



SYLLABUS

BSAD 355 Principles of Management

201841

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Consortium of Adventist Colleges and Universities

Self-Paced Full Term Courses

This course follows a self-paced online format. You have 180 days from your selected start date to complete the course. The last day to withdraw with a full refund is 15 days after your start date.

Instructor Contact

Please refer to course in Learning Hub for the teacher contact information.

Communication with the Instructor

It is important to remember that while the Internet is available 24 hours a day, your instructor is not. You can expect that your instructor will respond to e-mail message to you within *2 business days* during the week and may not be available to respond on weekends.

Other Assistance

Username and password assistance	helpdesk@andrews.edu	(269) 471-6016
Enrollment and withdrawal questions	sderegister@andrews.edu	(269) 471-6323
Technical assistance with online courses	dlit@andrews.edu	(269) 471-3960
Exam requests and online proctoring	sdeexams@andrews.edu	(269) 471-6566
Distance Student Services - any other questions	sdestudents@andrews.edu	(269) 471-6566

Part 1: Course Information

Course Description

This course introduces concepts of effective management in organizational settings. Its primary emphases include the organizational processes necessary for organizational effectiveness (planning, organizing, leading, and controlling), the nature of individual and group behavior, and the role of management in facilitating a mutually satisfying fit between employee needs and organizational requirements.

Course Objectives

The objectives of this course are to:

CO1 Explain what management is and what managers do.

CO2 Identify the critical environmental and competitive issues facing managers today.

CO3 Describe and explain how ethical behavior affects management and organizational effectiveness.

CO4 Discuss the planning process and its importance in the work performed by managers.

CO5 Demonstrate analytical and problem-solving skills in making management decisions.

CO6 Explain the concepts of organizing and delegating work.

CO7 Compare the major models of leadership and motivation, and suggest situations when they may be successfully applied.

CO8 Explain the control and quality functions in business organizations.

CO9 Evaluate the practical relevance of the theories and techniques covered in this course.

Required Text/Material

Jones, G.R. and George, J.M. (2017). *Essentials of Contemporary Management*. 7th Ed. New York, New York: McGraw-Hill Education. ISBN 978-1259545474

Cafferky, M.E. (2013). *Scriptural Foundations for Management*. Berrien Springs, Michigan: Andrews University Press. ISBN 978-1883925796

NOTE: Purchase textbooks through any online bookstore, such as amazon.com, which can deliver within 2 days. If you need to use financial aid to purchase textbooks, email sdestudents@andrews.edu, cutting and pasting the textbook information from syllabi, including course title and section, your full name and student ID#.

Credit Hour and Commitment

This course is offered for 3 semester credits; therefore, it is expected that you will spend 135 hours total on this course. The course has 15 modules with 15 lessons, 7 blogs, 7 case studies, 7 quizzes, 3 reflection videos, a midterm exam and a final paper & presentation. Each module represents a week of a typical semester course. It is recommended that you budget 9 hours for studying and completing the activities for each module. There are suggested schedules to accomplish this work included in this syllabus.

Part 2: Course Methods and Delivery**Methods of Instruction**

Methods of instruction include assigned readings from the textbook and the course material, including case studies, blogs and quizzes. Regular participation in the course is essential to good performance.

Course/Technical Requirements

- Internet connection (DSL, LAN, or cable connection desirable).

LearningHub Access

This course is delivered online through LearningHub at <http://learninghub.andrews.edu>

Your username and password are your Andrews username and password. You need to activate your username and password to access LearningHub.

Please do this online here:

<https://vault.andrews.edu/vault/pages/activation/information.jsp> if you haven't already. If you need assistance, call or email us: (296) 471-6016 or helpdesk@andrews.edu.

If you need technical assistance at any time during the course, or to report a problem with LearningHub, please email dlit@andrews.edu or call (269) 471-3960.

Part 3: Course Requirements

Important Note: Activity and assignment details will be explained in detail within each learning module. If you have any questions, please contact your instructor.

