Course Outline & Syllabus Fall 2013

Dear Student,

Please read the following course syllabus carefully, especially the course dates, times and location. If you have any questions, please do not hesitate to communicate with the IDEAL office, your academic advisor, or the instructor.

The IDEAL degree-completion program is designed with the adult learner in mind. Adult learners approach learning with specific goals, want to be able to directly apply new learning to their work and personal lives, and tend to learn best when the coursework is problem-centered so that they are actively engaged in the learning process. In addition, adults bring rich and varied experience to the classroom, which becomes a valuable learning resource for other students.

The IDEAL Program assumes joint responsibility in the learning process. The activities and assignments in our classes build on the shared experience of all learners in each class. This is why each student's preparation, participation and interaction in class activities and discussions are critical to the success of each course. The accelerated format of each course requires a significant amount of time outside the classroom to prepare for and complete the course assignments. This varies between students and courses; however, students typically spend a minimum of ten-twelve hours per week on course material.

To participate in the IDEAL Program, it is expected that you will do the following:

- 1. Attend every class session. Be on time.
- 2. Obtain the required course materials prior to the first class session.
- 3. Complete the first assignment prior to the first class session and all subsequent assignments to the best of your ability.
- 4. Participate in the class discussions and demonstrate respect and consideration to the instructor and other students when they express themselves in discussion.

If you cannot perform these four expectations, it is recommended that you drop the course. Missing one class session will drop the final grade by one letter grade (for example if the student earned a grade of "B" in the course, the final grade would be a "C"). If a student misses two or more classes a grade of F will be entered as their final grade.

Cheating and Plagiarism

It is the student's responsibility to become familiar with and adhere to the standards set forth in the policies on cheating and plagiarism as defined in Chapters 2 and 5 of the Key to UB http://www.bridgeport.edu/pages/2623.asp or the appropriate graduate program handbook

E-mail correspondence

It is imperative that you check your UB e-mail on a regular basis. All written correspondence, to include IDEAL and the University will be sent to you through his e-mail. <u>The University can no longer correspond to your personal e-mail account(s).</u>

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Ethics Statement of Confidentiality

An integral component of an IDEAL course is student and faculty expression of personal experiences for the purpose of facilitating coursework. Students enrolled in the program are expected to honor confidentiality as it pertains to student disclosure. Shared information, comments, or opinions expressed by another student or the faculty member during the course of classroom discussion should never be used in a manner which is intended to humiliate, embarrass, harass, damage, or otherwise injure other students in their personal, public, or business lives. In addition, confidentiality must be upheld by not disclosing any information that would identify any particular individual.

The IDEAL Program

Dates: Thursdays 6pm – 9pm, August 29—October 17, 2013

Thursday 06:00PM - 09:00PM,

Instructor: Michael Patterson **Telephone**: 203-528-5661

E-Mail: mpatters@bridgeport.edu

Course Description:

MULTICULTURAL MANAGEMENT -- Mgmt 302.

This course introduces students to the basics of organization and management theory as they apply to the global marketplace. A cross-cultural approach is used to examine the similarities, differences and application of theory across national boundaries, and to identify those structural constraints that permit business to be conducted in the new era of today's competitive world. Organization cultural, role structure, coordination and control methods, leadership, and business strategy are the basics theoretical constructs introduced and evaluated in the course

Prerequisite: junior or senior status. 3 semester hours

Learning Outcomes:

- To understand the theories, goals and objectives, costs and opposing forces that dictate the choice of methods and use of them to make superior decisions
- To identify the problems and limitations associated with the theories and methods
- To use the above to make enlightened business decisions which optimize both the use of resources and the outcomes in terms of organizational goals while maintaining an ethical balance
- To appreciate the global arena in which operations function and to apply all methods in light of this larger and more complex environment

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Required Text

Management Fundamentals, Robert N. Lussier, 5th edition. ISBN: 9781111577520

To order textbooks, go to the bookstore website at http://bridgeport.textbooktech.com/ Select IDEAL Campus and login to the bookstore. Select the course and follow instructions.

