



Course: BSE 3520 – Principles of Management & Leadership

Credit Hours: 4

Prerequisites: Junior or Senior status and successful completion of BSE 2110, 2211, 2310, 2610

Instructor: Christopher A. Hubbard, MA, MBA, PhD, Assistant Professor of Management and Leadership

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Availability: By appointment: goo.gl/wlb3SF

Course Description:

This course addresses the theoretical and practical principles of management and leadership along with their historical underpinnings. The scope of the course includes managerial (i.e. planning, organizing, leading, and controlling) and leader (i.e. process, influence, context, attainment, shared experience) function and responsibility; effective and ethical manager and leader characteristics, and general managerial and leader strategies make-up the theoretical elements of this course. Application of the above theory is practiced throughout the course in the form of project-based teams, managerial interviews, leadership assessments/questionnaires, structured reflections, presentations, and basic-level scholarly research using APA (American Psychological Association) style as to research Writing

Introductory Comments:

According to Kinicki and Williams, managers deal in matters of complexity whereas leaders are concerned with change but more importantly; both are essential to organizational performance. Therefore, the talent of a team is an organization's greatest asset and with that asset comes tremendous responsibility to manage and lead effectively. Harnessing an organization's resources can be both art and science: bringing together proven managerial and leader strategies with a deep understanding of people and how to bring out the best in others. This course takes a three level macro-meso-micro view of an organization and how its individual parts make the whole more successful.

Required Course Materials:

- BSE 3520 – Management & Leadership, ISBN: 9781307191035

Note: This is a [custom text](#) that can **only** be purchased in the [North Park University bookstore](#).

Course Objectives & Methodology

Essential Institutional Evaluation Metrics (IDEA) Objectives:

Course Learning Objectives and IDEA Objectives in Syllabus: North Park University uses the IDEA course rating system to measure student progress towards learning objectives and to measure student satisfaction with their overall learning experience. These course evaluations are administered at the end of the term, and you will be notified by email when they are ready for you to complete. The results of these evaluations are very important to us and we use them for ongoing efforts to improve the quality of our online courses.

1. Gaining factual knowledge (terminology, classifications, methods, trends). **(Course Objectives #1, 5, 8, & 10)**
2. Learning fundamental principles, generalizations, or theories. **(Course Objectives #4, 6)**
3. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course. **(Course Objectives #2, 9)**

Objectives related to Writing Research:

4. Gaining factual knowledge (terminology, classifications, methods, trends).
5. Gaining ability to construct an argument in the context.

6. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course.

In addition to these general IDEA objectives, students who complete this course will be able to achieve the following objectives specific to this course:

1. The role and importance of managers and leaders within an organization. (IDEA #1)
2. Viewpoints, thought leaders & frameworks that have impacted managerial and leader theory to date. (IDEA #3)
3. Identification of key stakeholders and social/ethical responsibilities associated with each stakeholder group.
4. Fundamentals of planning, organizing, leading, and controlling. (IDEA #2)
5. Theories behind team building and how to manage conflict and inspire to collaboration. (IDEA #1)
6. The qualities of a strong manager that translate to successful leadership. (IDEA #2)
7. Forms of communication within an organization and a manager's role in facilitating effective communications.
8. Techniques for monitoring and controlling organizational effectiveness. (IDEA #1)
9. Effective written, oral, and visual communication skills particular to business settings. (IDEA #3)
10. Retrieve & interpret information and scholarship in particular contexts to formulate constructive questions. (IDEA #1)

Course Methodology:

The course primarily utilizes lectures, class discussions, writing assignments, and exploratory activities to achieve its objectives. Students will work in teams and individually to solve case studies, discuss ethical issues in management, write papers, and give class presentations. Assignments, discussions and casework are designed to achieve the course and IDEA objectives. Library instruction on the use of databases and online research methods for business will be given towards the beginning of the course. Research will be used throughout the course in developing written papers and presentations. With regard to the writing instruction, the course will employ the following pedagogical methods: devote class time to instruction in the standards and genres of business and research writing; instruct on writing is a process of drafting, peer review and revision; utilize the library staff and online resources to learn research methods; engage formal and informal writing assignments to reinforce content learning.

Requirements & Responsibilities

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Campus-Computer-Facilities/Student-Computers> for information on computer requirements.

Technical Requirements:

Students are expected to have completed the online Canvas tutorial required of all online students. Additionally, students are expected to have access and knowledge of how to utilize Microsoft Word (or an equivalent word processing software that can be shared through ".doc" or ".docx" extensions). Students will also need to utilize Microsoft PowerPoint to create a presentation.

