FLORIDA POLYTECHNIC
UNIVERSITY

Syllabus: ECO 3930 – Special Topics: Principles of Management

Spring Semester 2026

Course Information
- **Course Number and Title**:   ECO 3930 – Special Topics: Principles of Management
- **Credit Hours:**   3 credits
- **Current Academic Term**:   Spring 2026, January 12th – May 8th (includes final exams week)
- **Class Meeting**:   Hybrid – Mondays 2:00 PM – 3:50 PM (IST-1015)

Instructor Information
- **Instructor**:   Debra (Debbie) Frank
- **Office Location**:   BARC 1112
- **Office Hours**:   Monday and Wednesday: 1:00 PM – 1:50 PM
  *Please message me to arrange additional meetings virtually on Teams
- **E-mail**:   dfrank@floridapoly.edu
- **Cell (text is preferred):**   239-293-2054

Course Details
- **Course Delivery Mode:**   Hybrid

- **Course Website:**   Special Topics: Principles of Management

- **Official Catalog Course Description:**
  This course explores the core functions of management, planning, organizing, leading, and controlling, with an emphasis on data-informed decision-making. Students examine leadership, team dynamics, and organizational strategy while applying analytical tools to real-world challenges. This course bridges management theory with technology-driven practice.

- **Course Pre and/or Co-Requisites:** None

- **Communication/Computation Skills Requirement (6A-10.030)**: Y/N (see catalog description. Identify course as "Gordon Rule" if you see the following in the description: This course meets communication/writing-intensive requirements (W)).

- **Required Texts, Readings, and Course Materials:**
  1. **Primary Textbook:**
     Principles of Management e-textbook, Open-Source Materials through Rice University. Free Access to the textbook chapters is built within your Canvas course modules. A PDF copy of the textbook can be downloaded for free here: Principles of Management - OpenStax
  2. **Coursepack – Discussion Cases ($9.90):**
     A required compilation of case studies for assignments and class discussion: Coursepack

3. **Open-Source Articles, Podcasts, and Videos:**
   Curated academic and industry articles and supplementary multimedia resources within Canvas, free of charge.

- **Course Objectives**:
  After this course, students will be able to:
1. Understand foundational management principles and their application in data-driven business environments.
2. Analyze organizational structures, leadership styles, and team dynamics through the lens of business analytics.
3. Apply management frameworks to solve operational and strategic challenges using data-informed approaches.
4. Develop skills in planning, organizing, leading, and controlling within technologically advanced organizations.
5. Evaluate ethical and global considerations in managerial decision-making.

- **Course Learning Outcomes**:
  Upon successfully completing this course, learners will be able to:
1. Apply core management functions, planning, organizing, leading, and controlling, to real-world business scenarios using analytics tools. (Learning Level: Applying)
2. Analyze organizational behavior and team dynamics using data visualization and collaboration metrics. (Learning Level: Analyzing)
3. Evaluate leadership approaches and decision-making models in the context of digital transformation and innovation. (Learning Level: Evaluating)
4. Interpret performance data to assess managerial effectiveness and recommend improvements. (Learning Level: Analyzing)
5. Synthesize management theory and analytics insights to propose strategic solutions for complex business problems. (Learning Level: Synthesizing)
6. Communicate evidence-based management recommendations to diverse stakeholders using professional formats and visual tools. (Learning Level: Applying/Evaluating)

Alignment with Program Outcomes:

Program outcomes for Business Analytics students	Course Learning Outcome and Learning Level*					
	1	**2**	**3**	**4**	**5**	**6**
1. Apply current business analytics concepts, techniques, and practices to solve business problems.	Applying	Analyzing	Evaluating	Analyzing	Synthesizing	
2. Analyze a given business problem using appropriate analytics techniques to generate insights and solutions.	Applying	Analyzing	Evaluating	Analyzing	Synthesizing	
3. Communicate effectively insights, analysis, conclusions, and solutions to a diverse audience.						Applying/ Evaluating

*Learning level as described in Bloom's taxonomy and Anderson and Krathwohl's taxonomy.

