

INTRODUCTION TO MANAGEMENT
06J:048/MGMT2100
Consortium of Universities for International Studies
CIMBA Undergraduate Campus in Paderno del Grappa, Italy
Spring Semester 2013

“A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.”

-- Lao Tzu

“As a single footstep will not make a path on the earth, so a single thought will not make a pathway in the mind. To make a deep physical path, we walk again and again. To make a deep mental path, we must think over and over the kind of thoughts we wish to dominate our lives.”

-- Henry David Thoreau

Professor:

Christopher Ancona

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Required Text

Caproni, P.J. (2005). *Management Skills for Everyday Life: The Practical Coach* (Third Edition). Upper Saddle River, New Jersey: Pearson/Prentice Hall.

Program Website: <http://cimbaqa.a1technology.asia/authentication/login>

You may register to the website during your first week in Italy, after the program orientation.

Overview and Course Content

This course is designed to assist students in understanding management and organizing processes by presenting knowledge and experiences from the organizational sciences disciplines. The purpose of the course is to increase individual effectiveness managing the day-to-day issues in the lives of managers and administrators. Individual, group, intergroup, organizational behavior, and their interaction with one another will provide the general course topics. Emphasis will be placed on helping students to be better prepared to face the realities of organizational life. Special attention will be given to developing practical managerial and organizational skills, understanding organizational processes, expanding self-awareness, developing group diagnostic skills, and increasing effective leader behaviors. These skills will be developed through class exercises and simulations, individual readings, case analysis, group exercises/projects, quizzes, discussions and debates.

This course will have a strong introspective section and to be sure all participants have the same depth of knowledge and tools available (including team building), the LEAP program is required as homework. The LEAP program is fun, challenging, and eye-opening, it is certain to help you make friends here at CIMBA as well as an experience you will remember for the rest of your life. As part of LEAP, you will also receive your KT PSDM Certification, which is something you can put directly on your resume, adding to your competitive advantage when looking for a job after graduation.

Course Objectives

The general objectives for this course include: Perspective, Practice, and Knowledge (Be-Do-Know) regarding management. Students will explore and acquire skill sets, competencies, and behaviors that will allow them to mindfully drive their own success, both on an individual and collective level. This includes the comprehension of:

- self-awareness in terms of personal values, skills, strengths, and behaviors;

- strategy development and goal-setting;
- neuroscience-based mindfulness practices;
- communication and teamwork skills and behaviors;
- Kepner-Tregoe Problem Solving and Decision Making processes;
- Basic manager-leader skillsets including negotiation skills, coaching for managers, hiring and performance metrics, Conflict management, change management, creativity and innovation management, presentation skills, managing cross cultures and managing virtual teams.
- the Neuroscience of Leadership principles; and,
- intentional personal change with the assistance of your coach through the analysis of the study abroad experience.

Grading:

<i>Assignments</i>	<i>Points</i>	<i>%</i>
Online Reflections, explication of values, beliefs, assessments, goals, etc (LEAP)	20	10
Resume and Personal Strategy Assignment (LEAP)	10	5
MBS Exercises (measured by activity points)	10	5
Kepner-Tregoe Certification Assignment (LEAP)	10	5
Mindfulness Practice & Leadership assignment (LEAP)	10	5
Management Class Project	50	25
Final Reflection presentation (LEAP)	10	5
Personal Growth Commitment (measured Indirectly by attendance & participation)	20	10
Quizzes	20	10
Final Exam	40	20
Total Possible Points:	200	100%

Course Activities

Class sessions will be designed more like workshops than traditional class lectures. This course will have a mix of discussions, debates, experiences, practice, quizzes, presentations and a project. We will have some lecture, but your participation will be key to a successful class. We will have fun and do a lot of learning.

Components of Course Content:

<i>Introduction (Predicting Manager Success)</i>	<i>Chapter 1</i>
<i>Brain Function and how it affects managing people</i>	<i>Chapter 2</i>
<i>Mindfulness practice & leadership</i>	<i>Chapter 1 & 2</i>
<i>Managing Virtual Teams</i>	<i>Chapter 9</i>
<i>Team Building (LEAP)</i>	<i>Chapter 3</i>
<i>Basic Manager Hiring Practice (Job Descriptions)</i>	<i>Chapter 8</i>
<i>Basic Manager Interviewing Practice</i>	<i>Chapter 8</i>
<i>Self-Awareness (Who you are and how it impacts you as a manager)- LEAP</i>	<i>Chapter 2</i>
<i>Active Listening</i>	<i>Chapter 4</i>
<i>Coaching for managers</i>	<i>Chapter 6</i>
<i>Decision Making as a Manager (Including KT Certification-LEAP)</i>	<i>Chapter 5</i>
<i>Deceptive Brain Messages (Thinking Errors and Management Situations)</i>	<i>Chapter 5 & 8</i>
<i>Performance Development Managing Difficult People and Giving Feedback (LEAP)</i>	<i>Chapter 4 & 8</i>
<i>Negotiation Skills</i>	<i>Chapter 5</i>
<i>Organizational Politics</i>	<i>Chapter 5</i>
<i>Cross Cultural Management</i>	<i>Chapter 7</i>
<i>Creating your Life (Work-Life Balance)</i>	<i>Chapter 10</i>