Course Requirements:

- 1. <u>Class Participation:</u> A significant portion of your learning will occur through the constructive and respectful challenge of each other's ideas (including mine!) and search for alternative solutions. You must be actively engaged in on-line discussions as well as in class discussions to improve your thinking and communication skills. As a general manager, your active contributions to your management team's decision-making activities are essential to its success.
- 2. <u>Preparation, Deadlines and Late Policy:</u> As business managers, you will not be afforded the luxury of missing deadlines or for 'making up the assignment". Late assignments will be penalized 10% for each class day past the deadline. No excuses will be accepted. All your assignments need to be submitted online.
- 3. <u>Homework/Discussions:</u> The syllabus identifies homework assignments; reading assignments and weekly discussion thread topics (refer to discussion board rubric online for this class under course information.) We will be following APA guidelines for all our assignments and when you are participating in our weekly discussion threads. For more information pertaining how to follow proper APA guidelines please refer to the Purdue Owl Online Writing Lab http://owl.english.purdue.edu/owl/resource/560/01/. Another great site to improve your overall writing skills is to review the Fussy Professor Starbuck's Cookbook http://people.stern.nyu.edu/wstarbuc/Writing/Fussy.htm
- 4. <u>Current Events/ News</u> Each student should be aware of events and changes in the business community and should be prepared to discuss news and/or articles relating to topics being discussed in this course. Suggested sources include; *Wall Street Journal, New York Times, Business Week, Newsweek, Time, Fortune, Forbes, PBS New Hour, Investors Daily, The Economist, Squawk Box, CNBC and other related Internet sources.*
- 6. <u>Course Project</u> This will focus on a specific topic relevant to <u>Operations Management</u>, including: Process Re-engineering, TQM, JIT, Forecasting models, how effective operations management provides competitive advantage in the marketplace.

7. Course Grading:

Attendance and active participation in class	20%
Discussion Thread participation	20%
Midterm - Test	20%
H/W Assignments	20%
Final project	20%

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Letter Grading Scale:

% of Points Earned	Letter Grade
100-94	A
93-90	A-
89-87	B+
86-84	В
83-80	B-
79-77	C+

% of Points Earned	Letter Grade	
76-74	С	
73-70	C-	
69-67	D+	
66-64	D	
63-60	D-	
Below 60	F	

First Class Assignment -August 29, 2013

- Read The Preface & Chapters 1 & 2.
- Read Appendix A: A Brief History of Management. Be prepared to discuss in class.
- Read Communication Skills on page 29 and answer questions 1 10. Be prepared to discuss in class and submit your answers following APA guidelines.
- Think about and be prepared to discuss in class the type of leadership you favor.
- (Suggested supplement readings to help you be prepared for our first class)
- The Essential Drucker The Best of Sixty Years of Peter Drucker's Essential Writings on Management By Peter Drucker
- The Evolution of Management Thought By Wren, D. A.

August 29, 2013 Introduction, Course Review and Expectations

Review first assignment: Chapter 1 Management & Enterprise
Chapter 2 The Global Environment

Review Final Project

Write a 3 to 5 page paper following APA guidelines providing me with an explanation of what your understanding is of management before embarking on taking this course. Include in your paper what management skills do you believe you need to acquire after watching the various You-tube clips as well as from your readings.

August 29 – Sept 4, 2013 Online Discussion Board: Suggested supplemental readings to help you with this discussion topic: *Kotter, J. P. (1999). John P. Kotter on what leaders really do. Boston: Harvard Business School Press.* Stogdill's Handbook of Leadership Revised and Expanded By Bernard M. Bass. Leadership Theory And Practice By Peter G. Northouse. Leadership For The Twenty-First Century By Joseph C. Rost

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Discussion Question: Read Skill Builder 2 on page 32. Discuss if there is a difference between leadership and management? Based on your own experiences with a good boss and a poor one, what do you believe are the key differences between good and poor managers?

Sept 5, 2013

Read Chapter 3: <u>Creative Problem Solving and Decision Making</u> Write an essay paper answering question # 8 on page 117 under Communication Skills following APA guidelines using at least 3 references to help you answer the question.

Read Chapter 4: <u>Strategic and Operational Planning</u>
Read DD page 152 and answer question #14 under Cumulative
Case Question on page 153 be Prepared to discuss in class

Sept 5 – 11, 2013 Online Discussion Board:

Discussion Question: Why is strategic planning and operational planning important? How are the two linked? Why do the best strategic plans fail? How is action planning linked to the strategic planning process?

