

BA 345 – Principles of Management – Winter 2009 Course Syllabus

Instructor Information:

Susan Meyeraan
WBC 106
susan.meyeraan@wartburg.edu
352-8315
232-9155 (home – before 9:00 p.m.)
(please leave a local number - I am
not always able to return calls to long
distance numbers)

Office Hours:

2:45 – 3:45 Monday, Wednesday
9:30 – 11:15 Tuesday, Thursday
-and by appointment (I'm happy to meet at
other times – just email or call)

Class Times:

Section 01: 7:45 MWF
Section 02: 9:00 MWF

Class Location:

WBC 215
WBC 215

Other: IS 201 – 12:00 MWF

Course Description:

Reaching organizational goals by working through people and other organizational resources. Emphasis on planning, organizing, leading, and controlling functions and the contemporary tools available to reach high-quality decisions. Interconnected: Social Science. Prerequisites: second-year standing; EC141 and EC142 recommended.

Course Objectives:

At the end of this course, students will be able to:

- Explain the history and evolution of management
- Understand and define the role of management in the overall success of the organization
- Relate the roles of planning, organizing, leading, and controlling to the specific operations of the organization
- Relate both the internal factors operating within an organization and the external factors operating outside an organization to management choices and alternatives
- Define and apply personal management philosophies to common business situations
- Develop appreciation of the interrelationships between management decisions and organizational effectiveness
- Explain the nature and impact of social responsibility and managerial ethics
- Explain the nature and impact of global management theory and practice
- Explain the importance and role of diversity in organizations
- Discuss multiple leadership theories
- Discuss multiple motivation theories
- Identify methods for building and maintaining interpersonal relations with managers, co-workers, and employees
- Describe challenges in managing groups

Required Text:

Schermerhorn, J.R., (2008). Management, Ninth Edition. New York, NY: John Wiley & Sons, Inc.

Student Responsibilities:

1. Attend all class sessions and participate constructively in discussions and activities.
2. Complete assigned readings and other activities, and come to each session prepared to be an active member of the class (includes being awake, bringing paper/pencils, textbook, notes, and anything else you need to be successful).
3. Complete all written assignments in a professional manner. Assignments are due during the class period on the day assigned. Begin your assignments early enough to allow time to develop quality content and proofread the final version. **Late assignments will incur a penalty of up to 20% of the total points possible for each day late.**
4. Be accountable for the contributions you are to make in any team activities.
5. Ask questions.

Course Activities:

1. Three exams (equally weighted, non-comprehensive)
2. Team presentation
3. Team research paper
4. Individual active learning paper
5. In-class activities and discussions (no make-up work available)

Evaluation System:

Students will be evaluated on class preparation and participation, assigned activities, and exams. Points for each graded component are as follows:

Three exams (combination true/false, multiple choice, short answer and essay)	300 points (100 points each)
Team presentation	100 points
Team application research paper	100 points
Individual active learning paper	100 points
Class participation	75 points
Work habits*	25 points

*Includes attendance, punctuality, and general work ethic. Three unexcused absences, or persistently being late to class, may result in zero points for this category.

-Those involved in college-related activities impacting their ability to attend class and participate are expected to talk with the instructor as soon as any conflicts are identified.

Final grades will be determined by your standing in relation to other students and will approximately follow a 90%, 80%, 70%, 60% scale.

Exams:

Exams will be given as scheduled on the syllabus. There will be no makeup exams without a written excuse from a doctor, other evidence of an emergency, or prior arrangement with the instructor. Tests will be a combination of true/false, multiple choice, short answer, and essay questions. The objective portion of the exams may be machine scored, so come

prepared with pencils and erasers. Any material we cover in class, whether from the text, discussion, presentations, or group projects, may be included on the exams. Exact format and topics for each exam will be discussed in class.

Class Participation and Work Habits:

It is expected that you will do more than just “be here” during class time. Active participation requires arriving on time, being prepared for the day’s activities, showing interest in the discussion, and staying until the end of class. In order to earn full credit for the participation points, you should ask questions which make us think AND volunteer to answer questions based upon your own personal experiences. Depth of reflection presented in your comments/questions is more important than the number of comments you make during the overall term. Additionally, you should show respect to your classmates by encouraging and supporting them in their learning efforts and staying awake during discussions. This includes attending and being active listeners during your classmates’ presentations. If you have any constraints limiting your ability to participate, please contact me before the end of the first week of class.

