



## BSMT 220: Management Thought, Principles and Process

### Course Syllabus

#### I Term

Monday & Wednesday: 1:45-3:15PM  
3 Credit Hours – Room: TBD  
Fall Semester, 2016

#### II Instructor Information

Name: Steve A. Varela  
Office: Faculty office: 523✓  
Office Hrs.: Monday 09:45-12:00  
Tuesday 09:45-12:00  
Wednesday 13:30-16:00 or by apt.  
Phone: (219) 473-4355  
Email: [svarela@ccsj.edu](mailto:svarela@ccsj.edu)

Prerequisites: None

#### III Course Information

Management prophet Mary Parker Follett described management as “the art of getting things done through people”. Peter Drucker prescriptively describes management by noting “that the job of a manager is to give direction to their organizations, provide leadership, and decide on how to use organizational resources to accomplish goals.” Indeed, successful management is the attainment of organizational goals in an efficient and effective manner.

This course introduces students to the foundations of management and how they influence the success of organizations. The evolution of modern management is examined as students explore traditional and contemporary theories, current research on the behavior of individuals and groups in organizations, and the skills that effective managers rely on.

#### Course Expectations:

This class is demanding in terms of outside-of-class time.

**Expect to spend between 1 and 2 hours in out-of-class preparation for each in-class hour which equates to ~6 hours/week. You should withdraw if you cannot commit to this schedule at this time.**

My goal is for every student to develop an understanding of the nature of business management and learn how you and the CCSJ B.Sc. Business Management curriculum can prepare you to be a capable business manager and a contributing member of our society.

I expect you to work very hard on your own, and as teammates, to accomplish this goal.

#### Instructor Background:

*Steve A. Varela, Ph.D. M.B.A., M.Sc., is a native of Chicago, Il., speaks English, Portuguese, and basic Spanish. He has conducted business in 25+ countries and has lived and worked in the US, Chile, Mexico, Brazil, China, Nigeria, and Taiwan as a senior business development executive or academic within the technology, telecommunications, and higher education sectors.*  
<http://www.linkedin.com/in/svarela>.

#### Course Technology:

This course features **LearnSmart**, an adaptive reading/engagement experience for students combined with tailored exercises for each chapter covered. It offers immediate comprehension feedback of the course concepts and provides reinforcing exercises where necessary based on the student’s most recent interactive performance.

**Connect Plus** offers students richer multimedia based assignments that include video simulation, an interactive “managers desk”, and cross cultural exercises designed to provide students with a feel for the challenging realities they will encounter in the “real-world”.

This course also relies on **Blackboard** for important course announcements, grade reporting, and serves as the main repository for course documents such as this syllabus and course policy, lecture slides,

Students who successfully complete this course will have an appreciation for the broad challenges that modern managers face and the orientation necessary to further explore individual management sub-processes that influence organizational outcomes.

#### IV Objectives and Outcomes

Students in this course will: Articulate essential management duties and responsibilities; Develop an awareness of organizational behavior from a values, attitudes, and emotions perspective; Illustrate the elements of organizational structure, process, and strategy; Discriminate between the global and domestic nature of management and their inherent challenges; Explain and express the social and ethical impacts of managerial decisions; Evaluate a pressing management challenge, and; Appraise the value and process of management study to their future academic and professional aspirations.

#### V Required Text & Supplemental Reading

**The cost for the text and learning system is included in your course fee. There is no “out-of-pocket” cost to students. Your text will be provided by the instructor via pre-course announcements and referenced via Blackboard links.**

*Essentials of Contemporary Management, 6/e*, Jones, McGraw Hill (2015).

#### VI Learning Methods / Experiential Learning

Class discussion, adaptive comprehension exercises, case analysis, lecture, video analysis, and group presentation. No experiential learning.

#### VII Assessments / Evaluation Criteria

Graded assignments are similarly weighted such that the likelihood of falling behind is limited and a very low score from one assignment will not jeopardize the student’s ability to successfully pass this course. This is not a ‘high stakes’ midterm and final style course.

