

ACU COLLEGE OF BUSINESS ADMINISTRATION
COURSE SYLLABUS
MGMT 330: PRINCIPLES OF MANAGEMENT
FALL 2019



Professor: Dr. Sarah Easter **Office:** COBA 254 **Phone:** 325-674-3773
Office Hours: Tuesday, Wednesday & Thursday: 3 – 5 pm, or by appointment
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Student Assistant: Meagan Kurosky
Class Times and Meeting Locations: 9:30 – 10:50 am TR in MMB 215

“To educate students for Christian service and leadership throughout the world”
- ACU Mission Statement

“To educate business and technology professionals for Christian service and leadership throughout the world”
- COBA Mission Statement

MGMT 330 Management & Organizational Behavior (3-0-3), fall, spring. An introduction to the process of managing and working effectively with people. The primary objective of this course is to provide students with an overview of basic principles in effective management principles, particularly how to foster and lead organizations in which people excel. Emphasis is given to clarifying and sharpening management values, knowledge and skills.

Contribution of Course to Overall Business Perspective: Managers are the organizers and planners of the business world. In this course you will be introduced to the factors that differentiate between great and poor managers. Additionally, you will be exposed to the factors that influence individual behavior in organizations in order to more effectively develop managerial skills that best fit the diverse contexts you will face in your careers.

Contribution of Course to the Development of Communication Skills: The ability to organize and express ideas in a professional manner is critical to organizational effectiveness. The assessments for this course will require the solid use of both oral and written communication. All written work should be completed to professional standards of neatness and format.

Contribution of Course to Christian Service and Leadership: This course will engage students in an examination of personal ethical standards and ask them to apply these values to a variety of organizational situations.

*For the LORD gives wisdom, and from his mouth come knowledge and understanding.
Proverbs 2:6*

Course Overview: This course explores how to foster and lead organizations in which people excel. A core component is the underlying assumption that there are many types of organizations and that organizational excellence depends, in part, on identifying the right fit between people and organizations. Leadership success in the workplace requires the right fit between leadership skills (motivation, engagement, influence, coaching) and the needs of individuals and groups with a given organizational context. Personal success such as high performance and satisfaction at work requires an alignment between individual strengths and the needs of the organization. This course maintains a dual focus: 1) on your role as a leader, fostering skills and enabling contexts where others can thrive; and 2) on your personal journey to discover organizational contexts where you flourish and perform at your best.

Specific Goals for Student Competency: As a result of completing this course, you will be able to:

- Understand what makes some organizations such great places to work (and articulate what’s a great organization for you personally)
- Understand your own values and motivation for working
- Demonstrate how to be an effective leader and follower
- Identifying values and assumptions underpinning different leadership styles and organizational cultures

- Effectively interact in a team by completing a variety of group formation and task completion projects

Course Materials:

Most required reading materials will be posted to Canvas. This helps to minimize costs to you and allows me to introduce you to the most relevant and current management materials. I will be posting regularly assigned readings to web-links and/or online articles found at ACU's electronic resource library to Canvas. Readings will be posted at least one week in advance of a given class session, so please insure that you regularly visit the Canvas course site.

You will also need to purchase one of three books (*American Icon: Alan Mulally and the Fight to Save Ford Motor Company*, *The Year Without Pants: Wordpress.com and the future of work* or *Let My People Go Surfing: The Education of a Reluctant Businessman*) each of which describes a different type of organization for your Slice of Organizational Life team presentation. Sign-ups will occur the third week of class and books are available for purchase on Amazon or via the ACU Campus Bookstore.

As well, you will need to ensure that Lockdown Browser is installed on your tablet or laptop in order to take the quizzes and the final exam in class. Information/Instructions on Lockdown Browser can be accessed via Canvas>Modules>Assignment Information

Course Format: This course will involve in-class activities, individual and group assignments and guest speakers. This course has the potential to be an important part of your development as a successful business person, but it requires you to fully commit to the learning process.

In order to make this a positive learning environment for you and your peers, I provide the below guidelines for individual and team in class contributions:

- Complete readings *before* class, and use those readings as a basis for your active participation during in-class activities and discussions. Developmental, theory-based comments are valuable for moving the discussion forward.
- Ask questions that add to your understanding of the course material as well as the knowledge base of your classmates. Encourage your classmates to get involved. Avoid repeating what has already been said.
- Be considerate – come to class on time and do not leave early. Do not interrupt or engage in private conversations while others are speaking.
- To limit distractions for your peers and to facilitate active learning, this course has a policy of no web/email/texting during class.
- Have an opinion and respect others' rights to hold opinions and beliefs that are different from your own, recognizing that there are many different ways to view the material
- Allow everyone the chance to talk. If you have much to say, try to hold back so that your peers might have an opportunity to participate. If you are hesitant, look for opportunities to contribute.

