



## BSMT 220: Management Thought, Principles and Process

### Course Syllabus

#### I Basic Information

Monday & Wednesday: 12:00-1:30 PM  
3 Credit Hours – Room: 206  
Spring Semester, 2017

#### II Instructor Information

Name: Steve A. Varela  
Office: Faculty office: 523✓  
Office Hrs.: Monday 09:30-10:10  
Wednesday 13:30-17:00  
Tuesday 09:30-12:00 or by apt.  
Phone: (219) 473-4355  
Email: [svarela@ccsj.edu](mailto:svarela@ccsj.edu)

Prerequisites: None

#### III Course Description

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 ~3-6 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.

#### Additional Instructor Information:

*Steve A. Varela, Ph.D. M.B.A., M.Sc., 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/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 Blackboard links.**

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

**Students who prefer an accompanying paper edition may purchase a full color loose-leaf edition for about US\$20 from McGraw Hill directly.**

#### 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   | ~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.

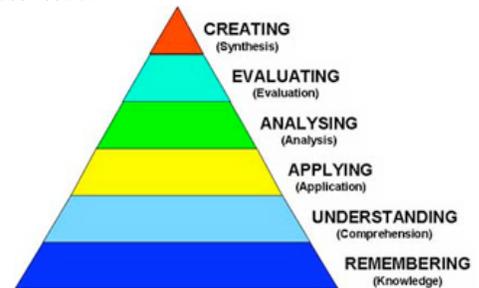
#### Leveled Learning Strategy:

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 relied on in later modules and courses.

Finally, the third module, *Critical Review and Presentation*, puts the concepts and skills to use while 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 dynamically 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.

<b><u>DATES</u></b>	<b><u>BSMT 220 - SESSION INFORMATION</u></b>	<b><u>COMMENTS</u></b>
<p><b>Week 1:</b>  (January 9 - 15)</p>	<p><b>Session 1:</b> Welcome!</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:</b> <b>COVERS BOTH Session 1 &amp; 2.</b>  Ch. 1. The Management Process</p>	<p>Note: All LearnSmart interactive reading assignments are <u>due the day prior</u> to the chapter's first class meeting day, 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 prior to class (you may be called on).</p> <p>Credit bearing assignments and performance are posted to both BB and your Connect Portal.</p> <p>Finally, <u>assignments are weighted more than exams</u>, so put forth your best effort in completing them.</p> <p>Good luck!</p>
<p><b>Week 2:</b>  (Jan 16 - 22)</p>	<p><b>Session 1:</b> Holiday – No Class  Chapter 2: Values, Attitudes, Emotions, and Culture</p> <p><b>Session 2:</b>  Chapter 2: Values, Attitudes, Emotions, and Culture (shortened segment)</p>	<p><i>CCSJ: Opening Liturgy for New Semester: TBA</i></p> <p>Follow connect weekly assignments and your performance online directly at:  <a href="http://connect.customer.mheducation.com/">http://connect.customer.mheducation.com/</a></p>
<p><b>Week 3:</b>  (Jan 23 - 29)</p>	<p><b>Session 1:</b>  Chapter 3: Managing Ethics and Diversity</p> <p><b>Session 2:</b>  Chapter 3: Continued</p>	<p>Prepare <i>Personal Journal</i> entries for each chapter on how the concepts influence your perspectives and aspirations as a successful business major and future professional.</p>
<p><b>Week 4:</b>  (January 30 - February 5)</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>  (Feb 6 - 12)</p>	<p><b>Session 1:</b>  Chapter 1-4: Review &amp; Workshop  Instructor review of major objectives, student led review workshop.</p> <p><b>Session 2:</b>  Test 1: Chapters 1-4</p>	<p><i>Review Personal Journal Entries, optionally submit to instructor for informal 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>  (Feb 13 - 19)</p>	<p><b>Session 1:</b>  Chapter 5: Decision Making, Learning, Creativity and Entrepreneurship</p>	<p><i>Happy Valentine's Day!</i></p>

	<b>Session 2:</b> Chapter 5: Continued	
<b>Week 7:</b> <i>(Feb 20 - 26)</i>	<b>Session 1:</b> Chapter 6: Planning, Strategy, and Competitive Advantage  <b>Session 2:</b> Chapter 6: Continued	
<b>Review Course Goals</b> <i>(Feb 27 – March 5)</i>	<b>SPRING BREAK &amp; HALF WAY POINT</b>	<i>Check your performance on Connect!  Email me with any questions.</i>
<b>Week 8:</b> <i>(March 6 -12 )</i>	<b>Session 1:</b> Chapter 7: Designing Organizational Structure  <b>Session 2:</b> Chapter 7: Continued	
<b>Week 9:</b> <i>(March 13- 19)</i>	<b>Session 1:</b> Chapter 5-7: Review & Workshop Group Project Introduction, Student-led exam review  <b>Session 2:</b> Test 2: Chapters 5-7	<b>Group Project Introduction</b>
<b>Week 10:</b> <i>(March 20 - 26)</i>	<b>Session 1:</b> Chapter 9: Motivation!  <b>Session 2:</b> Chapter 9: Continued	<i>Review Personal Journal entries and compare with your Business and Management Degree Checklist.</i>
<b>Week 11:</b> <i>(March 27 – April 2)</i>	<b>Session 1:</b> Chapter 10: Leaders and Leadership  <b>Session 2:</b> Chapter 10: Continued	<b>Group Project:  Submit Written Outline in class.</b>
<b>Week 12:</b> <i>(April 3 - 9)</i>	<b>Session 1:</b> Chapter 11: Effective Team Management  <b>Session 2:</b> Chapter 11: Continued	
<b>Week 13:</b> <i>(April 10- 16)</i>	<b>Session 1:</b> Chapter 12: Building and Managing Human Resources  <b>Session 2:</b> Chapter 12: Continued	
<b>Week 14:</b> <i>(April 17 - 23 )</i>	<b>Session 1:</b> Chapter 9-12: Review & Workshop Student-led exam review, Group Project Collaboration and Q&A  <b>Session 2:</b>	<b>“Reflection Paper” due next Monday @ 10:00 am, submit via Blackboard.</b>

	Test 3: Chapters 9-12 <b>OFFICIAL END OF CLASSES</b>	
<b>Week 15:</b> <i>(April 24 -30 )</i>	Final Exam Week (We only meet once this week at an assigned exam time for 2 hours): TBA  Group Presentations  <u>See published final exam schedule for exact date/ time</u> , the location will be our regularly assigned classroom.	<b>Group Project: Deliver Group Presentations</b>
<i>(April 28 – May 3)</i>	<i>Student contributions evaluated, grades calculated and reported to Registrar on or about 5/4.</i>	<b><i>Best Wishes for a Wonderful Summer!</i></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.</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 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>Using standard citation guidelines, such as MLA or APA format, to document sources avoids plagiarism. The Library has reference copies of each of these 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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