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|---|------|
| 1. Weekly Readings, Quizzes, Assignments                      | ~33% |
| 2. Exams  | ~30% |
| 3. Group Project/Presentation                                 | ~20% |
| 4. Reflection Paper / Journal                                 | ~10% |
| 5. Participation (pop quizzes, discussions, self-assessments) | ~07% |
|   | 100% |

Letter grades will be reported as follows:

- A = 90-100%
- B = 80-89%
- C = 70-79%
- D = 60-69%
- F = <60%

relevant articles, terms/theory, and current events as they relate to our course concepts.

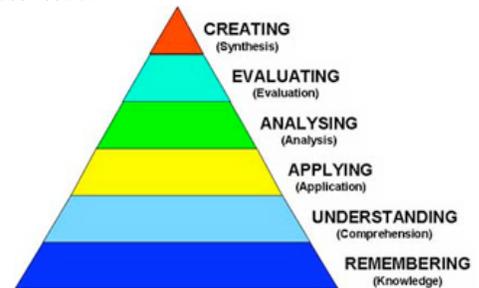
#### Leveled Learning Strategy:

This course incorporates three content modules with distinct learning features designed to maximize the student’s learning outcomes.

The first module, *Management Overview*, focuses on introducing the student to the broader four year management program to assist them in strategically preparing for and completing the courses in ways that maximize learning in the present course, and set the stage for continued success in advanced courses.

The second module, *Management Dimensions*, presents foundational work and builds early skills in student recall (recognition and recall of managerial concepts & course interconnectedness) and understanding (interpretation, summarizing, inferring, and comparing); and includes content and activities that rely on retrieving foundational knowledge that will be used in later modules and courses.

Finally, the third module, *Critical Review and Presentation*, puts the concepts and skills to use by comprehensively applying course content as students develop a written and oral evaluation of a current pressing or controversial, real-world business issue.



#### Assignment Loads and Participation:

Chapter assignments normally include 55-70 in-text questions, and are designed to increase student comprehension.

Group projects measure both individual and team contributions which are evaluative tasks that rely on critical thinking skills.

Meaningful contribution to the class discussion or the introduction of new or opposing perspectives is considered valuable participation.

<u><b>DATES</b></u>	<u><b>BSMT 220 – COURSE SCHEDULE</b></u>	<u><b>COMMENTS</b></u>
<p><b>Week 1:</b></p> <p><i>(Sept 5 – Sept. 11)</i></p>	<p><b>Session 1: HOLIDAY – NO CLASS</b></p> <p>Management is amazing! This first session will tell us what this class is about and how will we find success.</p> <p>Access your text immediately at Connect through your Blackboard portal (<b>LS Chapter 1: The Management Process Today</b>).</p> <p>Connect Technical Assistance: 1-800-331-5094  <a href="http://create.mheducation.com/wordpress-mu/success-academy-student/student-registration/#.VBoJ9U2YYps">http://create.mheducation.com/wordpress-mu/success-academy-student/student-registration/#.VBoJ9U2YYps</a></p> <p><b>Session 2: COVERS BOTH Session 1 &amp; 2.</b>  Ch. 1. The Management Process</p>	<p>Note: All LearnSmart interactive reading assignments are due the day prior to the chapters' class meeting days, see Connect for specific dates.</p> <p>ALWAYS complete chapters prior to arriving in class (reading and graded practice questions), and complete the interactive exercises, and study the chapter review questions or terms for class (you may be called on).</p> <p>Complete your assignments well before the due date, systems often jam at the midnight hour.</p> <p>Finally, assignments are weighted more than exams (33% vs. 30%), so put forth your best effort in completing them.</p> <p>Good luck!</p>
<p><b>Week 2:</b></p> <p><i>(September 12-18)</i></p>	<p><b>Session 1:</b>  Chapter 2: Values, Attitudes, Emotions, and Culture</p> <p><b>Session 2:</b>  Chapter 2: Continued</p>	<p><b>CCSJ: Opening Liturgy for New Academic Year 9/15</b></p>
<p><b>Week 3:</b></p> <p><i>(September 19-25)</i></p>	<p><b>Session 1:</b>  Chapter 3: Managing Ethics and Diversity</p> <p><b>Session 2:</b>  Chapter 3: Continued</p>	<p>Follow connect weekly assignments and your performance online at:</p> <p><a href="http://connect.customer.mheducation.com/">http://connect.customer.mheducation.com/</a></p>
<p><b>Week 4:</b></p> <p><i>(September 26-Oct 2)</i></p>	<p><b>Session 1:</b>  Chapter 4: Managing Global Environments</p> <p><b>Session 2:</b>  Chapter 4: Continued</p>	
<p><b>Week 5:</b></p> <p><i>(Oct 3- Oct.9)</i></p>	<p><b>Session 1:</b>  Chapter 1-4: Review &amp; Workshop  Instructor review of major learning objectives, Simulation Introductions.</p> <p><b>Session 2:</b>  Test 1: Chapters 1-4</p>	<p><i>Review Personal Journal Entries, submit to instructor for feedback</i></p> <p><i>Test is in Computer Lab on the 4<sup>th</sup> floor – See BB for room info.</i></p>
<p><b>Week 6:</b></p> <p><i>(October 10 –</i></p>	<p><b>Session 1:</b>  Chapter 5: Decision Making, Learning, Creativity and Entrepreneurship</p>	

