American University of Ras Al Khaimah

AURAK Syllabus

Course & Instructor Information

Course Title: Principles of Management

Course Code: MGMT 301

Credit Hours: 3.0

Course Description:

This course presents essential management theories and concepts. It examines the nature of managerial work under a range of business models and under rapidly changing business conditions. Managerial functions and activities such as planning, organizing, leading, and controlling are examined in depth, and in the context of current organizational practices and scenarios.

Additional Information about the course:

This course is not an online course.

Prerequisite course(s) and/or co-requisite courses, if applicable: Sophomore Standing

Course Textbooks and Materials:

Slocum, J.W. Jr. Jackson, S.E. and Hellriegel, D., (2020), *Management: A Competency Based Approach*, 15th ed, Ohio, South Western, http://www.swcollege.com

Other Resources:

Robbins, S. and Coulter, M. (2020), *Management*, 14th edn, Pearson Prentice Hall. ISBN-13: 978-0134527604, ISBN-10: 9780134527604

Robert N. Lussier (2020), Management Fundamentals, Concepts, Applications, Skill Development, 3rd edn, Thomson, South-Western. ISBN-13: 978-1506389394, ISBN-10: 9781506389394

Samuel Certo & S. Trevis Certo (2020), Modern Management – Concepts and Skills. 15th Edition. Pearson Prentice Hall. ISBN-10: 0133859819; ISBN-13: 978-0133859812

Articles

Linzi Kemp, Norita Ahmad, Mohamed-Osman Abaker, Sabir Haque. Policy Paper 62 (2023). Women in Organizations: From Theory to Practice in the United Arab Emirates — Ras Al Khaimah and the Northern Emirates, February, https://publications.alqasimifoundation.com/en/women-in-organizations-from-theory-to-practice-in-the-united-arab-emirates-ras-al-khaimah-and-the-northern-emirates

Abaker, M.O.S.M., and Al-Titi, O.A. (2019b), 'Diversity strategies: Managerial problems of practices and perceptions in private organizations', *Polish Journal of Management Studies*, **20** (**2**): 9-23. DOI: 10.17512/pjms.2019.20.2.01

Web Resources:

N/A

Course Learning Outcomes (CLOs)

Course Learning Outcomes At the end of this course, students should be able to:	
CLO 1	Assess the concepts and theories of management and their uses as a foundation for advanced coursework in Management.
CLO 2	Apply management concepts and theories to "real life" experiences in organizations.
CLO 3	Identify key occupational aspects and issues affecting management in organizations.
CLO 4	Differentiate between the roles played by employees and managers in organizations.
CLO 5	Apply various management functions such as planning, organizing, directing, leading, and

	controlling, and identify their contribution to management of organizations.

Program Learning Outcomes (PLOs) and Mapping Course to Program Outcomes

Please see the APPENDIX for the Course to Program Learning Outcomes Mapping.

Assessment Activities

The dates for quizzes, exams, and submission of assignments are specified in the schedule. You will be graded in this class based on the number of points you earn for quizzes, exams written assignments, or other activities, including your class participation. Keep track of your scores in Blackboard.

Assessment Activities and Grading Weight	Course Activities / Assignments 30%	Quiz 20%	Mid-term Exam 20%	Final Exam 30%
CLO 1	X	X		
CLO 2	X	X	X	X
CLO 3	X	X	X	X
CLO 4	X		X	X
CLO 5	X		X	X
	Feedback on student work will be given within ten to 14 days of assessment completion to enable students to identify the gap in their work.	Feedback on student work will be given within one week of assessment completion to enable students to identify the gaps in their work.	Feedback on student work will be given within one week of assessment completion to enable students to identify the gaps in their work.	Feedback on student work will be given within 48 hours of assessment completion to enable students to identify the gap in their work.

Explanation of the assessment activities specified in the table above.

Quiz 20%: The quiz will cover material from the first two/three chapters. It will comprise two short essay questions worth 20 marks as preparation for the midterm exam.

Midterm 20%: The midterm will cover material from the first half of the course. It will comprise three/four questions worth 20 marks.

Project/Assignment 30%: This project/assignment will be based on a UAE/GCC organization. The project requires you to write a sound essay and a persuasive report worth 30 marks. The project will be submitted via SafeAssign to detect plagiarism.

