

**MGMT 201  
COURSE SYLLABUS  
SPRING 2023**



**Basic Course Information:**

<b>Course Title:</b> Principles of Management	<b>Instructor:</b> DR. SALIME SMADI
<b>Core/Elective Course:</b> Core	<b>Office Location:</b> A-438
<b>Class Meeting Times:</b> MW 12.30- 1.45 pm (Grp 2)	<b>Office Phone:</b> 3546
<b>Class Location:</b> A103	<b>Email:</b> <a href="mailto:ssmadi@auk.edu.kw">ssmadi@auk.edu.kw</a>
	<b>Office Hours:</b> MW 10.45 -12.00 pm 1.45 – 3.30 pm
	(Other times by appointment)

**AUK Mission Statement:**

The American University of Kuwait is a liberal arts institution based on the American model of higher education. It is dedicated to providing students with knowledge, self-awareness, and personal growth experiences that can enhance critical thinking, effective communication, and respect for diversity. AUK seeks to create leaders and lifelong learners who aspire to the highest standards of moral and ethical responsibility in their societies.

**Department/College Mission Statement:**

The College of Business and Economics provides an American educational experience producing ethical, innovative, articulate, and globally agile graduates. The College of Business and Economics strives to uphold the following values: Freedom of thought, expression, and intellectual inquiry, respect for individual identity and rights, and cultural diversity, commitment to high standards of morality, integrity, and social responsibility, and adherence to high professional standards and ethics.

**Catalog Course Description:**

This course takes a contemporary approach to understanding the essential principles of modern management, both from a theoretical and practical perspective. Course content is a synthesis of behavioral sciences concepts that provide the basic framework for the practice of management and the attainment of strategic goals and objectives. Students will gain an understanding of the functions and responsibilities of managers and will look at tools and techniques that can be utilized in the performance of the managerial job within the global business context. The course highlights the functions of management (planning, organising, leading and controlling) in relation to the internal and external environment and issues of ethics and social responsibility.

Prerequisite: ENGL 102.

**Degree of learning for each Program Learning Outcomes in this course:**

<b>Program Learning Outcomes (PLOs)</b>	
PLO1: <b>Communication:</b> Demonstrate effective English language communication skills in writing and oral presentations	R/A
PLO2: <b>Ethical behaviour:</b> Articulate ethical and professional responsibilities, recognize ethical dilemmas, and formulate ethical strategies.	I/A
PLO3: <b>Critical thinking:</b> Identify, evaluate, analyze, and solve diverse and unstructured management problems in unfamiliar settings, use, synthesize, and evaluate data/ evidence, exercise judgment, and assess risks, understand the holistic and systemic nature of the organization and its internal and external environment.	R/A
PLO4: <b>Global and multi-cultural aspects of business:</b> Understand diverse cultures; develop intercultural skills; understand global processes; and be prepared for citizenship, both local and global.	I/A
PLO5: <b>Entrepreneurial behaviour:</b> Entrepreneurship is value creation, iterative learning, opportunity identification, business development, venture creation and growth. Becoming entrepreneurial is personal development, creativity, self-reliance, initiative taking, and action orientation.	I/A

I= Introduced; R=Reinforced; A= Assessed

**Course Objectives:**

The course focuses on providing students with analytical, developmental, managerial and technical skills that relate to managerial positions in organizations. This course is an introduction to the critical management skills involved in planning, organizing, controlling, leading and decision making in an organization.

**Course Learning Outcomes:** Upon successful completion of the course, students will be able to:

<b>Course Learning Outcomes (CLOs)</b>	<b>Corresponding PLO</b>
CLO1: Develop an in depth understanding of the functions of management: Planning, Organizing, Leading, and Controlling and how they are strategically applied within an organizational setting.	PLO: 1, 2, 3, 4, 5
CLO2: Make sound organizational decisions based on ethics and social responsibility, whilst understanding the need to balance the different demands of various stakeholder groups.	PLO: 1, 2, 3, 4, 5
CLO3: Assess global, regional and multicultural aspects of business operations and their impacts on management	PLO: 1, 2, 3, 4, 5
CLO4: Recognize the importance of leadership skills in today's workplace and demonstrate the ability to effectively work and communicate in teams.	PLO: 1,2, 3, 4,
CLO5: Understand the manager's role in resource acquisition, allocation and decision-making	PLO: 2, 3, 4, 5

### Course Delivery/Methodology:

This course will be held twice a week in the designated classroom. Material will be presented through synchronous lectures. You may also be asked to do some chapter/case reading ahead of time. All course materials, lecture slides and readings will be posted on Moodle, which can be accessed at [lms.auk.edu.kw](http://lms.auk.edu.kw). All assignments must also be submitted through Moodle only. To successfully complete this course, you must attend regularly, complete chapter readings ahead of time, actively participate in class discussions and group work and submit assigned course work by the posted due dates and times.

