering your textbook.

Option 2: Physical textbook, bundled with a Connect Access Card

You can order the physical loose-leaf version of the textbook, bundled with a Connect Access card, using this link. The link provides you with the physical textbook bundled with a Connect Access Card for $99.06 (shipping cost and tax not included). You would have to wait to receive this package via Federal Express Ground. This option does not provide instant access to the Connect system.

Option 3: Purchasing textbook at the Baruch Bookstore

You can also purchase a copy of the textbook from the Baruch Bookstore. The E-book is currently priced at $113.98 and is bundled with a Connect Access Card.

Recommended Additional Readings

I encourage you to read beyond the required textbook. The following are great resources to stay up-to-date on the economy and what's happening in the world of business: Financial Times, The Economist, The New York Times, Harvard Business Review, Fortune Magazine, The Wall Street Journal, MIT/Sloan Management Review.

As a Baruch student, you have free access to The New York Times and The Wall Street Journal.

Learning Platform Requirements

This course is asynchronous. This means we are entirely on-line throughout the semester.

Brightspace

Communication and assignments related to this course will be delivered online through Brightspace. I recommend that you check Brightspace regularly.

McGraw-Hill Connect

Connect is the learning and assessment program used for this course. Connect provides tools and resources to enhance your learning and will also be used to complete and grade assignments required for this course. You must access Connect through the links on our Brightspace course site. **Don't start in Connect** or your work will not be recorded.

Technical Support

If you need technical assistance at any time during the course or to report a problem related to Brightspace or Connect, you should:

- E-mail helpdesk@baruch.cuny.edu
- Call the Baruch Computing and Technology Center at (646) 312-1010
- Visit the Connect Support site or call McGraw-Hill Technical Support at (800) 331-5094

Course Policies

Assignment Submissions

All assignments must be submitted electronically using the course website (Brightspace/Connect, see above), using the links posted there. Because of the

format of this class (many short learning activities and assignments, rather than a few, long ones), **I cannot accept late assignments**.

Academic Honesty and Plagiarism

I fully support Baruch College's policy on Academic Honesty, which states, in part: "Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism, and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned."

You are responsible for familiarizing yourself with the information on academic honesty presented on the College's website. Please visit this website and read the information carefully.

My goal is to encourage critical thinking and creativity in this class. You are expected to use your own knowledge, research, and analysis to complete coursework. The use of Artificial Intelligence (AI) detracts from this objective. Thus, the use of AI is prohibited in all assignments, unless assignment instructions explicitly allow for it and define the limits of its use. This includes, but is not limited to, the use of AI-generated text, speech, or images, as well as the use of AI tools or software to complete any portion of an assignment.

My policy is to give a failing grade for any assignment or class component that has been plagiarized (even in part) or completed with the help of AI, as well as any exam or quiz in which you have cheated. In addition, a report of suspected academic dishonesty will be sent to the Office of the Dean of Students.

Accommodation for Students with Disabilities

Baruch College has a continuing commitment to providing reasonable accommodations for students with disabilities. Students with disabilities who may need some accommodation in order to fully participate in this class should contact Student Disability Services as soon as possible at disability.services@baruch.cuny.edu or call (646) 312-4590. Being registered with Student Disability Services is confidential and is not recorded on your Baruch Academic Record.

Opportunities for Career Readiness

The Starr Career Development Center supports student career readiness by providing opportunities to define career goals, engage in experiential learning, and gain professional experience.

One of the first things you should do to participate in their services is log into Starr Search (Powered by Handshake). Accounts are created shortly after the beginning of each semester. Please check your Baruch mail for login instructions. Starr Search is a great tool for learning about workshops, corporate presentations, information sessions, career fairs, internships, jobs, and mentoring.

Course Structure

This course is 100% on-line. There are no in-class sessions. The course will be delivered through the course management system, Brightspace. You will use your Baruch College account to log into the course from the Brightspace home page. The course is structured into weekly modules. Each week there will be readings from the text. There will be short presentations and Connect Activities, including quizzes and assessments. Online discussions will also be part of the class. Every week on either Sunday night or Monday morning you will receive an announcement about the assignments for the week. The assignments for each week are also included in the next section. You can also review the announcement in Brightspace. Brightspace is a vital communications component of this course. Brightspace will be used exclusively to communicate with students and to distribute assignments and supplemental materials.