16)	<b>Session 2:</b> Chapter 5: Continued	
<b>Week 7:</b>  (October 17 - 23)	<b>Session 1:</b> Chapter 6: Planning, Strategy, and Competitive Advantage  <b>Session 2:</b> Chapter 6: Continued	
<b>Review Course Goals</b>	<b>HALF WAY POINT</b>	<i>Check your performance on Blackboard and Connect!</i>
<b>Week 8:</b>  (October 24-30)	<b>Session 1:</b> Chapter 7: Designing Organizational Structure  <b>Session 2:</b> Chapter 7: Continued	<i>Review Personal Journal Entries and compare with your Business and Management Checklist from Advising.</i>
<b>Week 9:</b>  (October 31 – November 6)	<b>Session 1:</b> Chapter 5-7: Review & Workshop Instructor review of major learning objectives, student-led question review. Group Project Intro.  <b>Session 2:</b> Test 2: Chapters 5-7	<b>Group Project Introduction</b>
<b>Week 10:</b>  (November 7 – November 13)	<b>Session 1:</b> Chapter 9: Motivation!  <b>Session 2:</b> Chapter 10: Continued	
<b>Week 11:</b>  (November 14 - 20)	<b>Session 1:</b> - <b>ONLINE SESSION – See BB</b> Chapter 10: Leaders and Leadership  <b>Session 2:</b> - <b>Research and Reporting WORKING SESSION</b> <b>PROJECT:</b> All Groups meet in Library	<b>Group Project:</b> <i>Submit Written Outline to instructor via Email. One per group. List all group members as authors.</i>
<b>Week 12:</b>  (November 21 - 27)	<b>Session 1:</b> Chapter 11: Effective Team Management  <b>Session 2:</b> Thanksgiving Holiday – No Class	<b>Happy Thanksgiving!</b>
<b>Week 13:</b>  (November 28 – Dec 4)	<b>Session 1:</b> Chapter 12: Building and Managing Human Resources  <b>Session 2:</b> Ch. 12: Continued	
<b>Week 14:</b>  (December 5 – December 10)	<b>Session 1:</b> Chapter 9-12: Review & Workshop Instructor review of major objectives, Group Project Collaboration and Q&A	<b>“Reflection Paper” due next Monday @ 10:00 am, submit via Blackboard.</b>

	<b>Session 2:</b> Test 3: Chapters 9-12	
<b>Week 15:</b> <i>(December 12 - 17)</i>	Final Exam Week (We only meet once this week at an assigned exam time for 2 hours):  <b>Group Presentations</b>  See published final exam schedule for exact time; the location will be our regularly assigned classroom.	<b>Group Project:</b> <b>Deliver Group Presentations</b>
<i>(December 17- 20)</i>	<i>Student contributions evaluated, grades calculated &amp; reported on or about 12/20.</i>	<b>Happy Holidays!</b>