Special Policies:

1. ORIGINAL WORK: Work done for this class should be new work or be a significant modification of past efforts. Modifications of previous work done should be first approved by the instructor. **Plagiarized work will, minimally, result in a zero for the assignment.**
1. GROUP WORK: It is expected that each person will contribute equally in any group activities. It is up to each person to ensure that they have an equal share of work.
2. SUBMITTED WORK: Unless told otherwise, assignments should be computer-generated and a hard copy submitted (be sure to staple multiple pages together). Report covers are optional.
3. LATE ASSIGNMENTS: Approval to submit assignments late must be received before the established due date. **Late assignments, without such approval, will be penalized by a deduction of up to 20% of the total points possible for each day late.**
4. MAKE-UP EXAMS: Make-up exams will be allowed only in the event of an emergency. In case of illness, a doctor’s excuse may be requested. You are responsible for contacting the instructor and making necessary arrangements.

General Conduct:

Hats are not to be worn during exams or presentations. PDAs and other hand-held devices are not allowed during exams. Students are not to leave the room without permission during exams. As a courtesy to others, please turn off cell phones and other electronic devices, and limit your need to leave the room during all class activities.

Honor Code:

By attending Wartburg College, students are demonstrating their dedication to the Honor Code, which states:

“As a matter of personal commitment, students, faculty, and staff of Wartburg College are expected to demonstrate three simple principles:

- (1) All work submitted be your own.
- (2) When using the work or ideas of others, including fellow students, give full credit through accurate citations.

(3) If you are uncertain about the ground rules on a particular assignment, ask for clarification.

All are responsible for abiding by these guidelines and opposing academic dishonesty by reporting any act that goes against these guidelines.”

Accommodation:

Please let me know if you have a disability which may require any modification of classroom arrangement, such as seating, audio or visual aids, etc. If more significant accommodation is needed, please follow the Wartburg College policy which states:

“The Americans with Disabilities Act of 1990 (ADA) provides protection from illegal discrimination for qualified individuals with disabilities. Students requesting instructional accommodations due to disabilities must arrange for such accommodations by contacting Pathways Associate for Testing and Advising Carla Coates. She can be reached at the Pathways Center, 314 Vogel Library, Wartburg College, Waverly, IA 50677, 352-8230, Carla.coates@wartburg.edu. Presenting documentation of a student’s disability early (before the beginning of classes) is helpful and often necessary to secure needed materials in a timely way. Accommodations should be requested PRIOR to affected assignment due dates. For more detailed information, please see <http://www.wartburg.edu/pathways/testing/AccomodationProcessStudents.pdf>”

BA 345 Course Schedule – Winter 2009

The following is a tentative schedule and may be adjusted as appropriate.

Date Assignment

- 1/5 Introduction to Course Topics and Requirements
- 1/7 Chapter 1: Introducing Management
- 1/9 Chapter 2: Management Ethics and Social Responsibility
- 1/12 Chapter 2: Management Ethics and Social Responsibility (con't)
Chapter 3: Management – Historical Perspectives
List of team members due
Topics “assigned”
- 1/14 Chapter 3: Management – Historical Perspectives (con't)
Opportunity to “trade” topics
- 1/16 Chapter 4: Environment and Organizational Culture
- 1/19 Chapter 5: Global Dimensions of Management
Preliminary outline for team project is due
- MLK Day – Section 1 meets 7:45 – 8:35**
Section 2 meets 8:45 – 9:35
- 1/21 Chapter 5: Global Dimensions of Management (con't)
- 1/23 Chapter 6: Entrepreneurship and Small Business Management
- 1/26 **Exam 1: Chapters 1 – 6, plus any materials presented in class**
- 1/28 Chapter 7: Information and Decision Making
- 1/30 Chapter 7: Information and Decision Making (con't)
- 2/2 Chapter 8: Planning – Processes and Techniques
Updated action plan for team project is due
- 2/4 Chapter 8: Planning – Processes and Techniques (con't)
Chapter 9: Strategic Management
- 2/6 Chapter 9: Strategic Management (con't)
- 2/9 Chapter 10: Organizing Structures and Designs
- 2/11 Chapter 10: Organizing Structures and Designs (con't)
Action plan for individual active learning paper is due
- 2/13 Chapter 11: Human Resource Management
- 2/16 Chapter 11: Human Resource Management (con't)

