

NORTH PARK UNIVERSITY
School of Business & Nonprofit Management

Principles of Management and Leadership (BSE 3520)
Fall 2012

INSTRUCTOR

Prof. Robert O. Hirsch, Ph.D.
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OFFICE HOURS

SBNM Building (5043 N. Spaulding, Chicago, IL, 2nd floor)
Tuesday & Thursday: 11:00 a.m. – 1:30 p.m.
Wednesday: 2:00 p.m. – 3:00 p.m.
By appointment

Online

Monday: 9:00 – 10:30 a.m. (. (Not in the office; responding to emails, grading papers, discussion board, etc.). I check Moodle and emails daily and respond within 24 hours (except on weekends)

COURSE DESCRIPTION

This course addresses the understanding and application of management and leadership skills; ethical responsibilities of managers and leaders, the nature and process of change; individual and social responses to change, and important interpersonal skills be become a successful manager and leader in business. Specific learning objectives for each content area will be identified on Moodle.

COURSE PREREQUISITES

According to the University catalogue, "students must be of junior or senior status," to take the course. Additionally, you must have completed the following classes and earned a C or better in BSE 2110 (Financial Accounting), BSE 2211(Macroeconomics), 2310 (Fundamentals of Finance) and 2610 (Foundations of Marketing). In some cases the instructor will admit you to the class if you are enrolled in the required class.

REQUIRED TEXT & READINGS

Text: Kinicki, A. and Williams, B.K. (2011). *Management: A Practical Introduction, 5th ed.* Boston: McGraw-Hill Irwin.
ISBN: 13-978-0-07-811271-3. ***[While there are earlier editions of the text, you will need the 5th edition]***

Readings: Depending what is in the news, there may be some additional readings that will be either distributed in class or posted on Moodle.

STUDENT LEARNING OBJECTIVES

Individual Development and Educational Assessment

The University is moving to a standard student assessment instrument based on the IDEA Center's recommended approach. This approach requests that the instructor identify three key overriding objectives of the class. "Rather than emphasizing teaching style or personality, the IDEA system focuses on student learning and the methods used to facilitate it," notes the IDEA Center (2009) when discussing its rating system.

The three IDEA goals are:

1. Comprehend learning fundamental principles, generalizations, or theories.
2. Learning to apply course material to improve thinking, problem solving, and decisions.
3. Learning to analyze and critically evaluate ideas, arguments, and points of view.

Specific Course Learning Objectives

Individual session objectives will be posted on Moodle in the week class is held.

COURSE METHODOLOGY

The class primarily uses lectures, student discussions, and activities that focus on the subject being examined. You will work in groups to solve case studies, make ethical business decisions, conduct an interview, and make presentations to class. All assignments are designed to achieve the identified session objectives and IDEA goals.

GENERAL POLICIES (in alphabetical order)

- **Academic Honesty**

In keeping with our Christian heritage and commitment, North Park University (NPU) and the SBNM are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

- ✓ Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the Internet.
- ✓ Copying another’s answers on an examination.
- ✓ Deliberately allowing another to copy one’s answers or work.
- ✓ Signing an attendance roster for another who is not present.

For further information on this subject you may refer to the Academic Dishonesty section of the current University’s Catalog (pp. 21-22) In conclusion, it is North Park’s mission to prepare you for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

- **Assignments**

Early in the semester you will be assigned to groups of 3-4 individuals. Assignments will be completed in groups and a written response posted by one of your group members on the assignment link in Moodle. Throughout the semester, individual groups will be asked to present their findings and justify their choice in class. While all groups should be prepared to present their findings orally in class, only one or two will be selected.