Final Exam 30%: The final exam will be cumulative in the sense that you may be required to apply theoretical perspectives and decision-making processes discussed in the first part of the course to issues discussed in the second half of the course. It will comprise four/six questions worth 30 marks.

Assessment Rubric

The assessment instruments with the answer key and marking scheme/assessment rubric will be included for all assessment instruments for this course in the Course File and uploaded on the Course File Component of the IDAP system.

Recommendation: An in-class activity and a take-home assignment to assess the concepts and theories of management and their uses; apply management concepts and theories to "real life" experiences in organizations; and identify key occupational aspects and issues affecting management in organizations will be given to students to ensure that CLOs 1, 2, and 3 are met.

Grading Scale

The grading system and scale for AURAK, as established by the Board of Trustees, is as follows:

AURAK Grading System and Scale		
Grade	**Percentage Scores**	**Grade Points**
A	95-100	4.00
A-	90-94	3.70
B+	86-89	3.30
B	83-85	3.00
B-	80-82	2.70
C+	76-79	2.30
C	73-75	2.00
C-	70-72	1.70
D+	66-69	1.30
D	60-65	1.00
F	0-59	0.00

An "S" grade reflects satisfactory, or passing, work in a course (i.e., equivalent to grade of C or higher for graduate students. A "U" grade reflects unsatisfactory, or failing, work in a course. S/U will have no effect on the GPA.

Weekly Course Information

<table>
<tr><td colspan="5">Schedule of Course Topics, Required Reading, and Assignments and Assessments
(Including scheduling of laboratory, studio, external visit, and other non-classroom meeting sessions, as appropriate)</td></tr>
<tr><th>Week</th><th>Topic</th><th>Required Readings</th><th>Assignment, Assessment (with grade weighting) & Due Date</th><th>Mapping of CLOs to Assessments</th></tr>
<tr><td>1</td><td>Introduction to course syllabus</td><td>Class discussion

Sustainability Goal 4 Equitable Quality Education</td><td></td><td></td></tr>
<tr><td>2</td><td>Introduction to management</td><td>Management: A Competency Based Approach (2020) - Ch1</td><td></td><td>1,2,3</td></tr>
<tr><td>3</td><td>Management competencies</td><td>Management: A Competency Based Approach (2020) - Ch2</td><td></td><td>1,2,3</td></tr>
<tr><td>4</td><td>The foundation of planning function</td><td>Management: A Competency Based Approach (2020) - Ch4</td><td>Quiz 20%</td><td>1,2,3</td></tr>
<tr><td>5</td><td>The foundation of organizing function</td><td>Management: A Competency Based Approach (2020) - Ch5</td><td></td><td>1,2,3</td></tr>
<tr><td>6</td><td>The foundation of the leading function</td><td>Management: A Competency Based Approach (2020) - Ch6</td><td></td><td>1,2,3,4</td></tr>
</table>

7	The foundation of controlling function	Management: A Competency Based Approach (2020) - Ch7	Assignment 1 in class: personality and trait assessments to establish management style	1,2,3,4
8	Tutorial/Revision MID TERM EXAM		**MID TERM EXAM 20%**	2,3,4,5
9	Managing teamwork in organizations	Management: A Competency Based Approach (2020) - Ch8	Assignment 2 in class: a case study on conflict resolution	3,4,5
10	Theories of motivation	Management: A Competency Based Approach (2020) - Ch9		3,4,5
11	Leadership in organizations	Management: A Competency-Based Approach (2020) – Ch10 **Class discussion Sustainability Goal 17 Global Partnership**	Assignment 3: analysis of UAE companies **Submission is due by week 13**	1,2,3,4,5
12	Change managemen	Management: A Competency-Based Approach (2020) – Ch11 **Class discussion Sustainability Goal 17 Global Partnership**		1,2,3,4,5
13	Presentation			
14	Revision			

15	Revision			
16	**FINAL EXAM:**		**Check the Registrar's Portal** **Final Exam 30%**	2,3,4,5

'The course syllabus will be contextualized for the UAE wherever necessary.'

Attendance Policy

Regular student attendance and class participation are essential for students to meet course expectations and to succeed in their studies. The following are benefits associated with attending classes:

- Opportunity to participate in active learning
- Opportunity to demonstrate preparation for class
- Opportunity to engage with the faculty member teaching the course, classmates, and the course material.