Sept 12, 2013 Read Chapter 5 Organizing and Delegating Work

Read Chapter 6 Managing Change: Innovation and Diversity

Write an essay paper following APA format using at least 3 references to assist you with the development of your paper. The essay paper should discuss the following challenges organizations face today.

- Which stage of the change process is the most difficult to overcome?
- Which of the reasons for resisting change do you believe is most common?
- How can managers overcome resistance to change?

Sept 12 - 18, 2013 Online Discussion Board: Suggested supplemental reading to help you with this discussion topic: Senge, P. M. (2006). *The fifth discipline*. London: Random House Business.

Discussion Question: Why has there been a trend toward more team, network, virtual, and learning organizations? Is this a fad, or will it last? In order for this new trend to work and from a strategic point of view, does management have to change anything from an internal perspective?

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Sept 19, 2013 Read Chapter 7 Human Resources Management

Read Chapter 8 Organization Behavior: Power, Politics, Conflict

and Stress. Study for your Mid-term!!!

Sept 19 – 25, 2013 Online Discussion Board: Suggested supplemental reading to help you with this discussion topic: Coens, T., & Jenkins, M. (2000). Abolishing performance appraisals: Why they backfire and what to do instead. San Francisco: Berrett-Koehler Publishers.

Discussion Question: Are performance appraisals effective? How often should performance appraisals be performed? Should management change the title?

Sept 26, 2013 Read Chapter 9 <u>Leading With Influence</u>
Read Chapter 10 <u>Communicating and Information Technology</u>

In your group discuss your individual leadership styles and identify the positive attributes and negative attributes. Combine the positive attributes from each of your diverse leadership styles combined with your leadership research and develop a leadership model.

Your group will present your leadership model to the class in a Power Point format.

Sept 26 – Oct 2, 2013 Online Discussion Board Suggested supplemental reading to help you with this discussion topic: Roberto, M. A., & Teaching Company. (2011).

Transformational leadership: How leaders change teams, companies, and organizations.

Chantilly, VA: Teaching Co. and Brookfield, S., & Preskill, S. (2009). Learning as a way of leading: Lessons from the struggle for social justice. San Francisco: Jossey-Bass.)

Discussion Question: Discuss whether leadership can be learned or is leadership born? Discuss what is leadership and why is it important. Is there a difference between transformational and transactional leadership?

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Oct 3, 2013 Read Chapter 11 Motivating for High Performance

Read Chapter 12 Team Leadership

Write an essay paper following APA guidelines discussing do you agree with Deming's statement that U.S. companies need to change to a group approach to compete in a global economy? Draw your arguments from your textbook, from your personal perspective and from additional

research.

Oct 3 - 9, 2013 Online Discussion Board

Discussion Question: Due to our global economy, does the current motivation theories used by organizations apply today? Will the motivation theories apply in the future? What motivation theories does your current employer support and linked to the motivational theories has performance improved from your perspective? Explain.

Oct 10, 2013 Read Chapter 13 Control Systems: Financial and Human

Read Chapter 14 Operations, Quality and Productivity

Finishing pieces for the Final Project/Practice Presentation

Oct 11 - 16 Online Discussion Board

Discussion Question: Why are negotiation skills so important at Toyota? Does a balance scorecard measure your organization? Are you measured based on the performance of the overall balance scorecard?

Oct 17, 2013 Final Project Presentations

Oct 17 – 20 Online Discussion Board

Discussion Question: Self-Assessment

ACADEMIC POLICIES

Attendance Policy

Classroom attendance is an integral part of the academic experience; therefore, students are expected to attend all class sessions. If an absence is unavoidable, the student, prior to class, should advise the instructor. Arrangements should be made at that time for additional assignments if appropriate. It is also expected that students arrive on time and not leave until the class is dismissed. Tardiness will result in a reduced grade for the course. If you cannot attend every class session you should consider dropping the course.

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IMPORTANT:

- Missing one class session will drop the final grade by one letter grade (for example if the student earned a grade of "B" in the course, the final grade would be a "C").
- Missing two or more class sessions will be cause for a failing grade.