What You Can Expect From Me

I am committed to making this course a valuable (and hopefully fun!) learning experience for you. It will be both rewarding as well as challenging.

I am here to help you succeed – I am available to help via email and office hours (or by appointment). For email, please include 'MGMT 330' at the beginning of your subject headline, so that my attention is immediately drawn to your email, followed by the subject of your email. Before you send me an email, please check the course syllabus, notes, with your classmates and Canvas for the answer to your question. I will try to respond to emails in a timely manner (within 24 hours, excluding weekends). Please attend office hours for your more detailed or complicated questions. I'm also available to talk about your future career goals, life at ACU, etc. ☺

I will upload the PPT slides to Canvas after each class.

I will give and receive feedback – I am available during office hours to give feedback on assignments. Please also feel free to offer constructive feedback about your experiences with the course, to help me make it as valuable a learning experience as possible (I am always open to your thoughts and opinions about the course!)

Course Grading:

Name	Weight % of grade	Description
Reflected Best Self	15%	Details will be discussed in class and a separate document outlining this assignment will also be provided on Canvas.
Contributions to course and team activities	15%	Your contributions in class (10%) and within your teams (5%) will be evaluated based on the guidelines listed on page two. Please also see separate document on Canvas outlining the specific requirements for individual contributions. You will have the opportunity to provide input on team contributions at the end of the semester.
Reading Quizzes	15%	Reading quizzes will be given over reading assignments, which will be administered at the beginning of class and taken online via Canvas.
Class Topic/Article Presentation	10%	Details for this team presentation will be explained in class and a separate document posted to Canvas outlining the parameters of this presentation.
Slice of Life Presentations	15%	Details for this team presentation will be explained in class and a separate document posted to Canvas outlining the parameters of this presentation.
Exams	30%	There will be a midterm (10%) and a final exam (20%) - exams will cover material from class lectures/discussions/activities and assigned readings.

Class Schedule (please note that this schedule is tentative and subject to change. It is your responsibility to consult Canvas on a regular basis for updates regarding daily class preparation, cases, readings and assignments)

Week	Dates	Class topic	Readings/Assessments – Available on Canvas>Modules>Course Materials unless otherwise specified (complete before class)
1	Aug 27	Introduction to the Course	
	Aug 29	Finding Meaning in Our Work	Why Finding Meaning at Work is More Important than Feeling Happy http://www.fastcompany.com/3032126/how-to-find-meaning-during-your-pursuit-of-happiness-at-work Goffee, R. & Jones, G. (2013). Creating the Best Workplace on Earth. <i>Harvard Business Review</i> , 91(5): 98-106. Reading Quiz
2	Sept 3	Characterizing Our Own Leadership Styles	George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering Your Authentic Leadership. <i>Harvard Business Review</i> , 85(2), 129-138. Reading Quiz Sign up for Team Article Presentations and Slice of Organizational Life assignments
	Sept 5	Personality	Take assigned assessments and submit one-page write 9/5 at 9:29 am
3	Sept 10	Values, Courage and Ethics	Reardon, K. K. (2007). Courage as a Skill. <i>Harvard Business Review</i> , 85(1), 58-64. Reading Quiz
	Sept 12	Maximizing Our Strengths	Roberts et al. (2005). How to Play to Your Strengths. <i>Harvard Business Review</i> : 1-10. Bring RBS data in to class for review