Your Schedule

In Learning Hub, you will access online lessons, course materials, and resources. This course is self-paced. You must complete the course within 180 days. This is the Consortium policy. You may have a stricter deadline imposed by graduation, financial aid, or other restrictions.

Start by creating a schedule for completion of the course.

- Determine your deadline. Do you need a transcript sent to your home institution?
- Working from your deadline, count backwards. Allow 2 weeks after you take your final exam for your final grade to be calculated. Allow another 2 weeks for the transcript to be processed and sent.
- Now use the suggested schedules to create a schedule for yourself that ensures completion 4 weeks before your deadline.

Submit your course plan to your instructor within Learning Hub AND discipline yourself to make regular progress.

Assessment Descriptions

Blog Posts – Students will participate in discussion blogs addressing questions related to the topics of each week. This exercise will allow participants to consider significant questions raised by the teacher pertaining to their personal lives, spiritual welfare, and place in the world. **There is a total of seven discussion blogs in this course.** Responses should be sufficient to answer the questions. Think of the discussion blog exercise as an opportunity to think critically about the world of management and organization. A chance to record your thoughts and in the process have your perspective broadened. This assignment is worth 40 points.

Graded Case Study - A case study is a short description of a real business situation that includes analysis and critical thinking. Analyzing case studies gives you the opportunity to apply concepts to real business problems. Usually, there is not a "right or wrong" answer. Rather, cases provide a vehicle for you to demonstrate your understanding and ability to apply course concepts. Each case study will comprise approximately 4-5 pages in length (not including title and reference pages).

Reflection Videos -During this course, you have three reflection video assignments that requires you to reflect on your spiritual perspective and who you are as a Christian practicing business. Each different question aims to prepare a person of faith for a career in the world of business, whether in for-profit or not-for-profit enterprise. Answering these questions is based on your reading of Cafferky (2013) *Scriptural Foundations for Management* and your understanding of your worldview. Reflection videos are submitted to a Dropbox in the LearningHub.

Quizzes – Complete quizzes by choosing the correct answer for each question. These will consist of 15 questions, multiple choice type questions that will be relative to what is covered in the chapters, PowerPoints, and Online lectures. This is a timed exam. You have 45 minutes to complete each quiz. Per to [Andrews University's Honesty Policy](#): "A student who gives information to another student to be used in a dishonest way is equally guilty of dishonesty."

Any violation of this policy will be taken before the Higher Education Academic and Curriculum Committee for appropriate punitive action”.

Final Paper / Presentation – Your final paper/presentation will demonstrate your mastery of the management process today. This paper is a research-based paper on a selected topic picked by you. Any topic covered in class may be used. Some suggested topics are but are not limited to:

- The Management Process Today
- Managing Ethics and Diversity
- Designing Organizational Structure
- Effective Team Management
- Motivation

Your topic is due in week 8 and the Final Paper/Presentation is due in week 15. Your final project/presentation should comprise approximately 6-8 pages in length in a Word document and 4-6 PowerPoint slides (excluding the cover page and reference listing), formatted and written in APA style, use Times New Roman, 12-point font, with one-inch margins. You must include at least three additional resources (articles, journals, etc.), in addition to your course textbook, to support your materials.

Your paper should have:

- Introduction
- Objective / Challenges
- Conclusion
- References

For this assignment, you will complete and submit your final project/presentation for evaluation.

Below are instructions for voice over in a PowerPoint. If you have never used the recorded presentation function in PowerPoint [the following resources may be helpful](#).

Rubrics

Blog Participation Rubric			
30-23 pts	22-15 pts	14-7pts	6-0 pts
Your posts covered the content sufficiently by expanding on the main points of the conversation; you used critical thinking and related to personal experiences in a way that showed analysis of the topic.	Your posts covered the content by discussing the main topics; you used critical thinking and related to personal experiences.	You covered the content by identifying the main topics; there was little evidence of critical thinking.	Main topics were not covered or you digressed from the topic at hand.
Your initial posts were appropriate length, meeting or exceeding two paragraphs.	Your posts were mostly appropriate length, one-two paragraphs long.	Your posts were not appropriate length and were less than one paragraph in length.	Your posts were minimally developed.
You showed professional writing skills, grammar, sentence structure, word choice and spelling. APA formatting and relevant references were used.	You showed professional writing skills, grammar, sentence structure, word choice and spelling. APA formatting and relevant references were minimally used.	You showed writing skills, grammar, sentence structure, word choice and spelling that contained a few errors. APA formatting and relevant references were used but erroneous.	You showed a lack of control proper grammar, spelling and mechanics in standard English. APA formatting and relevant references were not evident.