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Assignment Grading Policies:

All late assignments will be penalized 10%. If you are unable to complete an assignment before the start of class due to circumstances beyond your control, please let the instructor know in advance of the deadline and request an extension. Extensions will be granted on a case-by-case basis, in the instructor's sole discretion. Any assignment that is submitted more than a week late without an extension having been granted in advance will not be accepted and will receive no credit.

Student Responsibilities:

Students are expected to attend sessions for the duration of class. Absences can be approved by the instructor in advance of the class session. Class participation points are assessed at the instructor's discretion based on a student's ability to arrive to class on time, prepared and make meaningful contributions to the class discussion. Reading and assignments should be completed prior to the start of class. The class is structured so students learn from one another. Therefore, students are expected to analyze the material and provide feedback that is relevant to the topics at hand.

Instructor Responsibilities:

Students can expect the instructor to serve as a resource both in and out of the classroom. The instructor will be prepared with a lesson for each class session with many opportunities for student participation. The instructor is also available to students for questions about class concepts, assignments, on the job questions/challenges and overall guidance as it relates to careers in business and nonprofit management. Students can expect timely responses to questions/requests and grades for assignments.

Key School Policies

Academic Honesty:

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management 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 (automatic zero on assignment) up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

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

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog. In conclusion, it is our mission to prepare each student 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.

Attendance Policy for Graduate Courses:

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) *prior to* that session. You need to provide a reason for your absence. Failure to provide advance notification will asda

result in an unexcused absence. Be advised that poor attendance can affect your grade adversely. Missing 20% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses more than 20% of classes will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (found on the NPU website).

Grade Mapping:

The final course grade will be computed according to the total number of points earned for all assignments. The following table shows how point percentages for the course correspond to the standard grades and grade points used at North Park University:

Course Percentage	Letter Grade	Grade Points
95 -100%	A	4.00
90-94.9%	A-	3.67
87-89.9%	B+	3.34
83-86.9%	B	3.00
80-82.9%	B-	2.67
77-79.9%	C+	2.34
73-76.9%	C	2.00
70-72.9%	C-	1.67
0-59.9%	F	0.00

The following table shows non-passing administrative grades used at North Park University:

DR (Administrative Drop)	0.00
DW (Dropped without permission)	0.00
W (Withdrawal)	0.00
I (Incomplete)	0.00
NG (no grade)	0.00
NS (Not submitted)	0.00
AU (Audit)	0.00

Late Policy

Late assignments are not accepted and will automatically receive a grade of zero. And in the event of extenuating (e.g. death, illness, natural disasters, unforeseen events, etc.) circumstances, consult the instructor. Please note, supporting documentation will be requested to corroborate extenuating circumstances.

APA Requirement:

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 student learning by:

- 1) Improving student’s writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Manual, we 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.**

Purdue University's writing lab has a plethora of online APA-specific resources that may be beneficial (<http://owl.english.purdue.edu/owl/resource/560/01/>). In particular, we are strongly encouraging you to download and review a general orientation to APA basics entitled "APA PowerPoint Slide Presentation" that can be found via the below link. In addition, a sample paper formatted according to APA standards with explanatory comments can also be found via the below links.

- APA Interactive presentation that walks you through the process of setting up your APA paper
- APA PowerPoint Slide Presentation: <http://owl.english.purdue.edu/owl/resource/560/17/>
- Sample APA Paper: http://owl.english.purdue.edu/media/pdf/20090212013008_560.pdf

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the Student Success Learning Specialist by email at imebner@northpark.edu or by phone at (773) 244-5737, or stop by the Student Engagement office located on the 1st floor of the Johnson Center. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner.

Title IX

Students who believe they have been harassed, discriminated against, or involved in sexual violence should contact the Title IX Coordinator (773-244-6276 or TitleIX@northpark.edu) for information about reporting, campus resources and support services, including confidential counseling services.

As members of the North Park faculty, we are concerned about the well-being and development of our students, and are available to discuss any concerns. Faculty are legally obligated to share information with the University's Title IX coordinator in certain situations to help ensure that the student's safety and welfare is being addressed, consistent with the requirements of the law. These disclosures include but are not limited to reports of sexual assault, relational/domestic violence, and stalking.

Please refer to North Park's Safe Community site for reporting, contact information and further details. <http://www.northpark.edu/Campus-Life-and-Services/Safe-Community>