**\*\*\* Instructor reserves the right to make changes to the syllabus.**

<b>Responsibilities</b>	
<b>Attending Class / Exams</b>	<p>You cannot succeed in this class if you do not attend. We believe that intellectual growth and success in higher education occur through interaction in the classroom and laboratories. However, we do not want to penalize students for participating in college-sponsored events. When you miss class because of a college event, <u>you must give written notice of your absence at least two days in advance, and you are responsible for completing all missed work by their original due dates.</u> Failure to do so will result in zero credit.</p> <p>There are no makeup exams in this course. Therefore, <u>you must pre-arrange to complete an exam prior to the general exam date in order to earn credit.</u> It is the student's responsibility to make these arrangements with the faculty at least one week in advance. Failure to do so will result in zero credit.</p> <p>Finally, any student who misses a total of three weeks of classes will be automatically dropped from the course. For hybrid courses, this means two face-to-face sessions.</p>
<b>Turning In Your Work</b>	<p>You cannot succeed in this class if you do not turn in all your work on the day it is due. Everyone gets two extensions; thereafter, no more are granted for ANY reason.</p> <p>The learning strategy in this course uses scaffolding and the activities in this course are cumulative. Therefore, you must complete assignments in sequence as indicated in the syllabus and the online learning management system (Blackboard, Connect, Mindtap, etc.). In most cases, you will not be permitted to start a new exercise until you have completed its prerequisite. No exceptions can be made to this policy.</p>
<b>Using Electronic Devices</b>	<p>Electronic devices can only be used in class for course-related purposes. If you text or access the Internet for other purposes, you may be asked to leave, in which case you will be marked absent.</p>
<b>Participating in Class</b>	<p>You must be on time, stay for the whole class and speak up in a way that shows you have done the assigned reading. If you are not prepared for class discussion, you may be asked to leave, in which case you will be marked absent.</p>
<b>Doing Your Own Work</b>	<p>If you turn in work that is not your own, you are subject to judicial review, and these procedures can be found in the College Catalog and the Student Planner. The maximum penalty for any form of academic dishonesty is dismissal from the College with a failing grade.</p> <p>Use standard APA v. 6 format to document all sources, this helps to avoid plagiarism. The Library has reference copies of the APA manuals and there are brief checklists in your Student Handbook and Planner.</p> <p><b>PLEASE NOTE:</b> All papers may be electronically checked for plagiarism.</p>
<b>Withdrawing from Class</b>	<p>After the last day established for class changes has passed (see the College calendar), you may withdraw from a course by following the policy outlined in the CCSJ Course Catalog.</p>

<b>Resources</b>	
<b>Student Success Center:</b>	The Student Success Center provides faculty tutors at all levels to help you master specific subjects and develop effective learning skills. It is open to all students at no charge. You can contact the Student Success Center at 219 473-4287 or stop by the Library.
<b>Disability Services:</b>	Disability Services strives to meet the needs of all students by providing academic services in accordance with Americans with Disabilities Act (ADA) guidelines. If you believe that you need a “reasonable accommodation” because of a disability, contact the Disability Services Coordinator at 219-473-4349.
<b>CCSJ Alerts:</b>	<p>Calumet College of St. Joseph’s emergency communications system will tell you about emergencies, weather-related closings, or other incidents via text, email, or voice messages. Please sign up for this important service annually on the College’s website at: <a href="http://www.ccsj.edu/alerts/index.html">http://www.ccsj.edu/alerts/index.html</a>.</p> <p>In addition, you can check other media for important information, such as school closings:</p> <p><b>Internet:</b> <a href="http://www.ccsj.edu">http://www.ccsj.edu</a></p> <p><b>Radio:</b> WAKE – 1500 AM, WGN – 720 AM, WIJE – 105.5 FM, WLS – 890 AM, WZVN – 107.1 FM, WBBM NEWS RADIO 78</p> <p><b>TV Channels:</b> 2, 5, 7, 9, 32</p>

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## Emergency Procedures

### MEDICAL EMERGENCY

#### EMERGENCY ACTION

1. Call 911 and report incident.
2. Do not move the patient unless safety dictates.
3. Have someone direct emergency personnel to patient.
4. If trained: Use pressure to stop bleeding.
5. Provide basic life support as needed.