Incomplete grade

An incomplete <u>may be</u> given, at the discretion of the instructor, to those students who fail to complete assignments due the <u>last day</u> of your course. These would include absence from a final examination or inability to complete terminal assignments (papers, presentations) due to illness, employment conflicts, etc.

Incompletes will not be given to a student who fails to complete any assignment during the term. At the discretion of the instructor, these assignments could be completed no later than the last scheduled day of your class.

Drop Procedures

To drop a course, you must complete and submit a Schedule Change Request Form. The form can be accessed at the following web page:

http://www.bridgeport.edu/pages/2595.asp

Starting Fall 2012

- Add and/or Drop a course after the start date.....\$30.00 per transaction
- Drop prior to the start of classes......100% Tuition Refund
- Drop prior to the third class session......50% Tuition Refund
- Drop after the third class session.........................0% Tuition Refund

**Please note students <u>will not be</u> automatically dropped for missing the first class. Missing one class session will drop the final grade by one letter grade. If you have to miss the first class, or the first week of class for online classes, *you must contact your instructor* in writing before or after the first class/first week. However, a grade reduction will apply.

Please print and complete the form and fax the form to the IDEAL Office: 203-576-4537. Prior to dropping a course, the student should contact their IDEAL Academic Advisor to understand the implications to financial aid and/or degree plan progress.

Please review the Academic Calendar to see the fees for a drop and the impact on tuition. The Academic Calendar can be found at: http://www.bridgeport.edu/pages/2595.asp

Cell Phones

Cell phones must be turned off while in the classroom. A cell phone call is disruptive and disrespectful to the other students in the class.

Academic Dishonesty

We are committed to intellectual integrity in our academic pursuits; therefore, the IDEAL program prohibits all forms of academic dishonesty. Academic dishonesty is normally defined as, but not limited to, the following two categories:

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Cheating – Using inappropriate sources of information in an assignment or on a test. The following are examples of cheating taken from real student experiences:

Case #1: A student is enrolled in an introductory computer-programming course. He has co-workers who program in the same language as his final project. As the end of the term approaches, he wonders how he will find the time to get the project finished, and asks one of his co-workers for help. His co-worker hands him a disk with a complete program similar to the kind required for the course project. The student makes minor modifications to the program, and submits it under his own name.

Case #2: A student enrolled in a religious studies course has never taken a humanities or history course, and is unsure about how to structure a research paper. She is doing research on the World Wide Web, and comes across a paper written by a student from another university. Using her computer mouse, she copies and pastes the document into her word processor. She goes to great lengths to re-word the paper in her own style, but essentially leaves the content and organization the same.

Plagiarism – Intentional as well as unintentional failure to acknowledge sources as well as the use of commercially available so-called "research papers" without full recognition of the source. Presenting as one's own, the ideas, words, or products of another. The following are examples of plagiarism taken from real student experiences:

Case #3: A student is conducting research for a Civil War research paper. He has reviewed work on the Internet as well as in the library. Finding helpful information, he has summarized his findings without citing his sources. He believes that minor paraphrasing is all that is necessary.

Case #4: A student is writing a paper that requires her to address specific topics and problems in the assigned course textbook. She takes the information directly from the textbook with slight modification, without giving any citation. She thinks that since it is the course textbook, she doesn't have to use quotations or citations.

Academic dishonesty applies to all courses, assignments or exams completed by students and submitted as their own original work, whether in person or by electronic means. The University does not tolerate cheating in any form. It is a serious breach of conduct with serious consequences. Instructors have the right to determine the appropriate penalty for academic dishonesty in their own classes; generally, however, such acts will result in a failing grade for the assignment and/or the course. The penalty for subsequent acts of academic dishonesty may include expulsion.

More information on how to recognize plagiarism can be found at this site: http://www.indiana.edu/~istd/plagiarism_test.html

ACADEMIC RESOURCE CENTER

The Academic Resource Center is available for IDEAL students seeking help in their studies. The Center is staffed by writing professionals and peer tutors. More information can be found at: http://myub.bridgeport.edu/academics/academicrescenter/Pages/default.aspx The Center is

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located in the Wahlstrom Library, Room 506. Hours of operation are Mondays –Thursday 9am – 6pm and Fridays 9am – 1pm. Make an appointment or walk-in: Telephone: 203-576-4290. **Online Tutoring** is available at: www.etutoring.org. To use this free service you must have a UBNet account.

