BUS302B: Principles of Management Course Syllabus – Spring 2017
Instructor: Kristin Matz
Phone Number: 262.441.9320; Carroll Email Address: kmatz@carrollu.edu
Office Hours & Location: 5PM in Business Hall Room 205, after class and by appointment
Class Time & location: -M-----, 6:00 p.m. - 9:35 p.m., Main 311

Course Information:
Course description: Examines the theory, techniques, and applications of management systems. Planning, organizing, leading, and controlling are issues addressed. Topics include environmental influences, organization design and structure, motivation, total quality management, ethics, production and international management. Emphasis is on learning through application. (FA and SP) Pre-requisite: sophomore standing.

Text(s): Management (w/new my mgmt lab access code) (Robbins), 13th ed., Prentice Hall Publishing, ISBN 9780133973006 (hard cover+eText+access) OR 9780133935738 (eText+access) OR 9780133972948 (unbound+eText+access)

My Management Lab Course ID: matz82439

Purpose of this course: To introduce, study and discuss topics in the field of management, know what managers do, when and how they do it, and what it takes to become a successful manager.

Course Objectives: The need for management is universal, we manage or are managed in both professional and personal situations. In this course, we will discuss management theories and our own experiences to understand the complexity and implementation of managing people and processes in a wide variety of environments.

Learning Outcomes:
1. Be able to define management, its roles and functions
2. Identify and describe major changes shaping the 21st Century workplace
3. Explain the nature and purpose of strategic analysis and SWOT
4. Understand the basic steps of decision-making and problem-solving
5. Describe characteristics of an organizational culture
6. Describe human resource management
7. Explain how companies are striving to motivate an increasingly diverse workforce
8. Develop and display an appropriate level of emotional intelligence (EI) and maturity

Measures of Achievement: This classroom will be set up very similar to a work environment. We will have assigned work, expectations for achievement, and opportunities for regular review. In the workplace high performance is rewarded, we'll extend that to the class structure through several High Performance Bonus opportunities.
Discussion Preparation Homework (180 points)
Facilitated through My Management Lab

Your future (or current) boss will expect you to be prepared and ready to add value on a regular basis. In the work environment, this means you look ahead to what's coming up and get ready for it: reading, research, planning, advance thought, etc. We'll practice this in the classroom as well.

In preparation for our classroom discussion you should read the assigned chapters and complete online work via My Management Lab to solidify and test your understanding of the material covered in the text. It will also help you identify what you don't understand and you can ask extra questions about that in class.

**Note:** this work is to be completed before the class meeting on each subject, and is due at 5PM the day of the subject lecture. Late work is accepted if completed within 24 hours of due date/time, a 10% penalty is applied. See the class schedule at end of syllabus for due date details - there are extensions noted in the schedule for the first few weeks while we're getting started.

There are a variety of options for you to choose from for each chapter - but not all chapters offer the same opportunities. The points per activity range from four to ten, you can complete as many activities (or as few) as you choose. I will transfer up to ten points per chapter to your grade book on the eLearning site.

**HIGH PERFORMANCE BONUS:**
If you complete all of the Discussion Preparation Homework on time, with a minimum total accumulation of 8 points for each chapter, you will receive a 25 point bonus on your final score.

Attendance and In-Class Work (240 points)

Employers value people that show up on time every day and are ready to work - the same is true in the classroom. The more you're in class, the more you'll learn, and the more you'll be able to contribute to the class discussion.

A sign-in sheet will be put out at the beginning of each class period, it's your responsibility to make sure you've signed-in. If you're late, please stop to see me at a break so your attendance is counted.

One absence is allowed without penalty as long as it is NOT the final presentation night (see that section in syllabus for details) - this will be facilitated by 'dropping' your lowest attendance/in-class score from the final grade.

We will complete in-class work each week (with the exception of the final class on 5/8). This may be case studies from your text, discussion, article reviews, etc. Both individual and small group assignments will be used.

Because this section is all in-class, there is no opportunity for make-up or advance work.