4	Sept 17	Motivation and Engagement	Dan Ariely: What makes us feel good about our work? http://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work?language=en Reading Quiz
	Sept 19	Guest Speaker(s): Day-in-the-Life	Reflected Best Self assignment due on Friday (20th) at 12 pm
5	Sept 24	Making Good Decisions	Hayashi, A. (2001). When to Trust Your Gut, <i>Harvard Business Review</i>, 79(2), 59-65. Bonabeau, E. (2003). Don't Trust Your Gut, <i>Harvard Business Review</i>, 81(5), 116-123. Reading Quiz
	Sept 26	Making Good Decisions (part 2)	Hammond, J. S., Keeney, R. L. & Raiffa, H. (2006). The Hidden Traps in Decision-Making. <i>Harvard Business Review</i>, 84 (1), 118-126. Reading Quiz
6	Oct 1	Midterm Exam	
	Oct 3	Using Power Effectively	Merchant, N. 2012. Just How Powerful Are You? <i>Harvard Business Review</i>, 1-5. Reading Quiz
7	Oct 8	Influencing Others	Cialdini, R.B. (2001). Harnessing the Science of Persuasion. <i>Harvard Business Review</i>, 79(9): 72-79. Sign in to ACU Library to retrieve: http://ezproxy.acu.edu:2397/eds/pdfviewer/pdfviewer?vid=20&sid=a61e9aed-bbc9-4fe3-819e-aa4eb04ce793%40sessionmgr103
	Oct 10	Unleashing Creativity	Ken Robinson: How Schools Kill Creativity http://www.ted.com/talks/ken_robinson_says_schools_kill_creativity?language=en Kelley, T. & Kelley, D. (2012). Reclaim Your Creative Confidence. <i>Harvard Business Review</i>, 90(12): 115-118. Reading Quiz (influencing others and creativity articles)
8	Oct 15	Managing Conflict Productively	Sutton, R.I. (2002). Why Innovation Happens When Happy People Fight: https://iveybusinessjournal.com/publication/why-innovation-happens-when-happy-people-fight/
	Oct 17	Providing Effective Coaching and Feedback	Heen, S., & Stone, D. (2014). Find the Coaching in Criticism. <i>Harvard Business Review</i>, 92(1/2), 108-111. Reading Quiz (conflict and coaching articles)
9	Oct 22	Guest Speaker(s): Day-in-the-Life	
	Oct 24	Stress & Resilience	Coutu, Diane, L. (2002). How Resilience Works. <i>Harvard Business Review</i>, 46-55.

10	Oct 29	Developing Emotional Agility	David, S. & Congleton, C. (2013). Emotional Agility. <i>Harvard Business Review</i> , 91(11): 125-128. Reading Quiz (stress and emotional agility articles)
	Oct 31	Building High Performing Multicultural Teams	Pentland, A. (2012). The New Science of Building Great Teams. <i>Harvard Business Review</i> , 90(4), 60-70. Hinds, P. (2014). 4 ways to decrease conflict within global teams. <i>HBR Blog Network</i> , http://blogs.hbr.org/2014/06/4-ways-to-decrease-conflict-within-global-teams/ Meyer, E. (2012) Managing confrontation in multicultural teams. <i>HBR Blog Network</i> . http://blogs.hbr.org/2012/04/how-to-manage-confrontation-in/ Reading Quiz
11	Nov 5	Managing Organizational Culture	Boris, G., Lee, J., Price, J. & Cheng, J.Y-J. (2018). The Leader's Guide to Corporate Culture. <i>Harvard Business Review</i> , 44-52.
	Nov 7	Managing for Sustainability	Whelan, T. & Carly, Fink. (2015). The Comprehensive Business Case for Sustainability. <i>Harvard Business Review</i> , 2-8. Reading Quiz (organizational culture and sustainability articles)
12	Nov 12	Guest Speaker(s): Day-in-the-Life	
	Nov 14	Managing for Change	Ferrazzi, K. (2014). Managing Change, One Day at a Time. <i>Harvard Business Review</i> , 23-25. Reading Quiz
13	Nov 19	Group prep/expectations	
	Nov 21	Slice of Life Group Presentations - <i>Let my people go surfing</i>	
14	Nov 26	Slice of Life Group Presentations – <i>American Icon</i>	
		<i>November 28 – Thanksgiving holiday – eat turkey and be thankful!</i>	
15	Dec 3	Slice of Life Group Presentations – <i>The Year Without Pants</i>	
	Dec 5	Review of the Semester and Course Aims	
16	Dec 14	Final exam	Friday, December 13 ^h from 8 – 9:45 am (MBB 215)

Course Policies and Important Notes:

Ethics: Academic integrity and honesty are expected. *If you cheat or are discovered making plans to cheat in any aspect of this course, you will receive an F in the course.* ACU policy: http://www.acu.edu/campusoffices/studentlife/documents/Acad_Integ_Policy_Fa.pdf

Disabilities: Please inform me by the second class period if you need accommodation for any type of disability.

Withdrawing from Class: To drop a course you must complete required paperwork with your advisor.

Assignments are due on the date scheduled: As in the business world, work has to be received on time to matter. To be fair to all the students who submit on time, if you are late on an assignment, your grade on that assignment will be reduced by 10% for each day it is late.

Laptops and Mobile Devices: Except for in-class quizzes and designated activities, NO laptops, tablets, iPads and/or smartphones can be used in class.

Attendance and Participation: This is an active class, so you will learn new things in class that are not in the readings, and in turn, your participation will also help your classmates learn. For this reason, participating in class is an important part of the learning process in this course. Your course grade may be lowered up to 10% if you frequently miss class, are repeatedly tardy, if you are physically present but mentally absent, if you are rude, disruptive, or generally disagreeable, or if you violate the technology policy.