Obtaining a UBNet Account

Every registered student should obtain a UBNet Account. The account allows you to access your grades, access library services, access online tutoring, access the computers in computer labs, and provides an email account in which the University sends out information. Go to: http://www.bridgeport.edu/ubnet - Click on "New UBNet Account" and follow the instructions.

The @bridgeport.edu email address is the official email the University uses to send information to you. You can have your Bridgeport.edu email forwarded to any other email account you use. Following the activation of your UBNet account (takes 24 hours), login at: http://www.bridgeport.edu/email and click on "forwards" at the top of the page. Follow the directions to forward email messages to your other account.

Accessing Your Grades & Schedule Online

The WebAdvisor online information system allows students to search for available classes, check grades, view semester class schedule and verify your personal profile. Grades are generally posted 2-3 weeks following the end of a course. Information on WebAdvisor is password protected and requires you to use your UBNet username and password. To access WebAdvisor, go to: http://www.bridgeport.edu/webadvisor

- 1. Login in with your UBNet username and password.
- 2. Click on "Student Menu."
- 3. Click on "My Grades."

If you are carrying a financial balance, access to WebAdvisor will be restricted.

Using the Library

You can access the library through the library's website: http://www.bridgeport.edu/library. Research tools available:

- Search for books held at the library.
- Search the online databases for your academic field; business, counseling, human services, psychology, etc.
- Send questions to the Reference Librarian for assistance in research topics and searching strategy.

To access the online journals for research purposes, you will need a UBNet account (see above).

Using Computers

Open access computer labs are available at three campuses:

- Bridgeport 1st floor of the Wahlstrom library. Check library hours of operation at: http://www.bridgeport.edu/library.
- Stamford Room D; Check open hours at: http://www.bridgeport.edu/stamford
- Waterbury Computer Lab; Check open hours at: http://www.bridgeport.edu/waterbury

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Course Cancellations/ Weather Policy

Any emergency necessitating the canceling of courses will be announced by the University through the Emergency Notification Telephone Line, (203) 576-4159. Please call this number for information on course cancellations. Also, information will be posted under "Latest News" on the UB home page, (www.bridgeport.edu). Canceled classes will be made up either the week following the end of the course or in consultation between the instructor and the students as to day and time availability. Course cancellations are also announced on television and radio stations.

Please note each campus makes weather cancellations independently. You should always check with the specific campus staff. It is best to call the campus emergency phone.

Bridgeport – 203-576-4159

Waterbury - 203-573-8501

Stamford - 203-358-0700

IMPORTANT CONTACT INFORMATION

Office	Contact	Telephone	Email
Bridgeport Campus Security		(203) 576-4911	ubsecurity@bridgeport.edu
Bursar	Robinson Hernandez	(203) 576-4692	bursar@bridgeport.edu
Cashier	Lana Mistry	(203) 576-4682	cashier@bridgeport.edu
Financial Aid		(203) 576-4568	sfs@bridgeport.eud
Registrar		(203) 576-4642	registrar@bridgeport.edu
Emergency Notification Phone		(203) 576-4159	
Distance Education Office		(203) 576-4853	ubonline@bridgeport.edu
IDEAL Office		(203) 576-4800	idealinfo@bridgeport.edu

CAMPUS CONTACT INFORMATION

Campus	Address	Telephone	Email
Bridgeport	126 Park Avenue Bridgeport, CT 06604	(203) 576-4800	idealinfo@bridgeport.edu
Stamford	5 Riverbend Drive Stamford, CT 06750	(203) 358-0700	ubstamford@bridgeport.edu
Waterbury	84 Progress Lane Waterbury, CT 06705	(203) 573-8501	ubwaterbury@bridgeport.edu
Woodbridge	6 Lunar Drive Woodbridge, CT 06525	(203) 576-4800	idealinfo@bridgeport.edu
IDEAL Office		(203) 576-4800	idealinfo@bridgeport.edu

To fill out your financial aid report to the Federal Government, please go online to www.fafsa.ed.gov. The school code for the University of Bridgeport is 001416. Federal Student Aid Information: 1-800-433-3243.