**HIGH PERFORMANCE BONUS:**
If you miss just one class, you'll get a 10 point bonus on your final score.
If you attend all classes, you'll get a 25 point bonus on your final score AND the 10 point bonus noted above.
Quizzes (285 points)
Facilitated on Carroll University eLearning

*Elements of workplace evaluation of employees include knowledge, ability to identify relevant information and disregard irrelevant information, apply what is learned - and as a result come up with logical answers and solutions. We'll evaluate these criteria through quizzes on the syllabus and each chapter (no cumulative tests).*

**Syllabus Quiz (15 points):** This syllabus is your instruction manual for this class. It tells you what we'll study, when assigned work is due, what the grading criteria is and how to reach me with questions. Review your syllabus and before 2/13 at 5PM go to the eLearning site and complete this quick and very simple quiz. NO late work accepted for this quiz. (This quiz is in its own 'Unit' on eLearning - look at the bottom of the Coursework page.)

**Chapter Quizzes (270 total points/15 points each):** There are no exams in this class, but there is an online quiz for every chapter facilitated through the eLearning site. Quizzes are due Friday evening at 5PM. Late work is accepted if completed within 24 hours of due date/time, a 10% penalty is applied. Each quiz has 15 multiple choice questions, you have a 30 minute time limit and are allowed one attempt at each quiz.

Materials covered on quizzes: anything in the text, My Management Lab, assigned readings, classroom discussion or presentations by guest speakers. This includes material for the current chapters and materials previously presented that are relevant to the current topic.

**HIGH PERFORMANCE BONUS:**
If ALL of your quizzes are submitted on time you'll get a 25 point bonus on your final score.

Managing in a Global Environment - Assignment (50 points)

*Due to technological advancements, we are now able to communicate across the globe instantly. This ability has changed the way we do business - creating many challenges and opportunities. The ability to understand and work collaboratively in a variety of cultures and business practices is an ever growing need.*

Read: Chapter 4, Case Application 2 - Global Stumble
Answer: all Discussion Questions listed at the end of the case study
Submit your response by uploading through the eLearning drop-box designated for this assignment

Grading criteria:
- Quality of response (90%) - all questions are answered and supported, appropriate vocabulary and concepts from text and previous classroom discussions has been applied, good understanding of the topic and ability to apply management thought to the scenarios
- Well-written, free of spelling and grammatical errors, appropriate use of paragraphs, well formatted (5%)
- Submitted on time, in Word or PDF format, and all instructions noted above are followed (5%)
Chapters Six (100 points)
Submitted through Carroll University eLearning

The ability to evaluate information, apply concepts, develop a well-supported opinion, and present a position on a topic is important. In this class you will have the opportunity to demonstrate that ability through a writing assignment relevant to the subject matter in Chapter Six - Managing Social Responsibility & Ethics.

***We will NOT be covering this chapter in class.

Read: Managing Social Responsibility and Ethics, Chapter six in your text
Read: Ethical Breakdowns, Bazerman & Tenbrunsel
Source: Harvard Business Review, April 2011
Note: you can access the Harvard Business Review e-Journal through the CU Library website

Answer the following questions:
1. What factors of Structural Variables and Organizational Culture were presented in the article and relevant to the ethical choices made? Discuss the impact of the identified factors. (25 pts.)
2. What role does Issue Intensity play in the scenarios presented? (25 pts.)
3. How do management and leadership ensure that an organization and its employees do not engage in ethically controversial activities such as those described in the article? (50 pts.)

Details:
- Your assignment must be uploaded to the drop-box on the e-Learning site no later than 5PM, March 6th. Late assignments will be accepted for up to two days with a 10% per day penalty.
- Upload your assignment in either Word or PDF format, include all relevant information within the document (including your name!). Paragraph format is required. Identify your responses as 1, 2 and 3 per the questions listed above so that it is very clear which question you are responding to in each section of your paper.
- I encourage you to reference specific scenarios and management attitudes/actions described in the article in your responses. Be sure to support your responses - I want to know what you think and why you’ve reached these conclusions.