The following are requirements of the university's attendance policy:

- Students must provide a satisfactory reason for being absent from class, to the course instructor and the Student Life Departent, in advance of missing a class.

- Students must observe protocols for online course attendance (e.g., having camera turned on).
- Students must arrive on time for class and must not depart early from the class. Persistent late arrival at, or early departure from, class meetings may result in being counted as absent from class.

If students fail to attend 20% of the scheduled classes for the semester _without a valid excuse_, they will be withdrawn from the course with a grade of either W or F depending on when the 20% unexcused absence level is reached.

The total number of _unexcused and excused absences_ cannot exceed 30% of the class meetings for the course, with unexcused absences not exceeding 20%. Students who miss more than 30% of the scheduled classes will be withdrawn from the course with a grade of either W or F depending on when the 30% absence level is reached.

Please refer to the Student Handbook for details.

Accommodations for Students of Determination

Students of determination may find they require additional support, services, or considerations. AURAK will endeavor to support students of determination of those with special needs where resources are available. Accommodations will be provided, for students with verified needs, allowing equal access to educational facilities, programs, services, and activities at AURAK. Accommodations are never applied retroactively – only students who have previously requested and have been approved for supporting accommodations can have them apply to a given academic semester/course. Students needing support must make the request from the Office of Support Services located in Building D.

Other Relevant Policies

A. Academic Integrity

The Honor Code

The American University of Ras Al Khaimah strongly supports the concept of academic integrity and expects students and all other members of the AURAK community to be honest in all academic endeavors. The AURAK Honor Code can be found in the AURAK Student Handbook.

The role of the Honor Code and associated Academic Integrity Policy is to protect the academic integrity of the university, encourage consistent ethical behavior among students, and foster a climate of honorable academic achievement. The Honor Code is an integral part of university life and students are responsible, therefore, for understanding and abiding by the code's provisions. While a student's commitment to honesty and personal integrity is assumed and expected, this Code and associated policy and procedures provides clarity of expectations.

Expectations

Cheating, plagiarism, and all other forms of academic fraud are unacceptable; they are serious violations of university policy. AURAK expects all students to be familiar with university policies on academic integrity. The university will not accept a claim of ignorance – either of the policy itself or of what constitutes academic fraud – as a valid defense against such a charge.

Violations of Academic Integrity

Violations of academic integrity constitute academic fraud. Academic fraud consists of any actions that serves to undermine the integrity of the academic process or that gives the student an unfair advantage, including:

- Inspecting, duplicating or distributing test materials without authorization.

- Cheating, attempting to cheat, or assisting others to cheat – relevant here is the prohibition on being in possession of a mobile telephone or similar electronic device during a test or examination. In case such devices are found with a student, the student will be deemed to have attempted to cheat and will be subject to disciplinary action under the Student Academic Integrity Policy.

- Altering work after it has been submitted for a grade.

- Plagiarizing.

- Using or attempting to use anything that constitutes unauthorized assistance. **_PLEASE NOTE_**: Faculty members may prohibit the use of generative AI, including though not limited to, generative AI such as Open AI ChatGPT and Canva, in completing assignments. When such prohibitions have been communicated by the faculty member, incorporating information from such sources into your assignment submission will be treated as a serious violation of academic integrity expectations.

- Fabricating, falsifying, distorting, or inventing any information, documentation, or citation.

Plagiarism

One of the most common violations of academic integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism and thus will bring the same penalties.

Plagiarism – submitting the work of others as one's own - is a serious offense. This includes submitting work obtained from AI writers such as Open AI Chat GPT, as well as other forms of generative AI. In the academic world, plagiarism is theft. Information from sources – whether quoted, paraphrased, or summarized – must be given credit through specific citations. When a student paraphrases a work, it is still necessary to cite the original

source, even when the information has been provided by generative AI writers and/or sources. Merely rearranging a sentence or changing a few words is not sufficient. The citation style should be appropriate for the discipline and should clearly indicate the beginning and ending of the referenced material. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper, as appropriate in the discipline. **_PLEASE NOTE:_** Faculty members may prohibit the use of generative AI in completing assignments. When such prohibitions have been communicated by the faculty member, incorporating information from such sources into your assignment submission will be treated as a serious violation of academic integrity expectations.