Calendar of Class Sessions, Activities & Assignments

Summer semester begins on June 5. By June 5 you should:

- Read the syllabus for the course
- Listen to the Introductory Power Point Presentation using Connect
- Obtain your textbook and access to our on-line learning system

Week	Chapter/Topic	Assignments
Week 1: June 9- Chapters 1, 2, and 3	Chapter 1: The Exceptional Manager	Read: Chapter 1 Smart Book Listen to Presentation Connect Assignments – complete by 6/15: o Seven Challenges to Being an Exceptional Manager CA o The Levels of Management CA o Managerial Skills CA o Managerial Roles CA o Managerial Challenges: How to Overcome Contemporary Problems ABA o Quiz, Chapter 1

		○ Self-assessment: To What Extent Do You Accept Responsibility for Your Actions? Discussion Forum: By June 17 participate in our Introductory Discussion Forum *Note CA stands for Connect Activities; ABA stands for Connect Application-Based Activity
Week 1: June 9	Chapter 2: Management Theory	Read: Chapter 2 Smart Book Listen to Presentation Connect Assignments – complete by 6/15: ○ The Systems Viewpoint CA ○ The Learning Organization CA ○ Management History—Understanding the Business CA ○ High-Performance Work Practices CA ○ Management History: Taking It to the Next Level ABA ○ Quiz, Chapter 2 Self-assessment: What is Your Orientation Toward Theory X/Theory Y?
Week 1: June 9	Chapter 3: Changing Work Environment and Ethical Responsibilities	Read: Chapter 3 Smart Book Listen to Presentation Connect Assignments – complete by 6/15: ○ The Organization's Environment CA ○ How Does Being Good Pay Off? CA ○ Four Approaches to Resolving Ethical Dilemmas CA ○ Carroll's Corporate Social Responsibility CA

		○ Ethical Approaches: Prescribing an Ethical Approach ABA ○ Quiz, Chapter 3 Self-assessment: Assessing Your Attitudes Toward Corporate Responsibility
Week 2: June 16- Chapters 4, 5, 6, 7	Chapter 4: Global Management	Read: Chapter 4 Smart Book Listen to Presentation Connect Assignments – complete by 6/22: ○ The Successful International Manager CA ○ Five Ways of Expanding Internationally CA ○ Barriers to International Trade CA ○ Management in Action: Isolation of a Global Giant CA ○ Global Management: Seeing Beneath the Surface ABA ○ Quiz, Chapter 4 Self-assessment: Assessing Your Global Manager Potential
Week 2: June 16	Chapter 5: Planning	Read: Chapter 5 Smart Book Listen to Presentation Connect Assignments – complete by 6/22: ○ Planning and Strategic Management CA ○ Types of Plans CA ○ Mission, Vision, and Values Statements CA ○ Smart Goals CA ○ Fundamentals of Planning CA ○ Management in Action: Amtrak Is on the Wrong Side of the Tracks CA ○ Planning for a Pandemic ABA ○ Quiz, Chapter 5

		Self-assessment: Assessing Your Career Vision and Plan
Week 2: June 16	Chapter 6: Strategic Management	Read: Chapter 6 Smart Book Listen to Presentation Connect Assignments – complete by 6/22: o Porter's Five Competitive Forces CA o SWOT Analysis CA o The Strategic Management Process CA o Three Common Grand Strategies CA o Porter's Four Competitive Strategies CA o Recovery Strategy: Improving Race Relations ABA o Quiz, Chapter 6 Self-assessment: Core Skills Required for Strategic Planning
Week 2: June 16	Chapter 7: Decision-Making	Read: Chapter 7 Smart Book Listen to Presentation Connect Assignments – complete by 6/22: o Advantages and Disadvantages of Group Decision Making CA o Decision Making Biases CA o Hindrances to Decision Making CA o Benefits and Drawbacks of Artificial Intelligence CA o Decision Making: A Bridge Over Troubled Water ABA o Quiz, Chapter 7 Self-assessment: What Is Your Decision-Making Style? **Your midterm will be held next week on Chapters 1-7 and will be a series of multiple choice and true/false questions. You can**

		take it between June 27 and June 30.
Week 3: June 23- Chapters 8, 9, and 10	Chapter 8: Organizational Culture and Structure and Midterm Exam	Read: Chapter 8 Smart Book Listen to Presentation Connect Assignments – complete by 6/29: o The Major Features of an Organization CA o Traditional Organizational Designs CA o Estimating Person-Organization Fit CA o Becoming More Adaptable CA o Organizational Culture: Side Effects Include Harassment and Bullying ABA o Quiz, Chapter 8 Self-assessment: Assessing Your Preferred Type of Organizational Culture **Your midterm should be completed by June 30.**
Week 3: June 23	Chapter 9: Human Resource Management	Read: Chapter 9 Smart Book Listen to Presentation Connect Assignments – complete by 6/29: o Compensation & Benefits CA o Employee Protection Laws CA o Four Kinds of Workplace Agreements CA o The Performance Management System CA o Preventing and Responding to Workplace Sexual Harassment CA