Grading criteria:
- Quality of response (90%) - all questions are answered and supported, appropriate vocabulary and concepts from text and previous classroom discussions has been applied, good understanding of the topic and ability to apply management thought to the scenarios
- Well-written, free of spelling and grammatical errors, appropriate use of paragraphs, well formatted (5%)
- Submitted on time, in Word or PDF format, and all instructions noted above are followed (5%)
Manager Interview (145 points)

*Learning from the experience of others, networking, and developing mentoring relationships can be extremely beneficial in a professional environment. This assignment will give you the opportunity to find out a little bit more about managers by talking with someone that does it every day.*

Details:
- Interview one person in a managerial position (in person, NOT via telephone, email, etc.).
  - Note 1: Please do not ask questions relevant to salary, bonuses, benefits, etc.
  - Note 2: It is not appropriate to interview a parent or close relative.
- I strongly suggest you do a bit of research about the company prior to your interview.

Deliverables:
- Written Assignment (60 points) – following your interview, organize and type up a copy of your notes and hand in a paper copy on presentation night (5/8).
- In-Class presentations (85 points) - on the final night of class we will present/discuss what was learned in the interviews. Be prepared to discuss your interview with the class and ask relevant questions of other students about their interviews.

Section #1: Suggested Interview Questions/Topics:
- General background: name, title, place of employment, brief overview of business, length of tenure at business, length of tenure in position, education.
- Overview of their job: responsibilities, typical day, what they like about their job (& why), what they like least about their job (& why)
- Review the Management Functions section in chapter one – be ready to explain this concept and describe each function (you may want to take your text book with you!).
  - Which function is the most important to success in their position? Why?
  - Which functional area takes us most of their time? Why?
- Ask the manager to describe their approach to managing others.
- What is their biggest challenge in managing?
- How have the following affected their business and/or management techniques: technological advancements, the business (economic) cycle, any others that they suggest.
- Have they had any especially rewarding and/or difficult situations?
- Do they have any recommendations for students preparing for a career in management?

Section #2: Your analysis
- Do you think this manager likes their job? Why or why not?
- Do you think this person is an effective manager? Explain.
- Would you be interested in working for the company that this manager works for? Why or why not?
- Specifically, would you like to have this manager’s job? Why or why not?
Grading Scale/Weight:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>&gt;93.00%</td>
</tr>
<tr>
<td>AB</td>
<td>88.00% – 92.99%</td>
</tr>
<tr>
<td>B</td>
<td>83.00% – 87.99%</td>
</tr>
<tr>
<td>BC</td>
<td>78.00% – 82.99%</td>
</tr>
<tr>
<td>C</td>
<td>70.00% – 77.99%</td>
</tr>
<tr>
<td>D</td>
<td>62.00% – 69.99%</td>
</tr>
<tr>
<td>F</td>
<td>&lt;62.00%</td>
</tr>
</tbody>
</table>

Keys to success & notes:

1. I am here to help with any questions you have about the class and course content. Contact me right away if you need clarification of a topic. My expectations of you are high. Please be prepared to ask questions when you are uncertain.

2. Read the syllabus and understand the expectations. If something is unclear, ask early.

3. Properly utilizing the text / classroom concepts and vocabulary demonstrates your knowledge and understanding. I strongly suggest you consider this when responding to every written assignment.

4. Be prepared for class: I ask questions and tend to call on people.

5. It is your responsibility to have your work done on time. Late work is only accepted in the specific circumstances noted in the syllabus, penalties will be applied as defined. The schedule is subject to change and any changes to the schedule will be communicated in class and by email to your Carroll email account.

6. The overall time period that online quizzes and homework is open is generous. Start early enough to seek assistance if you have technical difficulties. If you wait to the last moment there is very little that I can do to help prior to the deadline.

7. Everyone is expected to be respectful of fellow students and the instructor. At the discretion of the instructor, points will be deducted from the final scores for students that are disruptive, disrespectful toward others or behave unprofessionally.

8. Laptops, tablets, cell phones, etc. are not allowed in class.

9. Communicate professionally. I expect that all emails will be professionally written with appropriate subject line, salutation, grammar, spelling, etc.

10. My primary method of communication with you outside of class time will be through your Carroll email account. Please be sure that you check it regularly. Emails sent from other accounts sometimes end up in Junk or are blocked – please use your CU email for all email communications to me.