The group assignments are:

- A. Management in Action. The text provides a “Management in Action” which is a mini-case study at the end of the chapters. All groups will be assigned four case studies to read and respond to the five questions posted in the text. (15 points for each case study) [Limit responses to 200 words] The grading rubric used to award points may be found on Moodle.
- B. Ethical Dilemmas. The text provides an “Ethical Dilemma” at the end of each chapter. All groups will be required to read four ethical dilemmas, select one of the decision choices, and justify your choice. Your choice and explanation will be posted on Moodle. (10 points for each ethical dilemma) [Limit response to 200 words] The grading rubric used to award points may be found on Moodle.
- C. Interview a Manager. Your groups will be asked to personally interview someone who holds a management position with an organization in the Chicagoland area (for-profit or nonprofit). If no one in your group knows a manager to interview, one will be given to you by the instructor. The manager may not be personally related to any member in the group. The groups will prepare a written paper that includes a description of the company/organization, the management position the manager holds, how many people the manager supervises, what the manager believe are the most important skills a successful manager needs for success, why these skills are so important, and other questions the group thinks are important to explore. Based on the information you obtained, indicate how the manager could improve his/her management skills. (30 points) [Limit response to 300 words and the paper must use the APA Publication Guidelines] The grading rubric used to award points may be found on Moodle.

Individual Assignment:

- A. Self-Assessments: The text provides self-assessments at the end of several chapters. Individually, you will be asked to select and complete three assessments of your choice, submit your findings, and write a brief response to explain what you learned from it. [Limit your explanation to no more than 150 words]. Your response should be emailed to the Dr. Hirsch by the due date for the selected assessment. The grading rubric used to award points may be found on Moodle. (10 points for each self-assessment)
- B. Group Evaluation: At the conclusion of the course each student will complete an evaluation of the group members. The grading rubric used to award points may be found on Moodle. (20 points)

Paper Requirements:

1. All papers must be submitted in Microsoft Word or a format readable by MS Word. The University has loaded Microsoft Office 2010 on my computer and other software (i.e., Corel Word Perfect, Apple, etc.) may not be readable. If I cannot open your file I cannot evaluate it. Do not submit papers in a .pdf format, as I cannot make comments in them.
2. The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the APA Manual is to enhance your learning by:

- A. Improving student's writing skills.
- B. Standardizing the required format of all written assignments in all SBNM courses.
- C. Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- D. Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Publication Manual, I recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. **It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.** Information on APA Guidelines is provided on Moodle in the Reference for your use.

Late Assignments:

In the world of business you will be expected to complete work assignments in a professional manner and on time. Employees who fail to complete assignments in a timely manner are not promoted, earn less, and in some cases find their employment terminated. As noted in the text, it is important to develop important sound professional practices early that will serve you well in business. Thus, you and your groups will be expected to read the assigned readings and complete the written assignments prior to class. If you will be absent from class and there is an assignment due at the beginning of class, to avoid a late penalty email the completed assignment to Dr. Hirsch before class. We all recognize that circumstances may arise where you are unable to turn an assignment in on time. **In those rare cases, the grade will drop 10 percent for each**

24-hour period the assignment is late. No late assignments will be accepted for evaluation if it is more than seven days late.

- **Attendance & Class Participation**

The University requires that instructors take attendance because of Federal regulations regarding students attending class if they are on financial aid. Since you need to be in class, you might as well be rewarded for it.

Tuesday and Thursday day class: If you are taking this class during the day on Tuesday and Thursday you will earn four (4) points for attending each of the 30 sessions. (120 points)

Wednesday night class: If you are taking the class on Wednesday night, you will earn four (4) points for the first half of the class and four (4) points for the second half for each of the 15 weeks of class. (120 points)

- **Examinations**

There will be a midterm and final exam. The midterm exam is scheduled for October 17 (for Wednesday class) and 18 (for Tuesday and Thursday class) and the final exam on December 12 (for Wednesday class) and 13 (for Tuesday and Thursday class). Each exam is worth 100 points. **Note: If you have earned at least 360 points by midnight on December 8 you will be excused from taking the final exam. If you have not earned 360 points, you must take the final exam. The 360 is based on multiplying 90% of the possible points you could have earned by December 8. If you have earned from 360 to 375 points you will be awarded the grade of A- for the class; if you have earned 376 or more points you will be awarded the grade of A for the class, as it reflect 94% of the possible points you could have earned by December 8.**