		○ Human Resources Management: Hiring at Data Corps ABA ○ Quiz, Chapter 9 Self-assessment: Assessing Your Person-Job Fit
Week 3: June 23	Chapter 10: Change and Innovation	Read: Chapter 10 Smart Book Listen to Presentation Connect Assignments – complete by 6/29: ○ Forces for Change CA ○ Approaches Toward Innovation CA ○ Components of an Innovation System CA ○ Ten Reasons Why People Resist Change CA ○ The Systems Model of Change CA ○ Farming Organizational Development ABA ○ Quiz, Chapter 10 Self-assessment: How Adaptable Are You?
Week 4: June 30- Chapters 11, 12, and 13	Chapter 11: Individual Differences	Read: Chapter 11 Smart Book Listen to Presentation Connect Assignments – complete by 7/6 : ○ Barriers to Diversity CA ○ Big Five Personality Traits CA ○ The New Diversified Workforce CA ○ Sources of Job-Related Stress CA ○ Core Self-Evaluations CA ○ Diversity and Perception: Piecing It Together ABA ○ Quiz, Chapter 11 Self-assessment: Where Do You Stand on the Big Five Dimensions of Personality?

		Discussion Forum: Participate in the second Discussion Forum on HR Practices by 7/6.
Week 4: June 30	Chapter 12: Motivating Employees	Read: Chapter 12 Smart Book Listen to Presentation Connect Assignments – complete by 7/6: Job Design and the Job Characteristics Model CA o Expectancy Theory CA o Herzberg's Two Factor Theory CA o Intrinsic vs. Extrinsic Rewards CA o Reinforcement Theory CA o Management in Action CA o Quiz, Chapter 12 Self-assessment: Are You More Interested in Extrinsic or Intrinsic Rewards?
Week 4: June 30	Chapter 13: Groups and Teams	Read: Chapter 13 Smart Book Listen to Presentation Connect Assignments Complete by 7/6: o Seven Ways to Build Effective Teams CA o Functional vs. Dysfunctional Conflict CA o How to Become a More Effective Team Member CA o Stimulating Functional Conflict CA o Teamwork Makes the App Work ABA o Quiz, Chapter 13 Self-assessment: What Is Your Conflict-Management Style?
Week 5: July 7- Chapters 14 and 16	Chapter 14: Power and Influence	Read: Chapter 14 Smart Book Listen to Presentation Connect Assignments – complete by 7/10:

		○ Six Sources of Power CA ○ Nine Generic Influence Tactics CA ○ Management in Action CA ○ Leadership: Transactional vs. Transformational Leadership ABA ○ Quiz, Chapter 14 Self-assessment: Assessing Your Readiness to Assume a Leadership Role Participate in the Discussion Forum on Course-Takeaways by 7/11.
Week 5: July 6	Chapter 16: The Control Function	Read: Chapter 16 Smart Book Listen to Presentation Connect Assignments – complete by 7/10: ○ Steps in the Control Process CA ○ The Balanced Scorecard CA ○ Core TQM Principles CA ○ Using Artificial Intelligence to Control CA ○ Managerial Control: A Turbulent Ride ABA o Quiz, Chapter 16 ○ Self-assessment: Assessing Your Satisfaction with Your College Experience **You can take the final exam between July 8 and July 11.**

Evaluation and Grading

Connect Activities – Assignments, Quizzes, and Other Activities: 50%

For each module, I have assigned relevant assignments in Connect that you should complete on a weekly basis. You can find a list of the assignments in the schedule above, but they are also listed when you log into Connect via Brightspace.

Important: You must access these assignments via Brightspace to receive credit – do not start assignments from Connect directly (Brightspace is linked to Connect).

