

Dominican University - Brennan School of Business

BAD 345-03, Management; fall 2014

Developed by: Molly Burke, PhD

Taught by: James Miller

Classroom: Crown 330

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Course Description

This course provides an examination of basic organizational theory. Various organizational models and methods of reaching organizational goals are studied through analysis of current management practices.

Prerequisites

Economics 191 or 192; junior standing or consent of the instructor.

Course Learning Objectives

Students who successfully complete this course should be able to:

1. Understand and apply the major principles of management theory, history and practice.
2. Recognize the nature and importance of organizational structure and culture.
3. Explain the importance of social responsibility and managerial ethics.
4. Recognize how managers best achieve results; the importance of leadership, motivation, communication and interpersonal skills.
5. Understand the principles of decision making, the impact of globalization and the process of organizational change.

Required Texts

Stephen P. Robbins & Mary Coulter, *Management*; 12th Edition, 2012. Pearson Prentice Hall, Upper Saddle River, New Jersey. ISBN -13: 978-0-13-0304360-0

As of 4/15/2014, Amazon was selling this book new for \$160.

Selected Case Studies. Ordering information is shown below. Students can access material using the following link starting August 19, 2014:

<https://cb.hbsp.harvard.edu/cbmp/access/28280866>

The expected cost for these case studies is \$16.

Course Grading and Requirements

Participation in class discussion (10 %)

Attendance is crucial to the course; failure to attend class, particularly any class sessions featuring a guest speaker or case study, will impact student's final grade.

Students are expected to be prepared and actively participate in ALL class discussions including

those related to current events, case studies and textbook materials, and to take advantage of the opportunity to learn from their classmates. Quizzes will be given to improve student's class participation grade.

Examinations (40%)

Four examinations will be scheduled to assess students' understanding of key ideas and concepts in management. Material on the exams will be drawn from the text, cases and current events and questions will include true/false, multiple choice and short essays.

Written Assignments (50%)

Students will present five written analyses of current events in business. The one page reports, due on dates specified in Canvas, should summarize the article selected, **evaluate its significance and then relate the material to our course of study**. During the course of the semester, students must select current event articles from the following periodicals: *Business Week*, *Forbes*, *Fortune*, *The New York Times*, *The Wall Street Journal* and *The Financial Times*. An electronic (or printed) copy of the article must be submitted with the analysis. (10%)

Students will read, and report on four selected case studies during the course of the semester, identifying the problem presented in the case and offering a solution. Effective case analyses will utilize text material and management concepts being studied to help generate practical solutions. Each case report should be no more than three pages in length. (40%)

Grading Scale

A	93-100+	B	80-87.99	D	60-67.99
A-	90-92.99	C+	78-79.99	F	0-59.99
B+	88-89.99	C-	68-69.99		

Disability Statement

Any student with a documented disability needing academic adjustments or accommodations is asked to speak with me during the first two weeks of class. All discussions will remain confidential. Students requesting academic accommodations must first register with Disability Support Services in Lewis Hall, Room 132. The office may be reached by calling 708-524-6822.

Course Policies

Students are responsible for asking questions about any material that is unclear; this can be done in class or by email.

All written work should be typed and double-spaced. Clarity, coherence, and cogency of the analysis as well as grammar, punctuation, spelling, and general appearance will be considered in grading written assignments.

MLA is the preferred style for citations; all citations must include page numbers for material being cited.

Websites such as Wikipedia should not be used as sources for university level research but still might be a good starting point to find other references.

Any form of **plagiarism or academic dishonesty** will result in an "F" grade for the assignment or exam and has the potential to result in both an "F" grade for the course and automatic expulsion from the class. Please refer to "Definitions of Plagiarism, Cheating and Academic Dishonesty" and "Sanctions for Violations of Academic

Integrity” found in the *Brennan School of Business Bulletin*.

The following will be considered in grading of formal written and oral work:

Student's ability to

Go beyond general summary and narrative in favor of critical analysis of the material.

Analyze texts and ideas in ways that create interest and enthusiasm for the topic.

Present coherent, well formulated, and compelling theses or claims in written work, oral presentations, and class discussions.

Adequately develop ideas.

Use independent sources to support and strengthen the ideas being presented.

Submit written work that is grammatically correct.

Prepare and give oral presentations that effectively communicate ideas and hold the interest of others.

Participate in classroom discussions in ways that enrich and further learning.

A summary schedule is published starting on the next page. This schedule is subject to change both before the term starts and during the term. If the schedule published below ever conflicts with the due dates specified in Canvas, the dates in Canvas are the correct dates.