	Teaching Method/Instruction	
1	Synchronous Lectures (both in class and online)	✓
2	Assignments	✓
3	Case Based Learning	✓
4	Case Analysis	
5	Project/Presentation	✓
6	Seminars	
7	Class participation / Reading	✓
8	In class or Online Discussions / Instructions	✓
9	Guest Speaker Sessions	
10	Other	

**Rubrics:** As the semester progresses, students will be provided with assignment-specific rubrics when needed.

### Required Textbook/Required Readings:

**E-Textbook:** Gareth R. Jones and Jennifer M. George ***Contemporary Management***, 12th Edition, McGraw-Hill (please purchase with the Connect Code)  
Available from the AUK Online Bookstore.

### Recommended/Supplemental Readings:

Arabian Business/Forbes/Business Week/ The Economist Magazines

- Try to also follow the local and international news as often as you can for information on the economy and global businesses. Please feel free to share/ start a discussion on any interesting news in class.
- Watch You Tube videos, listen to podcasts and TedTalks to gain more insight into the world of business and management. Share these with your peers. For example: Conversations with Lou Lou, Richter Talk (in Arabic).

**Sal's Recommendations: Some books I have read and enjoyed over the past year.**

1. Don't they know it's Friday?: A cross-cultural guide for business and life in the Gulf (Jeremy Williams)
2. Burn the Business Plan: What great entrepreneurs really do? (Carl.J. Schram)
3. Think and Grow Rich (Napolean Hill)
4. The \$100 Start-Up (Chris Guillebeau)
5. Startup Arabia (Amir Hegazi)
6. My Brilliant Friend-The Neapolitan Quartet (Elena Ferrante)...fiction.

**Currently reading..... (all fiction)**

Greek Myths: A new retelling (Charlotte Higgins)  
 The Things You Can See Only When You Slow Down (Haemin Sunim)  
 An Orchestra of Minorities (Chigozie Obioma)

**Topics Covered and Deliverables Schedule:**

<b>First week</b>	Introduction to the world of business and management
Chapter 1	The Managers and Managing
Chapter 2	The Evolution of Management Thought
Chapter 3	Values, Attitudes, Emotions and Culture
Chapter 4	Ethics and Social Responsibility
	<b>MID TERM EXAM (Wednesday 29<sup>th</sup> of March)</b>
Chapter 5	Managing Diverse Employees in a Multicultural Environment
Chapter 6	Managing in the Global Environment
	<b>QUIZ</b>
Chapter 7	Decision Making, Learning, Creativity and Entrepreneurship
Chapter 8	The Manager as a Planner and Strategist
Chapter 11	Organizational Control and Change
Chapter 13	Motivation & Performance
Chapter 14	Leadership
	<b>Group Presentation</b>
<b>Final Exam (Chps: 7,8, 11,13,14)</b>	<b>Scheduled during official exam week (June 2023)</b>

**Syllabus Changes:** There may be changes to the schedule and syllabus during the semester. When this happens, I will inform you in class and over email. ***It is your responsibility to stay up to date with all changes announced.***

## Evaluations and Grading:

Evaluation Type	Weight	Link to PLO
In class activities	10 %	PLO: 1, 2, 3, 4, 5
Quiz (Chp 5 & 6)	5%	PLO: 1, 3, 4
Connect chapter review exercises	20 %	PLO: 1,2, 3, 4, 5
Group Presentation	10%	PLO: 1,3, 4, 5
Mid Term Exam ( <b>Chps 1, 2, 3, 4</b> )	25 %	PLO: 1, 2, 3, 4, 5
Final Exam ( <b>Chps 7, 8, 11, 13, 14</b> )	25 %	PLO: 1,2, 3, 4, 5
Attendance and Participation	5%	
<b>Total</b>	<b>100%</b>	

**In-class Activities:** During classes, students will be required to answer questions or do Internet research and explain/write their findings in the class. They may be also required to work on an exercise or mini case study that needs to be handed in by the end of the class. The aim of these activities is to promote class participation and practical skills and to also provide feedback on where you stand in terms of understanding the subject matter. These activities may be announced before the class or may take place spontaneously. If you are not in class during these activities, you **will not** be able to make up for them.