- **Grading System**

There are 500 points possible for the class.
Letter grades will be assigned as following:

Grade	Points	Percentage
A	470-500	94%
A-	450-469	90%
B+	435-449	87%
B	415-434	83%
B-	400-414	80%
C+	385-399	77%
C	365-384	73%
C-	350-364	70%
D+	335-349	67%
D	315-334	63%
D-	300-314	60%
F	299 or less	59% or less

Points based on	Possible Points
Management in Action Case Studies	60
Ethical Dilemmas	40
Manager Interview	30
Self-Assessments	30
Group Evaluation	20
Attendance and Class Participation	120
Midterm Examination	100
Final Examination	<u>100</u>
Total =	500

Note: Everyone in a group will receive the number of points awarded for the group assignment. If a member of the group lets the group down, all members in the group will suffer the reduction in points earned. If the group does well, even though a single member may not have contributed much to that effort, all members in the group will benefit.

- **Laptop Computer and Other Electronic Devices Use in Class**

You may use laptop computer in class to take notes and search for information related to the class discussions. They may not be used for personal use to search the Internet, send and receive email messages, play games, etc., as these activities may be disturbing to the students near you and disrupt their learning. Cell phones should not be used in class, as they disrupt the instructor and your fellow students. Either turn them off or into a silent/vibrate only mode. You may use them after class.

GENERAL MEETING SCHEDULE

The information below is a general guideline for the course. It applies to both the Tuesday & Thursday day and Wednesday night classes. A specific Meeting Schedule will be distributed in class and posted on Moodle for the day and night class.

Week/Session	Dates	Topic/Activity/Assignment	Readings & Assignments
Week 1 Sessions 1 & 2	Aug 28-30	Introduction to Class: Management, Leadership & Change Introduction to Organizations & Management	<i>Required Readings:</i> None <i>Assignments:</i> Create Groups
Week 2 Sessions 3 & 4	Sep 4-6	Management: General Review	<i>Required Readings:</i> Text, Ch. 1 <i>Assignment:</i> None
Week 3 Sessions 5 & 6	Sep 11-13	Management: Past to Present	<i>Required Readings:</i> Text, Ch. 2 <i>Group Assignment:</i> Read the Management in Action case study #1 in the text on pp. 63-64. Respond to five questions 5 and post your answer on Week 3's Assignment Link on Moodle. Be prepared to discuss, and justify your answers in class.

			<i>Group Assignment:</i> Read the Ethical Dilemma #1 in the text on pp. 65-66. Select the most appropriate choice, justify your response, and post your response on Week 3's Assignment link on Moodle. Be prepared to discuss your answer in class.
Week 4 Sessions 7 & 8	Sep 18-20	Two Major Approaches to Management: Drucker vs. Deming	<i>Required Readings:</i> Articles posted on Moodle. <i>In-Class Activity: Debate on Drucker vs. Deming</i>
Week 5 Sessions 9 & 10	Sep 25-27	The Manager's Challenges Ethical Decision-Making	<i>Required Readings:</i> Text, Ch. 3 <i>Group Assignment: Interview a Manager in the Chicagoland area. The assignment will be discussed in class and posted on Moodle. Post your group's report on the assignment link in Week 5.</i> <i>Individual Assignment:</i> Choice 1, Read and complete the Self-Assessment on pp. 99-100. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.
Week 6 Sessions 11 & 12	Oct 2-4	Global Management	<i>Required Readings:</i> Text, Ch. 4 <i>Group Assignment:</i> Read the Ethical Dilemma #2 in the text on pp. 133-134. Select the most