Rubric for Case Studies Assignments

Criterion	Exceptional	Acceptable	Marginal	Unacceptable
Application question	You thoroughly answer the question and demonstrate a sophisticated, in-depth understanding of the topic(s) through a well-reasoned and thoughtful response; your answer is substantive, with relevant references and examples and a clear connection to the readings where necessary.	You satisfactorily answer the question and demonstrate a basic understanding of the topic(s); your answer is generally correct but lacks full development and a clear connection to the readings where necessary.	You incompletely answer the question and demonstrate a limited understanding of the topic(s); your answer lacks substantive information and connection to the readings where necessary.	You insufficiently answer the question and demonstrate an inadequate understanding of the topic(s); your answer is off-topic, incorrect, or irrelevant to the readings.
Mechanics	You write in complete, well-constructed sentences with faultless grammar, word choice, punctuation, and spelling; writing is sharp, coherent, and demonstrates sophisticated clarity.	You write in complete sentences with mostly correct grammar, word choice, punctuation, and spelling; minor errors may exist but do not compromise meaning.	You write in unclear sentences with significant errors in grammar, word choice, punctuation, and spelling that may compromise meaning.	You write in incomplete, incomprehensible sentences filled with serious errors in grammar, word choice, punctuation, or spelling.
Sources and documentation	You clearly and effectively document sources of information with in-text citations linking to references at the end of the paper; APA format is complete and entirely accurate.	You properly document sources of information with in-text citations linking to references at the end of the paper; APA format may include a few minor errors.	You incompletely document sources of information with in-text citations linking to references at the end of the paper; APA format includes significant errors.	You inadequately document sources of information with either in-text citations references at the end of the paper; whatever documentation exists includes multiple and serious errors.
Completeness	You effectively fulfill the length requirement for the assignment, thoroughly address all assignment criteria, and fully develop and explore concepts.	You fulfill the length requirement for the assignment and sufficiently address assignment criteria and explore concepts.	You minimally fulfill the length requirement for the assignment and incompletely address criteria and explore concepts.	You do not fulfill the length requirement for the assignment and inadequately address assignment criteria and explore concepts.

Exams

All exams in this course require proctoring. To ensure the registered student is taking the exam, a photo ID must be shown at the start of each exam session.

If living near Berrien Springs, exams must be taken in the School of Distance Education Testing Center, on the Andrews University main campus. If you live anywhere outside of the United States, exams are proctored online through this Center. Students living in the United States may choose online or local proctoring. Appointments for proctoring in or online through the Testing Center are set up using our online calendar, using the link provided in the exam request form.

Approved local proctors include university, college or school faculty and teachers, student service workers, advisors, counselors and librarians, as well as educational, military, and workplace testing centers. The proctor's full name, position/title, employer name, phone and email, must be filled in on the exam request form when arranging local proctoring, so gather this information before clicking into the exam request form.

The exam request form, link in your course space, should be completed two weeks before each exam deadline to allow adequate time for proctor approval and scheduling proctored exam sessions.

Note that an exam code is never released to the student, and cannot be sent to a proctor who has the same address as the student unless the address is known to be that of a school or mission facility. All students must present photo identification at the start of each exam session.

If you cannot take your exam by the deadline date, email specific reasons and your recovery plan to your instructor before the deadline.

No exam is returned to the student. Instructor feedback on exams prior to the final exam will be provided to aid studying for future exams.

For more details on taking exams and how online proctoring works, please see www.andrews.edu/distance/students/exams.html <<https://www.andrews.edu/distance/students/exams.html>>.

The midterm is worth 15% of your grade. You are allowed 120 minutes to complete this exam.