Mindfulness Practice and Management

You will be taught about mindfulness and how this is becoming very important in business today with so many major companies implementing daily mindfulness activities into their corporate culture including companies from Google to General Mills. You will have an assignment to lead a 15 minute mindfulness practice on a day and time of your choosing with a minimum of 5 CIMBA and LEAP classmates and/or professors and staff, which may or may not be part of the management class. You will also have a chance to get feedback for improvement on your session as well as give others feedback for improvement on their session (as part of LEAP). You will have a Mindfulness coach at your disposal for support in creating and executing your chosen practice.

Class Project

A class project will be assigned that will allow you to use many of the skills we will be learning in class. The project will require you to work in small teams as part of a bigger “class company”. You will need to accomplish a task using a hired virtual team member, and integrate the result into a final presentation. The project will also serve as a discussion topic during class time where you can relate the learning materials directly into your experience in project execution. The following requirements will be graded as part of the project:

1. Create a job description (Completeness)
2. Post the job online (Timelines)
3. Review resumes, interview, and make a hiring decision – (On-time, On quality, On cost)
4. Create a work instruction (Completeness and thoroughness)
5. Manage project budget and employee time and quality.
6. Work inside your team to manage the project difficulties.
7. Work with other class teams to integrate the outsourced work together.
8. Deliver Feedback to your employee when the job is completed.
9. Final Presentation

The final presentation will be in front of local business professionals where your “company” will ask approval of a product investment proposal. You will need to be prepared and face the executive’s questions regarding different aspects of your project and also receive feedback. You will have the professor as a mentor throughout the project.

Policies and Procedures

Attendance Policy: – CIMBA: Attendance at all classes and CIMBA sanctioned activities is MANDATORY. All unexcused absences will have the following consequences:

- a. 1st absence will result in a loss of a 1/3 of a letter grade in that class
- b. 2nd (cumulative) absence will result in a loss of an entire letter grade in that class
- c. 3rd (cumulative) absence will result in a dismissal from the program

Absences due to illness require a note from the CIMBA Undergraduate Office Staff and/or the Istituto Filippin medical staff. If a student is sick and cannot attend class, he/she must inform the CIMBA Staff immediately. Failure to do so will result in an unexcused absence.

Grading guidelines. I will use “plus and minus” grading in the course. Final course grades will be assigned using the University’s recommended grading curve for elective and required courses as a guideline. Course grades will be approximately distributed according to the recommended guidelines of the Management and Organizations Department at the University of Iowa, which is 30% A’s, 40% B’s, 30% C’s and 10% D’s. These are only guidelines..

Governance. All matters pertaining to this class, including dropping and adding after the deadline, are governed by the Tippie College of Business

Special needs/accommodations. If you have a disability that may require some modification of seating, testing, or

any other class requirement, please let me know as soon as possible so that we can make appropriate arrangements can make. Similarly, if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me before or after class or schedule an appointment. Note also that the Office of Student Disability Services is available to assist you.

Academic Misconduct. I expect that every assignment and test that a student completes for this course represents his or her own work, unless it is a group project. All students in this course must signify agreement with the College's Honor Code.

If I determine that any assignment was not written solely by the student whose identification number appears on the project, that student will receive a zero (0) for the project and may receive an "F" for the class.

I am required to report instances of academic misconduct to the appropriate Deans (e.g., the Associate Dean for the Undergraduate Program in the College of Business or Liberal Arts and Sciences) and the student may be placed on disciplinary probation for the remainder of his or her undergraduate work at the University of Iowa.

Sexual Harassment. The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, <http://www.sexualharassment.uiowa.edu/index.php>, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

Student Concerns: Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. "Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the Department Chair, Jay Christensen-Szalanski (319-335-0951, jay-christensen-szalanski@uiowa.edu. If you cannot resolve the complaint by speaking with the chair, you may contact the Associate Dean of the Tippie College Undergraduate Program, Lon Moeller, at 319-335-0924, or by email at lon-moeller@uiowa.edu "