Technology Requirements

- **You MUST use either Canvas messages or your Florida Poly email address for all communication in this course.**
- All students are provided a university email address (access through https://floridapoly.edu).
- You will need to have access to a computer and a reliable internet connection.
- Web browsers should be up to date
- You will participate in the course using our Canvas learning management system (https://floridapolytechnic.instructure.com).
- Microsoft Office Word, Excel, and PowerPoint. These are part of the Office 365 suite available free of charge to students.
- Adobe reader for .pdf files; media player for videos
- For technology issues, contact the University's tech support team: https://floridapoly.edu/technologyservices/help-desk.php

Academic Support Resources

- **Library**: Students can access the Florida Polytechnic University Library through the University website and Canvas, on and off campus. Students may direct questions to library@floridapoly.edu.
- **Tutoring and Learning Center**: The Tutoring and Learning Center (The TLC) provides tutoring to all Florida Poly students who may need additional academic support. The TLC is staffed by students who have excelled in the courses they tutor. They offer support by reviewing concepts and materials from class, clarifying points of confusion and providing assistance with learning strategies. While the focus of TLC is to provide support to students in freshman-level courses, upper-level courses are also tutored at the Center. The TLC is located in the IST Commons (second floor).
  - **Knack Tutoring**: Students looking for additional assistance outside of the classroom are advised to consider working with a peer tutor through Knack. Florida Polytechnic University has partnered with Knack to provide students with access to verified peer tutors who have previously aced this course. To view available tutors, visit joinknack and sign in with your student account.
- **Academic Success Coaches**: All students at Florida Poly are assigned an Academic Success Coach. Your Academic Success Coach can assist you with academic success strategies. Please visit the Student Success Center on the second floor of the IST building to meet with an Academic Success Coach.
- **Writing Center**: Located on the second floor of the IST (2059/2061), the Writing Center helps students to develop their writing and presentation skills. Consultations are available in person and virtually. For more details, visit the Florida Poly Writing Center.

Civility and Collegiality

Faculty and students come to the university for the same reason, which is to participate in a highly professional educational environment. To that end, both students and faculty are expected to treat each other with mutual regard and civility. Communication, written, oral and behavioral, between faculty and students must remain respectful. Within and outside of the classroom, students must refrain from derogatory comments toward the faculty member and their fellow students, and faculty as well must refrain from derogatory comments toward their students. Faculty and students should address each other with respect, in accordance with the wishes of the faculty and the students: for example, no one should be addressed by their last name alone.

Faculty from the outset of a course can and should specify what constitutes activities and behavior that take away from, that diminish, the educational environment. An individual student's distracting behavior impedes the education of fellow students, which itself is a form of disrespect. Civility and collegiality also include respecting each other's time: for example, neither students nor faculty should arrive late to class (unless unforeseen, pressing circumstances prevail); faculty should be present at the posted office hours; and students and faculty should be punctual when meeting times are scheduled. In more general terms, collegiality means respecting the right of both faculty and students to participate fully and fairly in the educational enterprise.

Course Policies:

- **Attendance**: Because this is a hybrid course, attendance includes both online engagement and weekly in-person participation. Students are expected to:
  - **Attend Weekly Class Sessions:** In-person attendance is expected for scheduled class meetings. These sessions include lectures, collaborative activities, and hands-on learning.
  - **Engage Online Weekly:** Log into Canvas at least once per week to complete assigned readings, watch required videos, and submit online activities.
  - **Excused absences:** Absences from either online or in-person components must be communicated promptly. Valid documentation (e.g., doctor's note) is required for excused absences due to illness, family emergencies, or mental health crises.

- **Participation:** Active participation is essential and contributes to your final grade. This includes:
  - Online Engagement: Timely completion of discussion posts, peer feedback, and other asynchronous assignments.
  - In-Class Involvement: Respectful and collaborative participation in group work, presentations, and class discussions.
  Quality, consistency, and timeliness of participation are all considered in grading..

- **Late Work / Make-up work:** Please contact the instructor regarding any late work/make-up work. Late work or make-up work is only granted when the student reaches out to the instructor promptly, and the instructor has the discretion to accept or reject for any reason. Late work will have points deducted. The deducted points will be at the discretion of the instructor based on the situation surrounding the late work/make-up work.

- **Pace of Online Activities:** While online components offer flexibility, this course is not self-paced.
  - Assignment deadlines are designed to support steady progress and prepare you for in-person sessions.
  - Falling behind in the online portion will affect your ability to participate meaningfully in class and may impact your grade.

- **Course Communication and Feedback:**
  - **Canvas Messaging** is the preferred method for contacting me. I aim to respond within two business days, often sooner.
  - **Feedback** on major assignments will be provided within five business days of the due date.
  - If challenges arise, please reach out early so we can discuss options. Respectful, proactive communication helps us maintain a supportive learning environment.