While plagiarism detection software can assist identifying plagiarism, there is no "percentage of matching content" threshold for determining that content in a written assignment has been plagiarized. Indeed, the presentation of a single striking phrase originally written by another without attribution to the original source can constitute plagiarism, even though the percentage of matching content found by plagiarism-checking software might be very small.

Faculty and Student Expectations

- Every student, faculty member, and administrator is responsible for upholding the highest standards of academic integrity. Every member of the AURAK community shall honor the spirit of this policy by refusing to tolerate academic fraud.

- It is the responsibility of the instructor to provide students with additional guidelines for what constitutes "authorized" and "unauthorized" assistance.

- It is the responsibility of every student to see clarification if in doubt about what constitutes 'authorized" and "unauthorized" assistance. In cases involving collaborative work, all students within the collaborative group may be help responsible for violating the code if any member of the group receives, accepts, or utilizes "unauthorized" assistance.

- Students are required to obtain permission prior to submitting work, any part of which was previously or will be submitted in another course. The instructor has the option of accepting, rejecting, or requiring modification of the content of previously or simultaneously submitted work.

A student who suspects that a violation of academic integrity has occurred should report the violation to the dean or to the Office of the Provost. In this report, the student should describe any action taken, such as talking with the person involved or with a faculty or staff member. Every effort will be made to preserve the anonymity of the student reporting the incident;

Possible penalties for academic fraud include: Formal warning, Reduction in grade for the assignment, Reduction in the grade for the course, A failing grade for the assignment, A failing grade (F) in the course, and/or Dismissal or Expulsion from the University.

Please refer to the relevant section in the *Student Handbook* and ensure a clear understanding of the provisions of the University Honor Code and the Student Academic Integrity Policy.

B. Concerns about grades or other course matters.

Students are responsible for their learning experiences. If you are concerned about a class matter, first discuss it with the instructor. If the matter is not resolved, the next step is to meet with the Chair of the department in which the course is taught. If you still have a concern, meet with the Dean of the school in which the course is taught. The matter is likely to be resolved before it reaches that point, but if it is not, then visit the Associate Provost for Academic Affairs. Students who decide to "jump to the top" will be referred "back" to the appropriate next step.

C. Assignments

University policy is that assignments are due on the date indicated when the assignment is made. Instructors may refuse to accept late assignments or lower the grade that would be otherwise given.

D. Mobile Phones

All mobile phones and other communication devices should be turned off before entering the classroom. <u>Students may NOT have mobile telephone or other electronic devices in their possession while completing examinations. Any violation will be deemed as having attempted to cheat.</u>

E. Diversity and the Use of English

English is the common language of the AURAK campus for everyone. It is the only language to be used in the classroom. AURAK brings together students and faculty from diverse cultural and linguistic backgrounds, which is one of the strengths of the university. This diversity provides an opportunity to share our different experiences and enlarge our understanding of the world.

APPENDIX

Program Learning Outcomes (PLOs) : BS In Business Administration

Program Learning Outcomes **At the completion of the program, students should be able to:**	
PLO 1	1: Critically expand on the basic principles of economics, accounting, finance, management, information systems, marketing and operations in the context of a global economy.
PLO 2	2: Apply concepts and theories of ethics and social responsibility to practical business dilemmas, recognizing the implications of management decisions for the interests of key internal and external stakeholders.
PLO 3	3: Demonstrate competency in presentation and writing skills using the latest business communication tools.
PLO 4	4: Effectively work in teams and take the lead in team initiatives.
PLO 5	5: Engage in critical self-analysis and professional reflection about potential roles in a business context.
PLO 6	6: Evaluate business situations and critique managerial decisions, using financial statements, statistical tools, and other appropriate methods to organize, analyze and present data.

Mapping Course to Program Learning Outcomes : BS In Business Administration

The learning outcomes of this course contribute to meeting one or more of the program learning outcomes as shown below, with the contribution designated as "high", "medium", or "low":						
	PLO 1	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**
CLO 1	*high*					
CLO 2		*medium*				
CLO 3			*medium*			*high*
CLO 4				*high*		
CLO 5					*medium*	