- 2/18** Chapter 12: Innovation and Organizational Change
- 2/20** Chapter 12: Innovation and Organizational Change (con't)
- 2/23** **Exam 2: Chapters 7 – 12, plus any materials presented in class**
- 2/25** Chapter 13: Leading and Leadership Development
Last day to sign up for team project presentation times
Ash Wednesday – Section 1 meets as scheduled
Section 2 meets 9:00 – 9:50
- 2/27** Chapter 13: Leading and Leadership Development (con't)
- 3/2 – 3/6** **Winter Break**
- 3/9** **Project Work Day**
- 3/11** **Presentations**
All team papers due
- 3/13** **Presentations**
- 3/16** **Presentations**
- 3/18** Chapter 14: Motivation – Theory and Practice
- 3/20** Chapter 14: Motivation – Theory and Practice (con't)
- 3/23** Chapter 15: Individual Behavior
Individual active learning paper is due
- 3/25** Chapter 15: Individual Behavior (con't)
- 3/27** Chapter 16: Teams and Teamwork
- 3/30** Chapter 16: Teams and Teamwork (con't)
- 4/1** Chapter 17: Communication, Conflict, and Negotiation
- 4/3** Chapter 17: Communication, Conflict, and Negotiation (con't)
- 4/6** Chapter 18: Controlling – Processes and Systems
- 4/8** Chapter 18: Controlling – Processes and Systems (con't)
- 4/10 – 4/13** **Easter Break**
- 4/15** **8:00 – 10:00**
Section 1 – Exam 3: Chapters 13 – 18, plus any materials presented in class
- 4/16** **8:00 – 10:00**
Section 2 – Exam 3: Chapter 13 – 18, plus any materials presented in class

Individual Active Learning Paper

General Information

This assignment provides you an opportunity to develop your own opinions and perspectives on current issue(s) in management. You are to choose an appropriate information source from today's popular culture (possibly a book, video, etc.) which depicts one or more of the managerial topics covered in class this term. Watch the video, read the book, or complete another appropriate activity, conduct additional research into your area of interest, develop your own opinions of the management topic(s) you uncover, and share your perspective in a written reflection. A 4 - 6 page paper, plus a separate cover sheet and reference page using APA style, is required as part of this assignment. This is your chance to pursue something of personal interest to you – make it meaningful and have fun!!

Specifications

1. Select a favorite source from today's popular culture
2. Include the following elements:
 - a. Begin with an introduction – get attention, explain the importance or relevance of the topic, and discuss why it is meaningful to you
 - b. Provide a detailed description of the activities you pursued in completing this paper
 - c. Provide detailed description(s) of the general topic(s) you are emphasizing
 - i. Be sure to include all relevant information supporting your opinions, including any relevant models, theories, or other evidence
 - ii. Include other relevant information that helps support your points – these may include such things as values, goals, objectives, and future direction
 - d. Discuss how your topic is currently used or ignored by today's businesses
 - e. Demonstrate how the concepts you have learned regarding your topic should be applied in today's organizations
 - i. Show strengths and weaknesses of the current situation
 - ii. Give recommendations for future application
 - iii. Be specific and give examples
 - f. End with a conclusion – summarize your main points
3. Assume your audience has little knowledge of the topic
4. Your paper should be logically ordered and professional in appearance

Submission Summary

The following must be submitted to the instructor at the beginning of class on the date due:

1. Cover page with title of your project and your name
2. The 4 - 6 page paper, plus any supporting documents
3. The reference page, in APA style (APA information is available in the library, on the internet, from Pathways, and from the instructor)
4. Evaluation sheet (handed out with syllabus)
5. Staple all materials together – a report cover is optional

Important Dates

2/11: action plan for individual active learning paper is due

3/23: active learning paper is due

Team Project (3 – 5 members per team)

General Information

This assignment provides your team an opportunity to research a management topic that is of current interest in today's business environment. Once you have developed a thorough understanding of that topic, you will have the opportunity to further analyze it by studying how it is used in the management of organizations in China. In addition to library and internet research, interviews and personal experience can be used to support this project. A 10 – 15 page paper, plus a separate cover sheet and reference page using APA style, and a 15 – 20 minute presentation, including time for questions, are required by this assignment. In order to enrich your learning experience, make choices, within the general guidelines of this project, which allow you to pursue something you are interested in, have fun and “experience” management in a creative way!!

Specifications

1. Topics will be assigned at random; each team is expected to approach its topic from a direction that is of personal interest to the team and should focus on providing a learning experience for your peers.
2. Once your team's topic is assigned, conduct appropriate research in order to develop an in-depth understanding of the topic and its meaning to management.
3. After a thorough understanding is developed, begin research on management practices in China. Focus especially on how your topic is incorporated into Chinese management practices. Consider how it is the same as in the United States, how it differs, what its strengths and weaknesses are, how it impacts management success in Chinese organizations, etc.
4. Conduct additional research into some of the interesting issues you uncover, investigating best practices in specific organizations, applying material learned in class, and comparing Chinese management styles to United States' management styles.
5. Complete development of both a paper and a presentation explaining what you learned. **As a minimum guideline**, be sure to include the following elements:
 - a. Begin with an introduction – get attention and explain the importance or relevance of the topic to management techniques in a global world
 - b. Provide a detailed description of the management topic
 - c. Provide a comprehensive look at how the topic applies to management practices in China
 - a. Include relevant models, theories, or other evidence supporting your findings
 - d. Provide a compare and contrast section looking at your topic from the perspectives of both Chinese and US management practices
 - e. Provide a look at your topic in terms of best practices in various organizations – in both China and the US
 - f. Provide recommendations about what both Chinese and US managers can (and should) learn from your report in order to ensure higher levels of success for their organizations
 - a. Be specific and give examples
 - g. End with a conclusion – summarize your findings and reflect on them
6. Assume your audience has little knowledge of your topic
7. The paper should be logically ordered and professional in appearance
8. The presentation should be logically organized and should not be read
 - a. PowerPoint slides and/or other visual aids should be professional in appearance and should support your presentation, not repeat it