- **Generative AI Policy:** Generative AI is Permitted within the Guidelines stated below

- o You are welcome to use Generative AI (Artificial Intelligence), including ChatGPT and similar AI tools, in your work for this course. However, AI is not a replacement for your own thinking and research. AI-generated text or other content must be clearly marked and cited properly. You are responsible for confirming the validity of any information or sources produced by AI. If you have any questions, please reach out to me.
  - o The best-known example of Generative AI (Artificial Intelligence) is ChatGPT, a chatbot that allows you to type a question as if you were talking to a real person, and it quickly offers a seemingly meaningful, original answer. Tools like this are powerful and can be useful in many contexts, but you must be aware of their limitations, as they can produce inaccurate, fabricated, and even offensive content. In addition, the work produced is not technically your own. In order to avoid violating Florida Polytechnic University's academic integrity policy, students must be sure to follow the course's policies regarding the use of artificial intelligence in academic work. The AI policies for this class are outlined below.

- **Grading Scale**: : (See also University Grading Policy).
  Grades will be determined according to the following scale:

Grade	Percentage	Grade Point Value
A	93-100	4.00
A-	92-90	3.67
B+	89-86	3.33
B	85-83	3.00
B-	82-80	2.67
C+	79-76	2.33
C	75-73	2.00
C-	72-70	1.67
D+	69-66	1.33
D	65-63	1.00
D-	62-60	0.67
F	59- 0	0.00

  (See also University Grading Policy)

- **Grading Information**:
  The grades of "A" through "C," and "SR" are passing grades. The grades of "B-," "C+," and "C" are considered passing for graduate students but indicate weak performance for a graduate student and may not be accepted for some programs.
  The grades of "C-," "D+," "D," "D-," "F," and "UR" are failing grades.

- **Assignment/Evaluation Methods**:

Assignment	Percentage	Points
Exit-Ticket Assignments	15%	150
In-Class Activity Assignments	15%	150
Case Study Assignments	15%	150
Exams (two exams)	30%	300
Project	25%	250
Total	**100%**	**1000**

University Policies

Reasonable Accommodations

The University is committed to ensuring equal access to all educational opportunities. The University, through the Office of Disability Services (ODS), facilitates reasonable accommodation for students with disabilities and documented eligibility. It is the student's responsibility to self-identify as a student with disabilities and register with ODS to request accommodation.

If you have already registered with ODS, please ensure that you have requested an accommodation letter for this course through the ODS student portal and communicate with your instructor about your approved accommodations as soon as possible. Arrangements for testing accommodation must be made in advance. Accommodation is not retroactive.
If you are not registered with ODS but believe you have a temporary health condition or permanent disability requiring accommodation, please contact ODS as soon as possible.

> The Office of Disability Services (ODS):
> DisabilityServices@floridapoly.edu
> (863)874-8770
> The Access Point
> ODS website: www.floridapoly.edu > Student Affairs > Health Wellness > Disability Services

Accommodations for Religious Observances, Practices and Beliefs

The University will reasonably accommodate the religious observances, practices, and beliefs of individuals in regard to admissions, class attendance, and the scheduling of examinations and work assignments. (See University Policy.)

Title IX

Florida Polytechnic University is committed to ensuring a safe, productive learning environment on our campus that prohibits sex discrimination and sexual misconduct, including sexual harassment, sexual assault, dating violence, domestic violence and stalking. Resources are available if you or someone you know needs assistance. Any faculty or staff member you speak to is required to report the incident to the Title IX Coordinator. Please know, however, that your information will be kept private to the greatest extent possible. You will not be required to share your experience. If you want to speak to someone who is permitted to keep your disclosure confidential, please seek assistance from the Florida Polytechnic University Ombuds Office, BayCare's Student Assistance Program, 1-800-878-5470 and locally within the community at Peace River Center, 863-413-2707 (24-hour hotline) or 863-413-2708 to schedule an appointment. The Title IX Coordinator is available for any questions to discuss resources and options available.

Academic Integrity

Violations of academic integrity regulation include actions such as cheating, plagiarism, use of unauthorized resources (including but not limited to use of Artificial Intelligence tools), illegal use of intellectual property, and inappropriately aiding other students. Such actions undermine the central mission of the university and negatively impact the value of your Florida Poly degree. Suspected violations will be fully investigated, possibly resulting in sanctions up to and including expulsion from the university.

Recording Lectures

Students may, without prior notice, record video or audio of a class lecture for a class in which the student is enrolled for their own personal educational use.

Students who participate in this class with their camera on or use a profile image are agreeing to have their video or image recorded solely for the purpose of creating a record for students enrolled in the class to refer to, including those enrolled students who are unable to attend live. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who unmute during class and participate orally agree to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively through the "chat" feature, which allows students to type questions and comments in real-time.

Recordings may not be used as a substitute for class participation or class attendance. Recordings may not be published or shared in any way, either intentionally or accidentally, without the written consent of the faculty member. Failure to adhere to these requirements is a violation of state law (subject to civil penalty) and the student code of conduct (subject to disciplinary action).