**CONNECT Chapter Review Homework:** At the end of every chapter, students are encouraged to log onto CONNECT (supplement to your textbook) and complete the chapter review questions. All students who score 50% or above, will receive the full 2 points for completing the review. Those students who score below 50%, will receive 1 point. These exercises will also help students to prepare for the exams. The instructor will guide students on how to use CONNECT.

**Group Project:** Being able to work as part of a team is an important 'soft skill' in business life. Students will work in groups of 4 to present the CEO/Manager/Founder of a local/regional business of their choice and analyze this person's impact on the company's operations. The group will prepare a PowerPoint about the CEO/ business and present this to the class. There may also be an oral assessment component after the presentation. More information about the project and the grading rubric will be given in class.

**Exams:** The Mid term exam date is Wednesday 29<sup>th</sup> of March and the final exam will be held during the official exam week and as announced by AUK. The exams will most likely be a mix of multiple choice and short answer questions (though it can also be one or the other). There are no make-ups for missed exams, unless the student can provide documentation of in-patient hospitalization (God Forbid).

### **AUK Official Grading Scale:**

<b>Letter Grade</b>	<b>Percentage</b>	<b>University Points</b>
A	94-100	4.0
A-	90-93	3.7
B+	87-89	3.3
B	84-86	3.0
B-	80-83	2.7
C+	77-79	2.3
C	74-76	2.0
C-	70-73	1.7
D+	67-69	1.3
D	64-66	1.0
D-	60-63	0.7
F	0-59	0.0

### **AUK Attendance Policy:**

Time is money in the business world. In this class you are expected to be punctual. When you walk in late you are disrupting the learning process of your peers. Please make sure you take into account traffic and the need to park in order to make sure you are not late for class. Those students who are late more than 10 minutes will be marked absent. Likewise, students who habitually turn up late to class will also lose points for attendance. Any student who misses more than 15% of class sessions of any course during a semester should expect to fail, unless she/he submits documented evidence to the course instructor of inpatient medical care, death of an immediate family member, academic instructional activities, or national athletic activities. If excused, students are required to satisfy all coursework due or assigned during their absence as determined by the course instructor. If a student does not submit documented evidence for her/his absence exceeding the limit, it is the student's responsibility to withdraw from the course by the specified deadline, as indicated on the academic calendar. Students who withdraw from a course receive a grade of "W". Students who do not withdraw from a course nor submit supporting documents for excessive absences will receive a grade of "FN" (failure for non-attendance).

If you are unable to attend class due to illness or an emergency, please let me know via email as soon as possible. Acceptance of medical records (for attendance purposes) is at the discretion of the instructor and should be handed in immediately after the absence.

You will also be allowed an additional TWO free absences, which you may use at your discretion for 'emergency' situations/sleeping-in/travel/bad hair day etc.

### **Code of Academic Honesty and Integrity:**

Upon admission to the American University of Kuwait, students agree to act responsibly in all areas of academic, personal and social conduct and to take full responsibility for their individual and collective action. Such regulations are found in the American University of Kuwait Catalogue, Student Handbook, and the AUK website at [www.auk.edu.kw](http://www.auk.edu.kw). Any question of interpretation regarding the code of academic honesty and Integrity shall be reported to the appropriate academic dean. The Code shall be reviewed annually at the discretion of the academic deans. Any student or student organization found to have committed the cited violations or misconduct, either on or off campus, is subject to the disciplinary sanctions outlined in adjudication procedures.

Honesty, integrity and ethical conduct are very important in our private, social and professional lives. I believe in your honesty and integrity unless you give me an indication to doubt you. All students

need to abide by the Students' Code of Conduct. All forms of cheating and plagiarism will automatically result in ZERO grades.

**Plagiarism:**

The term "plagiarism" includes, but is not limited to, an attempt of an individual to claim the work of another as the product of his or her own thoughts regardless of whether that work has been published. Plagiarism includes, but is not limited to, quoting improperly or paraphrasing text or other written materials without proper citation on an exam, term paper, homework, or other written material submitted to an instructor as one's own work. Plagiarism also includes handing in a paper to an instructor that was purchased from a term paper service or downloaded from the Internet and presenting another person's academic work as one's own.

