
SYLLABUS

Overview and learning objectives

MGMT 2100 is an introduction to the fundamental principles of “management”. The primary emphasis is on individual and group behavior within organizations, in order for you to learn what it means to be an effective member of an organization – both as a new employee and eventually as a manager. This course will cover a wide variety of topics related to that overall goal, and will then briefly explore how these issues relate to external strategic issues faced by businesses and organizations.

At the end of the semester, you should be able to:

- Understand what it means to be an effective team member and learn teamwork skills.
- Define what it means to influence and lead others through communication methods and motivational tools.
- Recognize individual and team-based problem solving and decision making processes, and engage in these processes to analyze and solve problems.
- Examine and characterize organizational dimensions and how their design can affect organizational performance.
- Define what it means to be an effective and ethical organizational citizen.
- Improve critical thinking skills.

Although a textbook is used and you will be expected to understand concepts from it, this class will go well beyond studying facts and terms. You will also be asked to apply course concepts to real world situations through in-class exercises, cases, and other teaching methods.

Course materials

Textbook and reader. The required text is *MGMT* by Chuck Williams, 11th edition (ISBN: 978-1337407465). In addition to the text, you’ll need a printed copy of the course reader, which contains three cases that are required reading. Note: both of these items will be distributed to you upon arrival at CIMBA and do not need to be purchased in advance.

ICON. This course's *ICON* page will be organized into sections corresponding to assignments, with most of these sections containing instructions for that assignment and the dropbox in which it is to be submitted. Additional reading exercises will be posted here: further details will be explained in class. **(This section subject to revision)**

Assignments and basis for grading

The required components of this course and their weight in grading are as follows:

Exam	35%
Final project (group)	25%
Company tour assignment (individual)	10%
Career reflection assignment (individual)	10%
Class participation: instructor assessment	10%
Class participation: peer assessment	10%

Exam. There will be one exams, which will consist of multiple choice and short answer questions based on information covered in class as well as in the textbook. A study guide will be provided before the exam, explaining which topics will be fair game.

Final group project. Your group will also complete a final project in which you will choose a real-life organization and assume the role of a consulting team providing recommendations to that organization. This assignment has three parts:

- A brief description of your chosen organization and project idea, due on Thu 5/30.
- A 15-minute presentation that covers your analysis and recommendations.
- A written report, due on the same day your group presents.

Company tour assignment (individual). **(Details TBA)**

Career reflection assignment (individual). You will also be asked to complete a brief written assignment in which you apply concepts from class to answer the question: "What are some characteristics of the kind of organization I want to work for?"

All three of the above assignments will be described further in separate handouts: the above are not meant to be complete descriptions or sets of instructions.

Class participation. It is important that everyone prepares for class and participates actively in discussions and exercises. Your class participation grade is split up into the following categories:

- *Instructor assessment (10%)* This score will be based on my assessment of what you do in class, including your contributions to in-class discussions and exercises.
- *Peer assessment (10%)*. Your teammates will evaluate you at the end of the semester using a brief online peer evaluation form. Some of the questions on this form will be decided by you and your teammates in class.

★ Attendance at all classes and CIMBA sanctioned activities is **mandatory**. All unexcused absences will result in a loss of ½ of a letter grade for a 1st absence, loss of a full letter grade for a 2nd absence, and dismissal from the program for 3 or more absences. Absences due to illness require a note from the CIMBA office staff. If a student cannot attend class due illness, he/she must inform the CIMBA staff immediately. Failure to do so will result in an unexcused absence.

★ If you miss any classes, all you need to do is review that day's slides on ICON, get notes from a friend, and only then ask me questions specifically about things that aren't clear (read: no "let me know if I missed anything important" questions/emails). There are no "in-class" assignments or quizzes that you'll need to make up if you miss class.

★ Laptops may be used in class when we discuss cases. Otherwise, laptop use and extensive phone use are prohibited in class, subject to a penalty on your class participation score.