			<p>appropriate choice, justify your response, and post your response on Week 3's Assignment link on Moodle. Be prepared to discuss your answer in class.</p> <p><i>Individual Assignment:</i> Choice 2, Read and complete the Self-Assessment on pp. 134-135. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p>
Week 7 Sessions 13 & 14	Oct 9-11	Planning (Operational & Tactical	<p><i>Required Readings:</i> Text, Ch. 5</p> <p><i>Individual Assignment:</i> Choice 3, Read and complete the Self-Assessment on pp. 159-160. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p>
Week 7		Planning (Strategic) Planning/Management	<p><i>Required Readings:</i> Text, Ch. 6</p> <p><i>Group Assignment:</i> Read the Management in Action case study #2 in the text on pp. 190-191. Respond to five questions 5 and post your answer on Week 7's Assignment Link on Moodle. Be prepared to discuss, and justify your answers in class.</p>
Week 8 Sessions 15 & 16	Oct 16-18	Decision Making (Individual & Group) Midterm Examination	<p><i>Required Readings:</i> Text, Ch. 7</p>

			<p><i>Individual Assignment:</i> Choice 4, Read and complete the Self-Assessment on p. 231. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p> <p>Review all readings and class notes for the first half of the semester in preparation for the midterm exam.</p>
<p>Week 9 Sessions 17 & 18</p>	Oct 23-25	<p>Midterm Examination Review Organizational Culture Human Resource Management</p>	<p><i>Required Readings:</i> Text, Ch. 8 & 9</p> <p><i>Group Assignment:</i> : Read the Ethical Dilemma #3 in the text on p. 268. Select the most appropriate choice, justify your response, and post your response on Week 9's Assignment link on Moodle. Be prepared to discuss your answer in class.</p>
<p>Week10 Sessions 19 & 20</p>	Oct 30-Nov 1	<p>Organizational Change & Innovation Managing Individual Behavior</p>	<p><i>Required Readings:</i> Text, Ch. 10 & 11</p> <p><i>Individual Assignment:</i> Choice 5 Read and complete the Self-Assessment on pp. 366-367. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p>
<p>Week 11 Sessions 21 & 22</p>	Nov 6-8	<p>Motivation Groups and Teams</p>	<p><i>Required Readings:</i> KW, Ch. 12 & 13</p> <p><i>Individual Assignment:</i> Choice 6 Read and complete the Self-</p>

			<p>Assessment on pp. 433-434. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p> <p><i>Group Assignment:</i> Read the Management in Action case study #3 in the text on pp. 401-403. Respond to five questions 5 and post your answer on Week 7's Assignment Link on Moodle. Be prepared to discuss, and justify your answers in class.</p>
<p>Week 12 Sessions 23 & 24</p>	Nov 13-15	Power, Influence, & Leadership	<p><i>Required Readings:</i> Text, Ch. 14</p> <p><i>Individual Assignment:</i> Final Choice 7 Read and complete the Self-Assessment on pp. 469-470. Post the results of the assessment on Moodle and write a brief paper on what lessons you learned from this assessment.</p>
<p>Week 13 Session 25</p>	Nov 20	Thanksgiving Break	
<p>Week 14 Sessions 26 & 27</p>	Nov. 27-29	Interpersonal & Organizational Communication	<p><i>Required Readings:</i> Text, Ch. 15</p> <p><i>Assignment:</i> Read the Management in Action case study #4 in the text on pp. 500-501. Respond to five questions 4 and post your answer on Week 7's Assignment Link on Moodle. Be</p>

			prepared to discuss, and justify your answers in class.
Week 15 Sessions 28 & 29	Dec 4-6	Social Networking & Business Etiquette Etiquette Meal	<i>Required Readings:</i> Articles posted on Moodle. <i>Assignment:</i> In class activities and discussion on getting ahead in business.
Week 16 Session 30	Dec 11-13	Control Class & Final Review Final Examination	<i>Required Readings:</i> Text, Ch. 16

STUDENTS WITH SPECIAL NEEDS

Students with special needs (disabilities) who believe that they may need accommodations in this class are encouraged to contact the Center for Academic Services at 773-244-5737, advising@northpark.edu or stop by the office located on the 2nd floor of the Student Services Building. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>. The instructor will also assist you in achieving the assistance you may require to meet your needs.