**Cheating:**

The term "cheating" includes but is not limited to, copying homework assignments from another student; working together with another individual on a take-home test or homework when not approved by the instructor, looking at and/or copying text, notes or another person's paper during an examination when not permitted to do so. Cheating also includes the giving of work information to another student to be copied and/or used as his or her own. This includes but is not limited to giving someone answers to exam questions either when the exam is being given or after having taken an exam; informing another student of specific questions that appear or have appeared on an exam in the same academic semester; giving or selling a term paper, report, project or other restricted written materials to another student.

**Academic Support:**

Learning Support Services focuses on empowering students to become independent and successful learners by developing their literacy skills, enhancing their understanding, and helping them improve their academic and study skills. Learning Support Services is comprised of two centers: the Tutoring Center and the Writing Center. The Tutoring Center provides free academic support in various subjects to AUK student. Email: [tutoringcenter@auk.edu.kw](mailto:tutoringcenter@auk.edu.kw).

The Writing Center provides multilingual support (English, Arabic, French, and Spanish) through individual or small-group consultations. Email: [writingcenter@auk.edu.kw](mailto:writingcenter@auk.edu.kw)

**Disability Accommodations:**

AUK provides an equal and inclusive educational environment in order to enable all students to meet and perform requisite academic standards and to participate in the opportunities and activities of its community. If you believe you can benefit from accommodations for a learning, physical, or mental health disability, please book a session with the Counselling Center (through their booking page), to ask about disability services at AUK, initiate an accommodation plan, or receive disability services. You can also email [counseling@auk.edu.kw](mailto:counseling@auk.edu.kw) if you need assistance in booking a session.

All disability-related accommodations require registration with the Counseling Center at the start of the semester and unfortunately cannot be applied retroactively. I will be informed accordingly and I will certainly accommodate your request within reason.

## Course Policies/Student Responsibilities:

### Communication Policy:

Please be sure to use your official AUK email account, write your full name, student number and indicate which class and section you are taking (Ex: Mgmt 201, group 01, 1.00 pm) when you send me an email. If you have a question, please check the syllabus first and if your question is not answered there, then please feel free to send an email and I will be happy to clarify. I usually respond to questions via email within 24-48 hours of receiving them; if I do not respond within 48 hours, please re-send the email. Emails sent late Thursday afternoon and on the weekends will be responded to on Sunday.

Please adhere to email etiquette and note that I do not respond to emails that are not written in a courteous manner. Students are also expected to check their email daily for announcements related to the course and if there is a change in schedule due to an emergency.

**Written assignments:** Written assignments are to be typed and will be graded for form as well as content. Errors in spelling, grammar or punctuation can distort the message you are trying to communicate and may also lower your grade. The APA referencing format must be used for any written assignment. Please contact the AUK Writing Center ([wtc@auk.edu.kw](mailto:wtc@auk.edu.kw)) and make use of widely- available guides and references for effective writing, and report compilation styles. Remember that I am also here to help you if you get stuck. All assignments will be submitted through Moodle and checked by Turnitin. Turnitin is an online tool that helps instructors detect plagiarism. The Turnitin results will be reflected in your grades.

**Late work and missing exams:** Normally late assignments will **not** be accepted. Exceptions may be made, with appropriate notice (i.e. 24 hours advance), or where unusual circumstances permit (For ex: student has been hospitalized for a serious medical condition and supporting in-patient documentation can be provided). In this case, I will work with you in order to find an appropriate solution. **There are no make-ups for missed EXAMS, unless the student can document in-patient hospitalization. All other excuses will not be accepted.**

**Technology Issues:** All assignments must be submitted through Moodle. However, you may experience trouble submitting an assignment due to technology or internet issues. If such a situation does arise and you are unable to submit your assignment through Moodle, please send me an email at [ssmadi@auk.edu.kw](mailto:ssmadi@auk.edu.kw) and include the **completed** assignment. Please make sure that you email me the assignment **before** the deadline as this documents that you did finish everything by the due date and time, but that you just had a technology issue. This will ensure that your assignment will be accepted, and you will not receive a late penalty of a lower grade or get a zero. **Once the technology or internet issue is resolved, it is your responsibility to upload the assignment to Moodle for grading- please don't forget.** In general, always be sure to frequently save your files and keep backups of your assignments. Students should inform the IT department of any technical issues and copy me (cc) in the email.

**I am here to facilitate your learning process and to help you develop skills that are needed for success in the world of management. I hope that this journey will be a memorable experience for all involved. I truly understand that all students worry about grades. If you put in the maximum effort, then it will reflect in the grade you earn at the end of the semester. Please feel free to reach out to me, if you have any concerns related to the course.**

Welcome back and I wish all of you a successful semester.