### FIRE

#### EMERGENCY ACTION

1. Pull alarm (located by EXIT doors).
2. Leave the building.
3. Call 911 from a safe distance, and give the following information:
  - Location of the fire within the building.
  - A description of the fire and how it started (if known)

### BUILDING EVACUATION

1. All building evacuations will occur when an alarm sounds and/or upon notification by security/safety personnel. **DO NOT ACTIVATE ALARM IN THE EVENT OF A BOMB THREAT.**
2. If necessary or if directed to do so by a designated emergency official, activate the building alarm.
3. When the building evacuation alarm is activated during an emergency, leave by the nearest marked exit and alert others to do the same.
4. Assist the disabled in exiting the building! Remember that the elevators are reserved for persons who are disabled. **DO NOT USE THE ELEVATORS IN CASE OF FIRE. DO NOT PANIC.**
5. Once outside, proceed to a clear area that is at least 500 feet away from the building. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel. The assembly point is the sidewalk in front of the college on New York Avenue.
6. **DO NOT RETURN** to the evacuated building unless told to do so by College official or emergency responders.

### IF YOU HAVE A DISABILITY AND ARE UNABLE TO EVACUATE:

Stay calm, and take steps to protect yourself. If there is a working telephone, call 911 and tell the emergency dispatcher where you are **or** where you will be moving. If you must move,

1. Move to an exterior enclosed stairwell.
2. Request persons exiting by way of the stairway to notify the Fire Department of your location.
3. As soon as practical, move onto the stairway and await emergency personnel.
4. Prepare for emergencies by learning the locations of exit corridors and enclosed stairwells. Inform professors, and/or classmates of best methods of assistance during an emergency.

### HAZARDOUS MATERIAL SPILL/RELEASE

#### EMERGENCY ACTION

1. Call 911 and report incident.
2. Secure the area.
3. Assist the injured.
4. Evacuate if necessary.

## TORNADO

### EMERGENCY ACTION

1. Avoid automobiles and open areas.
2. Move to a basement or corridor.
3. Stay away from windows.
4. Do not call 911 unless you require emergency assistance.

## SHELTER IN PLACE

### EMERGENCY ACTION

1. Stay inside a building.
2. Seek inside shelter if outside.
3. Seal off openings to your room if possible.
4. Remain in place until you are told that it is safe to leave.

## BOMB THREATS

### EMERGENCY ACTION

1. Call 911 and report incident.
2. If a suspicious object is observed (e.g. a bag or package left unattended):
  - Don't touch it!
  - Evacuate the area.

## TERRORISM AND ACTIVE SHOOTER SITUATIONS

### EMERGENCY ACTION

1. Call 911 and report intruder.

## RUN, HIDE OR FIGHT TIPS:

1. **Prepare** – frequent training drills to prepare the most effectively.
2. **Run and take others with you** – learn to stay in groups if possible.
3. **Leave the cellphone.**
4. **Can't run? Hide** – lock the door and lock or block the door to prevent the shooter from coming inside the room.
5. **Silence your cellphone** -- use landline phone line.
6. **Why the landline?** It allows emergency responders to know your physical location.
7. **Fight** – learn to “fight for your life” by utilizing everything you can use as a weapon.
8. **Forget about getting shot – fight!** You want to buy time to distract the shooter to allow time for emergency responders to arrive.
9. **Aim high** – attack the shooter in the upper half of the body: the face, hands, shoulder, neck.
10. **Fight as a group** – the more people come together, the better the chance to take down the shooter.
11. **Whatever you do, do something** – “react immediately” is the better option to reduce traumatic incidents.