



Introduction to Management

MGMT2100

Fall 2016

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Course Description

This course is to provide students with grounding in the core issues of contemporary management.

Course Objectives

The course begins by gaining an appreciation of how to manage human resources and risk, which are two vital aspects of managing contemporary organizations.

Then students will develop strategies for managing to help contemporary organizations to grow and prosper. This requires overcoming skepticism, motivating for the future, dealing with inequalities, considering happiness, innovating and encouraging appropriate jobs designed for all. We will examine macro strategies that operate at a national and international level, as well as micro strategies at an organizational level. This will help you understand the dynamics that impact managers in contemporary organizations in developed countries, which is imperative for effective decision-making.

We will also explore a case study of managing tourism, which will take advantage of the program's closeness to Venice. We will consider whether European and American cities can be revived through tourism. Many cities have the potential to stimulate lagging economies by expanding tourism, especially with growing numbers of visitors from the East. In Italy, Venice has become one of the most visited cities in the world. Yet infrastructure modernization has failed to keep up with increasing numbers of tourists. But will infrastructure development be sufficient? Increasingly, educating tourists in sustainable travel and 'nudging' their behavior is perceived to be the key to managing city tourism effectively.

Course Materials & Resources

'Ferraris For All. In Defence of Economic Progress,' Policy Press. Ben-Ami, D. (2012). ISBN 9781847423467.

'Venice in Environmental Peril? Myth and Reality', UPA, Dominic Standish (2012). ISBN 978-0-7618-5664-1.

I have also provided many relevant contemporary articles and case studies for the course.

Grading

There will be many options during this course to encourage you to "custom-tailor" the course to meet your individual interests and needs. The more thought and effort you invest in these activities, the more you will learn. The more you learn the better your grade will be. I want you to be able to earn the grade you wish and to feel clear and good about what you need to do to earn that grade.

Rather than measure your achievement on a single standard test or task, I will assess the quality and amount of your overall investment in the course, award “quality” points based on the general level of your work and base your grade upon the number of quality points you earn.

You will be set reading for each class and you will be expected to use the readings to participate in the class. There will also be one assessed class activity worth 150 points when you will do a presentation. The assignments will include two written papers, worth 200 points each. Your written assignments should be:

- a) Well-written (well-organized, with standard spelling, grammar, etc.)
- b) Complete (do all that's asked)
- c) Applied. Indicate that you've read, understood, and applied the text material (by using appropriately the terms and concepts in the text)
- d) Specific, thorough and clearly written (use fully described examples, not just quick summations)

You should closely read assignment outlines and be prepared to discuss them in class. I also expect you to prepare your written work carefully. All written assignments must be typed or printed. Consider presentation as well as content when you write. A reader who doesn't have to wade through obtuse sentences, poor spelling or grammar is more likely to be positively disposed toward your work.

The exam format will be written answers to set questions. Excellence in the exam can be achieved by answering set questions completely and through in-depth analysis of set texts. Beyond this, students cannot request additional activities to earn quality points.

<u>Ways to earn points:</u>	<u>Maximum to be awarded</u>
Written assignments.....	200 points each – 400 pts. total
Presentation activity.....	150 pts. total
Final exam.....	450 pts. total

Ways to lose points:

Attendance (see Attendance Policy below).

Late assignments. 30 points will be deducted every time an assignment is not brought with you to class and turned in at the start of the class session (printed out). Be aware of printing queues. Arriving at class while your document is still printing means it is late.

You may do them in advance. If an assignment is late, do it eventually and submit it by the time points are assigned. 50 points will be deducted for each assignment not turned in when the assignments are graded.

- Late assignment (not brought to class by the assigned date and time).....30 points
- Each assignment not turned in by the time grades are assigned.....50 points

Final point scale: Final grades will be by percentage, following customary scales.

98.00+ = A+; 92.00 – 97.99 = A; 90.00 – 91.99 = A-; 88.00 – 89.99 = B+; 82.00 – 87.99 = B; 80.00 – 81.99 = B-; 78.00 - 79.99 points

= C+; 72.00 – 77.99 = C; 71.99 - 70.00 = C-; 68.00 – 69.99 = D+; 62.00 - 67.99 = D; 60.00 – 61.99 = D-. F = below 60 points.

Course grades will be approximately distributed according to the recommended guidelines:

Grade Distribution Chart

	A	B	C	D	F	Average
Elementary courses	15%	34%	40%	8%	3%	2.50
Intermediate courses	18%	36%	39%	5%	2%	2.63
Advanced courses	22%	38%	36%	3%	1%	2.77

Let's talk:

I am eager to meet with you about the course. I will be available in the faculty office for appointments that you can book by emailing me: dominic-standish@uiowa.edu

Class Schedule

1. Introduction.

Readings: Syllabus.

2. Managing human resources

Reading: Packet – Yamacom case study.

3. Managing for growth

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Introduction (Chapter 1).

4. Managing Risk (A)

Reading: Packet – Tetra Pak, Nestle case studies.

5. Managing debates about growth

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 2.

6. Managing Risk (B)

Reading: Packet – Bird 'flu.

7. Managing skepticism

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 3.

8. Managing at different levels of organization

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 4.

9. Case Study: Managing Tourism - understanding the problems

Reading: 'Venice in Environmental Peril? Myth and Reality', Chapter: Introduction.

10. Motivation and horizons

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 5.

11. Case Study: Managing Tourism - exploring the data

Reading: 'Venice in Environmental Peril? Myth and Reality', Chapter: Nine.

12. Costs/Benefits

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 6.

13. Case Study: Managing Tourism - conceptualizing the problem

Reading: 'Venice in Environmental Peril? Myth and Reality', Chapter: Conclusion.

14. Sustainable development

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 7.

15. Innovation (A)

Reading: 'Big Potatoes' handout.

16. Innovation (B)

Reading: 'Big Potatoes' handout.

17. Satisfaction and happiness

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 8.

18. Working for equality

Reading: Ben-Ami, D. (2012), Ferraris For All. In Defence of Economic Progress, Policy Press, Chapter 9.

19. Business sharing as an effective management model (A)

Reading: Articles provided

20. Business sharing as an effective management model (B)

Reading: Articles provided

21. Final exam.

Attendance Policy

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 Office 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.

Grievance Policy

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 CIMBA Director, Brandelle Unkrich (319-335-1041, brandelle-unkrich@uiowa.edu). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

Academic Misconduct

The Tippie College of Business at the University of Iowa follows an honor code regarding academic misconduct. That code can be found at <http://tippie.uiowa.edu/honorcode.cfm> and includes cheating, plagiarism, unauthorized collaboration, obtaining an unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Be sure you are familiar with this code. Students who exhibit academic dishonesty will receive a zero (0) for the assignment or examination involved and may receive an "F" for the class. All incidents of cheating will be reported to the CIMBA staff, as well as to the Senior Associate Dean of the Tippie College of Business. The decision of the professor may be appealed to a Judicial Board. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

Accommodating Students with Disabilities/Academic Accommodations

A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski (shannon-lizakowski@uiowa.edu) in the CIMBA Office to make further arrangements. See <http://sds.studentlife.uiowa.edu> for more information.

Sexual Harassment

Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. 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, www.sexualharassment.uiowa.edu/index.php, and to seek assistance from the CIMBA Director, Brandelle Unkrich, at 319-335-1041 or brandelle-unkrich@uiowa.edu.