Bad 345, Management
Course Calendar; fall 2014 SUBJECT TO CHANGE

Class	Date	Topic	Assignment Due
1	M 8/25	Chapter 1: Introduction to Management and Organizations	
2	W 8/27	Module: Management History	
3	F 8/29	Chapter 2: Understanding Management's Context	
4	M 9/1	Labor Day – no class	
5	W 9/3	Chapter 3: Managing in a Global Environment	Current Event #1 Due
6	F 9/5	Chapter 4: Managing Diversity	
7	M 9/8	Case Analysis #1 Hong Kong Disney	Case Analysis # 1 Due
8	W 9/10	Chapter 5: Social Responsibility and Ethics	
9	F 9/12	Exam #1: Chapters 1-5	
10	M 9/15	Film and Discussion: <i>Bernard Madoff</i>	
11	W 9/17	Chapter 7: Managing Change and Innovation	Use Chapter Titles (not numbers) because numbers vary by text book edition.
12	F 9/19	Chapter 6: Managers As Decision Makers	Use Chapter Titles (not numbers) because numbers vary by text book edition.
13	M 9/22	Chapter 6: Managers As Decision Makers, continued	
	T 9/23	Attend Caritas and Veritas Day	
14	W 9/24	Chapter 8: Foundations of Planning,	Use Chapter Titles (not numbers) because numbers vary by text book edition.
15	F 9/26	Chapter 9: Strategic Management	Current Event # 2 Due
16		Chapter 9: Strategic Management,	

	M 9/29	continued	
17	W 10/1	Chapter 10: Managerial Controls (might be chapter 11 in older editions)	Use Chapter Titles (not numbers) because numbers vary by text book edition.

18	F 10/3	Case Analysis #2: Starbucks	Case Analysis #2 Due
19	M 10/6	Chapter 10: Modules: Planning and Control Techniques Module, Managing Operations Module	
20	W 10/8	Review and Preparation for Exam	
21	F 10/10	Exam # 2; Chapters 6-10	
22	M 10/13	Chapter 11: Basic Organizational Design (no quiz)	Bonus opportunity for attending 10/15 talk.
23	W 10/15	Chapter 10 Modules (no quiz)	
	F 10/17	No class – Long Weekend	Bonus if Current Event #3 submitted by Saturday at 11:59 pm.
24	M 10/20	Chapter 12: Adaptive Organizational Designs (quiz)	Current Event # 3 Due
25	W 10/22	Current Event Discussion – Start Chapter 14	
26	F 10/24	Chapter 14: Managing Teams (no quiz)	
27	M 10/27	Chapter 15: Understanding Individual Behavior (quiz)	
28	W 10/29	Case Analysis #3: Mina O'Reilly Chapter 16: Managers and Communication (quiz)	Case Analysis #3 Due
29	F 10/31	Case Discussion	
30	M 11/3	Exam Review	
31	W 11/5	Chapter 13 (Human Resources) (no quiz)	Current Event # 4 Due
32	F 11/7	Exam # 3; Chapters 11-15	
33	M 11/10	Chapter 16 – Managers and Communication	
34		Discussion of Current Events	

	W 11/12		
35	F 11/14	Chapter 17 Motivating Employees	Current Event # 5 Due
36	M 11/17	Film and Discussion: <i>Wal-Mart; The High</i>	
38	F 11/21	Case Analysis #4: Southwest Airlines 2011 Film and Discussion: <i>Wal-Mart; The High Cost of Low Price</i>	Case Analysis #4 Due
39	M 11/24	Discussion of Southwest Airlines	
40	M 12/1	Discussion of Current Event 5	
41	W 12/3	Chapter 18: Managers as Leaders	
42	F 12/5	Course Summary and Preparation for Exam	
43	12/8-13	Exam Week: Exam #4; Chapters 16-19 and Chapter 10 Modules	

August 25	First Day of Classes
September 1	Labor Day - No Classes
September 2	7:00PM deadline for adding/dropping fall semester classes (online and in person)
September 9	Last day to declare satisfactory/fail grade option
September 23	Last day to declare course intensification option
September 23	Caritas and Veritas Day (class schedule suspended)
October 17-19	Long Weekend (no classes)
November 5	Last day to withdraw from fall semester courses
November 26-30	Thanksgiving Vacation
December 6	Last day of classes
December 8-13	Final Examination Week
December 16	Final Grades due at noon