The scores you obtain for these assignments in Connect will contribute 50% in total to your class grade. Individual weights are as follows: Smart Book: 5%; Application-Based Activities: 10%; Connect Activities: 10%; Chapter Quizzes: 20%; Self-Assessments: 5%

Midterm Exam: 20%

The midterm exam will test your knowledge of the chapters covered prior to the exam as well as content from presentations, discussions, and any other class material that may be assigned.

You can take it between June 27 and June 30.

Final Exam: 20%

The final exam will test your knowledge of the chapters covered after the midterm and prior to the final exam, as well as content from presentations, discussions, and any other class material assigned. Although the final exam is not cumulative, you may need to know concepts from previous chapters in order to answer questions in successive chapters.

You can take it between July 8 and July 11.

Participation: 10% total

This grade will be determined based on your participation in the discussion forums (5%) and listening to the on-line presentations (5%).

On-line presentations must be accessed on Connect by logging into Brightspace. **Do not start** from Connect directly.

Final Grades

Your final grade will be determined according to the Baruch College Letter Grades and Grade Point Equivalents Policy as follows:

Grade	Grade Point Equivalent	Percentage Equivalent
A	4.0	93.0 – 100.0
A-	3.7	90.0 – 92.9
B+	3.3	87.1 – 89.9
B	3.0	83.0 – 87.0
B-	2.7	80.0 – 82.9
C+	2.3	77.1 – 79.9
C	2.0	73.0 – 77.0
C-	1.7	70.0 – 72.9
D+	1.3	67.1 – 69.9
D	1.0	60.0 – 67.0
F	0.0	below 60.0

Final Grades will be submitted by July 15.

Program Learning Goals

Here is a summary of how course activities and learning goals fit into the overall program learning goals for your degree:

Activities	Course Learning Goal(s)	BBA Learning Goal(s)
Course exams	Explain the role of managers. Describe the skills needed to be a successful manager. Recognize the importance and impact of ethical and unethical behavior in organizations. Describe the benefits and challenges of a diverse global workforce. Explain the advantages, disadvantages, and best practices of utilizing teams within organizations. Analyze implications of management trends and popular management programs in a global work environment.	Analytical Skills Civic Awareness and Ethical Decision-Making Global Awareness Written Communication Skills
Case Analysis	Explain the role of managers and the implications of their actions, both good and bad. (Note: not part of summer session).	Analytical Skills Ethical Decision-Making Written Communication Skills
Connect Assignments	Describe the skills needed to be a successful manager. Recognize the importance and impact of ethical and unethical behavior in organizations. Explain the advantages, disadvantages, and best practices of utilizing teams within organizations. Analyze implications of management trends and popular management programs in a global work environment.	Analytical Skills Technology and Data Literacy Civic Awareness and Ethical Decision Making Global Awareness
Other Virtual Weekly Assignments	Explain the role of managers. Describe the skills needed to be a successful manager. Recognize the importance and impact of ethical and unethical behavior in organizations. Describe the benefits and challenges of a diverse global workforce. Explain the advantages, disadvantages, and best practices of utilizing teams within organizations. Develop self-awareness and problem-solving skills through the analysis of organizational issues and challenges facing managers. Analyze implications of management trends and popular management programs in a global work environment.	Analytical Skills Civic Awareness and Ethical Decision Making Written Communication Skills

Activities	Course Learning Goal(s)	BBA Learning Goal(s)
Research Requirement	Recognize the importance and impact of ethical and unethical behavior in organizations. Develop self-awareness and problem-solving skills through the analysis of organizational issues and challenges facing managers. (Note: Not part of summer session).	Analytical Skills Civic Awareness and Ethical Decision-Making Global Awareness
Weekly Readings	Explain the role of managers. Describe the skills needed to be a successful manager. Recognize the importance and impact of ethical and unethical behavior in organizations. Describe the benefits and challenges of a diverse global workforce. Explain the advantages, disadvantages, and best practices of utilizing teams within organizations. Analyze implications of management trends and popular management programs in a global work environment.	Analytical Skills Civic Awareness and Ethical Decision-Making Global Awareness

Here is a summary of the degree to which each BBA learning goal is reflected in this course:

- Analytical skills: *Significant* part of course
- Technology and Data Literacy: *Significant* part of course
- Communication Skills – Oral: *Minimal* part of course
- Communication Skills – Written: *Minimal* part of course
- Ethical Decision Making and Civic Awareness: *Significant* part of course
- Global Awareness: *Moderate* part of course