Grading rules. The final grade distribution will match letter grades as closely as possible to the following boundary points:

- 90%-100%: A range (A/A-)
- 80%-90%: B range (B+/B/B-)
- 70%-79%: C range (C+/C/C-)
- Below 70%: D/F range

You can calculate your grade at any point using the "Grade Calculator Worksheet" Excel document posted on Blackboard in the same folder as this syllabus.

★ There is a possibility that grades will be curved up, meaning the boundaries will be lowered. Because of this, letter grades aren't determined until the end of the semester. However, there will be **no** curving down, meaning a score of 90% guarantees a grade in the A range and so on down the line. The cutoffs within a letter grade (as in between an A/A- or B+/B) are up to the instructor's discretion depending on the grade distribution.

★ One rule related to graded work: after each assignment is returned, any requests to reconsider any grades must be made ASAP, not at the end of the semester. Grade appeals should only be done for a legitimate reason. ("You've overlooked something significant" is a legitimate reason. "I meant to say this" or "I need more points" isn't.)

All assignments are due at the beginning of class on the specified day unless you're told otherwise. Late work is subject to a penalty unless you check in with me before the deadline.

Academic integrity & other notes

(Note: the "University" referred to in this section is the University of Iowa and Tippie College of Business, who administer the CIMBA program.)

Academic integrity. The Tippie College of Business follows an honor code regarding academic misconduct. This code includes cheating, plagiarism, unauthorized collaboration, obtaining an

unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Students who exhibit academic dishonesty will receive a zero 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.

The code can be found at:

<https://tippie.uiowa.edu/sites/tippie.uiowa.edu/files/documents/tippie-honor-code.pdf>

"Grievance" policy. Student concerns regarding this course should first be discussed with me. If we can't resolve the complaint, you may contact CIMBA director, Stephanie Schnicker (319-335-1041, stephanie-schnicker@uiowa.edu). She will review the details of the complaint and involve the University's Associate Dean of Undergraduate Programs, as needed.

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

Students are encouraged to be mindful of their mental health and seek help if they are feeling overwhelmed or incapable of meeting course expectations. For assistance specific to this class, you should talk to me directly. For additional advice or support, students are encouraged to contact the CIMBA front office for assistance in seeking additional resources.

Sexual harassment policy. Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. The University will not tolerate sexual harassment, nor will it tolerate unwelcomed behavior of a sexual nature toward members of the University community when that behavior creates an intimidating or hostile environment for employment, education, on-campus living, or participation in a University activity. As a member of the university community you have a responsibility to report concerns of sexual harassment immediately to CIMBA Director Stephanie Schnicker (see contact info above).

Legalese. All copyrights in my course materials are reserved by me and those with whom I have collaborated. You are not authorized to (1) record classes, (2) make commercial use of recordings, class documents, or class notes, or (3) provide any of these items to anyone other than students currently enrolled in this course without my prior permission.

Schedule

#	Date	Topic	Due	Reading
1		Introduction	Biosheet Syllabus survey Preliminary assignment	Syllabus
2		Individual differences	Personality assessment*	Ch. 12.3
3		Perceptions & managing diversity		Ch. 12.4, 15.1
4		Individual decision-making	Team formation survey	Ch. 5.4 Nicole Pollan (case)
5		Negotiation & conflict resolution	Negotiation assessment*	[none]
6		Working in teams		Ch. 10
7		Communication & presentation		Ch. 15.3
8		Group decision-making		Ch. 5.5
9		Motivation (part 1)		Ch. 9.3, 9.4, 13
10		Motivation (part 2)	Final project proposal**	Pacific Food Hall (case)
11		Networks	Reciprocity ring assignment*	
12		Performance appraisal & leadership		Ch. 11.5, 14.1, 14.2 Coaching Search (case)
13		Culture	Peer appraisal questions	Ch. 3.5
14		Organizational design		Ch. 9.1, 9.2, 9.5
15		Organizational change		Ch. 7.4
16		Ethics		Ch. 4
17		Overview of strategy		Ch. 6
18		Global strategy		Ch. 8
19		Final project presentations		
20		Final project presentations	Final project writeup Career reflection assignment Company tour assignment Peer appraisal survey	
Final exam				

* - There is nothing to submit for this assignment: just complete it before class.

** - Submit only one assignment per group.

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