Recording class activities other than class lectures, including but not limited to lab sessions, student presentations (whether individually or part of a group), class discussion (except when incidental to and incorporated within a class lecture), and invited guest speakers, is prohibited.

Course Schedule:

*** This is a tentative schedule, and I reserve the right to modify this schedule as required by the progression of the class***

Module	Topics	In-Class Assignments	Online Assignments	Project Phases	Tentative Due Dates - follow dates in Canvas
12-Jan Module 1	Review Syllabus & Course Schedule Chapter 1: Introduction - Managing and Performing	In-Class Activity 1: Mini Activity Managing and Performing (upload before leaving class)	Exit Ticket 1: Syllabus/Orientation		1/19/2026
19-Jan Module 2	Chapter 2: Managerial Decision-Making **1/19/2026 - MLK Day – No Classes**	No class (MLK Day)	Exit Ticket 2: Decision-making Reflection	Review Project Instructions	1/26/2026
26-Jan Module 3	Chapter 3: The History of Management	**Project Group Formations** In-Class Activity 2: Timeline of Management Theories (upload before leaving class)	Exit Ticket 3: History of Management Reflection	Project Phase 1 - Company Profile & Mission Statement	2/2/2026
2-Feb Module 4	Chapter 4: External and Internal Organizational Environments and Corporate Culture	In-Class Activity 3: Environmental Scan Simulation (upload before leaving class)	Exit Ticket 4: Org Environments Reflection		2/9/2026
9-Feb Module 5	Chapter 5: Ethics, Corporate Responsibility, and Sustainability **2/10/2026 - Career Day – No Classes**	In-Class Activity 4: Ethics & Sustainability Mapping (upload before leaving class)	Exit Ticket 5: Ethics Reflection	Project Phase 2 - Decision-Making & Ethical Framework	2/16/2026
16-Feb Module 6	Chapter 8: Strategic Analysis (we skip chapters 6-7) Understanding a Firm's Competitive Environment	In-Class Activity 5: Strategy Map Drafting (upload before leaving class)	Exit Ticket 6: Strategic analysis Reflection		2/23/2026
23-Feb Module 7	Chapter 9: The Strategic Management Process: Achieving and Sustaining Competitive Advantage **In-Class Midterm Exam Monday, 2/23**	**In-Class Midterm Exam Monday, 2/23**	Exit Ticket 7: Strategic Mgmt. Process Reflection		3/2/2026
2-Mar Module 8	Chapter 10: Organizational Structure and Change	In-Class Activity 6: Organizational Structure & Innovation Workshop (upload before leaving class)	Case Study Assignment 1: Rob Parson at Morgan Stanley Pre-Case Form (due Mar 8)	Project Phase 3 - Strategic Analysis & Competitive Environment	**3/8/2026** 3/9/2026
9-Mar Module 9	Chapter 13: Leadership (we skip chapters 11-12)	In-Class Activity 7: Rob Parson Leadership Discussion Snapshot	Case Study Assignment 2: Rob Parson Post-Case Form (due Mar 23)		3/23/2026
16-Mar Module 10	Spring Break - No Classes March 16 -20, 2025				
23-Mar Module 11	Chapter 14: Work Motivation for Performance	In-Class Activity 8: Motivational Design Challenge	Exit Ticket 8: Review Simulation Instructions & Introductory Videos Exit Ticket 9: Motivation Reflection	Project Phase 4 - Organizational Structure & Change Plan	3/27/2026 3/30/2026
30-Mar Module 12	Chapter 15: Managing Teams	In-Class Activity 9: Everest Simulation - Team Snapshot	Case Study Assignment 3: Everest Simulation Reflection		4/6/2026
6-Apr Module 13	Chapter 16: Managerial Communication	In-Class Activity 10: Storytelling with Data Workshop		Project Phase 5 - Leadership & Team Dynamics	4/13/2026
13-Apr Module 14	Chapter 17: Organizational Planning and Controlling **In-Class Final Exam Monday, 4/13**	**In-Class Final Exam Monday, 4/13**			
20-Apr Module 15	Chapter 18: Management of Technology and Innovation	In-Class: Project Work Day	Exit Ticket 10: Slide Draft Upload for project	Project Phase 6 - Planning, Controlling & Innovation Strategy	4/27/2026
27-Apr Module 16	**In-Class Project Work Day** 4/29 - 5/1 Reading Days - No Classes	In-Class: Project Work Day		Project Phase 7: Final Dashboard & Presentations	Final Exams Week
	Project Presentations **During Final Exams Week**				**Final Exams** **May 4 - 8, 2026**