Submission Summary

The following must be submitted to the instructor at the beginning of class on **3/11**:

1. Cover page with title of project and team member names
2. The 10 – 15 page paper, plus any supporting documents
3. The reference page, in APA style (APA information is available in the library, on the internet, from Pathways, and from the instructor)
 - a. Be sure to include at least 2 non-internet based sources
 - b. Please include personal communication in your reference list
4. Evaluation sheet (handed out with syllabus)
5. Staple all materials together – a report cover is optional

The following must be submitted to the instructor at the beginning of the presentation on your assigned presentation day:

1. Cover page with title of presentation and team member names
2. Copies of your PowerPoint slides or other visual aids (black and white copies are appropriate, as is printing your slides 3 to a page)
3. Evaluation sheet (handed out with syllabus)
4. Staple all materials together – a report cover is optional

Important Dates

1/12: List of names of team members due and topics “assigned”

1/14: Opportunity to “trade” topics

1/19: Preliminary outline for team project is due

2/2: Updated action plan for team project is due

2/25: last day to sign up for presentation times

3/11: team project paper is due

3/11, 3/13, 3/16: presentation dates

Note: When you are not presenting, you are expected to attend class, be active listeners, and ask relevant questions. Failure to attend your classmates presentations will have a significant negative impact on your participation grades

BA 345 Individual Active Learning Paper Evaluation Guide

<u>Category</u>	<u>Points Possible</u>	<u>Points Earned</u>
Follows specifications -length, submission requirements, APA style	10	_____
Clear introduction -provides adequate statement of purpose and direction for overall paper -provides adequate preview of the issues you studied and the approach you took	10	_____
Depth of investigation -provides complete description of major concepts of both the approach you took and the managerial topic(s) emphasized	15	_____
Clear application to today's world -provides complete discussion of managerial implications of the topic(s) in today's organizations -incorporates course material with your personal opinions/perspectives	15	_____
Clear conclusion -provides summary of current situation and recommendations for keeping up-to-date with these issues in the future, including suggestions for improving understanding of the topic(s)	10	_____
Communicates effectively with audience -gets attention, is directed toward the appropriate audience, provides thought-provoking information	15	_____
Mechanics -displays acceptable report writing standards -grammar, spelling, legibility, logical order, etc.	15	_____
Overall quality/professionalism	10	_____
	Other deductions:	_____
Total	100	_____

BA 345 Team Paper Evaluation Guide

Category	Points Possible	Points Earned
Follows specifications -length, submission requirements, APA style	10	_____
Clear introduction -provides adequate statement of purpose and development of the topic -provides adequate preview of the issues you investigated and how paper is laid out	10	_____
Depth of investigation -provides complete description of major concepts of overall topic and specific issues, in both US and Chinese environments	12	_____
Clear application to global management practices -provides complete discussion of managerial implications of the topic studied, includes relevant course material -considers best practice examples of this topic in various organizations -provides an action plan for improving understanding of this topic in today's global environment, includes useful insights based on your research	15	_____
Clear conclusion -provides a summary of your research, recommendations for the future, and suggestions to ensure greater success	10	_____
Communicates effectively with audience -gets attention, is directed toward the appropriate audience, provides thought-provoking information	15	_____
Mechanics -displays acceptable report writing standards -grammar, spelling, legibility, logical order, etc.	10	_____
Overall quality/professionalism	8	_____
Preliminary outline submitted on time	5	_____
Updated action plan submitted on time	5	_____
	Other deductions:	_____
Total	100	_____

BA 345 Team Presentation Evaluation Guide

Category	Points Possible	Points Earned
Follows specifications -length, submission requirements	10	_____
Clear introduction -explains what presentation will include, prepares audience to listen	10	_____
Depth of investigation -provides a complete discussion of major concepts related to the topic, including best practices and other important information	15	_____
Clear application to today's global environment -provides general overview of topic's role in Chinese and US management, includes useful insights for today's managers	15	_____
Clear conclusion -provides summary of presentation, includes review of team's reflections on the primary areas of interest	10	_____
Communicates effectively with audience -gets attention, generates questions	15	_____
Mechanics -AV design, parallel/consistent visuals, logical order, etc.	15	_____
Overall quality/professionalism	10	_____
	Other deductions:	_____
Total	100	_____