11. Typically I will respond to your emails, calls, texts within 24-48 hours. If texting - please include your name in your initial text message on every subject. Texting is generally the best option during the workday if you're contacting me with an 'emergency' question or issue.
Course Schedule:
Notes:
MML = My Management Lab
EL = eLearning

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Reading Assignments</th>
<th>What's Due?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/30</td>
<td>1 Managers in the Workplace</td>
<td>EL Quiz - 1, 5PM 2/3</td>
</tr>
<tr>
<td>2</td>
<td>2/6</td>
<td>2 &amp; 3 Making Decisions</td>
<td>MML HW - 1 &amp; 2, 5PM 2/6 EL Quiz - 2 &amp; 3, 5PM 2/10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Managing the External Environment &amp; the Organization's Culture</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2/13</td>
<td>4 Managing in a Global Environment</td>
<td>EL Syllabus Quiz - 5PM 2/13 MML HW - 3 &amp; 4, 5PM 2/13 EL Quiz - 4, 5PM 2/17 CH 4 Case 2 - 5PM 2/27</td>
</tr>
<tr>
<td>4</td>
<td>2/20</td>
<td>5 Managing Diversity</td>
<td>MML HW - 5 &amp; 6, 2/20 EL Quiz - 5 &amp; 6, 5PM 2/24 CH 6 assignment, 5PM 3/6 (EL)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Managing Social Responsibility and Ethics - will not be covered in class, MML and quiz still required. Writing assignment due 3/6</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2/27</td>
<td>7 Managing Change &amp; Innovation</td>
<td>MML HW - 7, 5PM 2/27 EL Quiz - 7, 5PM 3/3</td>
</tr>
<tr>
<td>6</td>
<td>3/6</td>
<td>8 Planning and Work Activities</td>
<td>MML HW - 8, 5PM 3/6 EL Quiz - 8, 5PM 3/10</td>
</tr>
<tr>
<td>**</td>
<td></td>
<td>*** Spring Break ***</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>3/20</td>
<td>9 Managing Strategy</td>
<td>MML HW - 9, 5PM 3/20 EL Quiz - 9, 5PM 3/24</td>
</tr>
<tr>
<td>8</td>
<td>3/27</td>
<td>10 &amp; 11 Designing Organizational Structure: Basic &amp; Adaptive</td>
<td>MML HW - 10 &amp; 11, 5PM 3/27 EL Quiz - 10 &amp; 11, 5PM 3/31</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Assignments</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td>-------</td>
<td>-------------</td>
</tr>
<tr>
<td>9</td>
<td>4/3</td>
<td>12 &amp; 14 Managing Human Resources Managing Communication</td>
<td>MML HW - 12 &amp; 14, 5PM 4/3 EL Quiz - 12 &amp; 14, 5PM 4/7</td>
</tr>
<tr>
<td>10</td>
<td>4/10</td>
<td>13</td>
<td>Creating &amp; Managing Teams</td>
</tr>
<tr>
<td>12</td>
<td>4/24</td>
<td>16 &amp; 17 Motivating Employees Being an Effective Leader</td>
<td>MML HW - 16 &amp; 17, 5PM 4/24 EL Quiz - 16 &amp; 17, 5PM 4/28</td>
</tr>
<tr>
<td>13</td>
<td>5/1</td>
<td>18</td>
<td>Monitoring &amp; Controlling</td>
</tr>
<tr>
<td>14</td>
<td>5/8</td>
<td>NA</td>
<td>Manager Interview Discussion and Presentations</td>
</tr>
</tbody>
</table>

The instructor and the University reserve the right to modify, amend, or change the syllabus (course requirements, grading policy, etc.) as the curriculum and/or program require(s).

Students with documented disabilities who may need accommodations, or any student considering obtaining documentation should make an appointment with Ms. Martha Bledsoe, Director of Services for Students with Disabilities, no later than the first week of class. She can be reached by calling 262-524-7335 or contacting her via email at mbledsoe@carrollu.edu.

The Carroll University Academic Integrity Policy is located in your student handbook (https://my.carrollu.edu/ICS/Departments/Student_Affairs). I encourage you to familiarize yourself with it. If a student violates this policy in any way, I reserve the right to impose a sanction of failure on the assignment/assessment or failure in the course. If you have questions about appropriate citations, please ask.