Suggested schedule for completion in 8 weeks:

Modules	Readings	Assignments	Couse Objectives Met
1	Jones & George (2017): Chapter 1 The Management Process Today. Cafferky, M.E. (2013). <i>Scriptural Foundations for Management</i> . Review Chapter PPT's Watch Online Lecture	Case Study 1 Reflection Video #1	CO1
	Jones & George (2017): Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person Review Chapter PPT's	Blog #1 Quiz 1, Chapter 1-2	CO2
2	Jones & George (2017): Chapter 3 Managing Ethics and Diversity Review Chapter PPT's Watch Online Lecture	Case Study 2	CO3
	Jones & George (2017): Chapter 4 Managing in the Global Environment Review Chapter PPT's	Blog #2 Quiz 2, Chapter 3-4	CO6
3	Jones & George (2017): Chapter 5 Decision Making, Learning, Creativity, and Entrepreneurship Review Chapter PPT's Watch online lecture	Case Study 3 Reflection Video #2	CO7
	Jones & George (2017): Chapter 6 Planning, Strategy, and Competitive Advantage Review Chapter PPT's Watch Online Lecture	Blog #3 Quiz 3, Chapter 5-6	CO4
4	Jones & George (2017): Chapter 7 Designing Organizational Structure Review Chapter PPT's Watch Online Lecture	Case Study 4	CO3
	MIDTERM EXAM <i>50 Multiple Choice Questions (Chapters 1-7)</i>	Final Paper/Presentation Topic	CO1-CO7
5	Jones & George (2017): Chapter 8 Control, Change, and Entrepreneurship Review Chapter PPT's Watch Online Lecture	Blog #4 Quiz 4, Chapter 7-8	CO7
	Jones & George (2017): Chapter 9 Motivation Review Chapter PPT's Watch online lecture	Case Study 5 Reflection Video #3	CO6
6	Jones & George (2017): Chapter 10 Leaders and Leadership Review Chapter PPT's Watch Online Lecture	Blog #5 Quiz 5, Chapter 9-10	CO6
	Jones & George (2017): Chapter 11 Effective Team Management Review Chapter PPT's Watch Online Lecture	Case Study 6	CO2
7	Jones & George (2017): Chapter 12 Building and Managing Human Resources Review Chapter PPT's	Blog #6 Quiz 6, Chapter 11-12	CO4
	Jones & George (2017): Chapter 13 Communication and Information Technology Management Review Chapter PPT's Watch Online Lecture	Case Study 7	CO3
8	Jones & George (2017): Chapter 14 Operations Management: Managing Vital Operations and Processes Review Chapter PPT's Watch Online Lecture	Blog #7 Quiz 7, Chapter 13-14 Final Paper/Presentation	CO5

Suggested schedule for completion in 16 weeks:

Modules	Readings	Assignments	Couse Objectives Met
1	Jones & George (2017): Chapter 1 The Management Process Today. Cafferky, M.E. (2013). <i>Scriptural Foundations for Management</i> . Review Chapter PPT's Watch Online Lecture	Case Study 1 Reflection Video #1	CO1
2	Jones & George (2017): Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person Review Chapter PPT's	Blog #1 Quiz 1, Chapter 1-2	CO2
3	Jones & George (2017): Chapter 3 Managing Ethics and Diversity Review Chapter PPT's Watch Online Lecture	Case Study 2	CO3
4	Jones & George (2017): Chapter 4 Managing in the Global Environment Review Chapter PPT's	Blog #2 Quiz 2, Chapter 3-4	CO6
5	Jones & George (2017): Chapter 5 Decision Making, Learning, Creativity, and Entrepreneurship Review Chapter PPT's Watch online lecture	Case Study 3 Reflection Video #2	CO7
6	Jones & George (2017): Chapter 6 Planning, Strategy, and Competitive Advantage Review Chapter PPT's Watch Online Lecture	Blog #3 Quiz 3, Chapter 5-6	CO4
7	Jones & George (2017): Chapter 7 Designing Organizational Structure Review Chapter PPT's Watch Online Lecture	Case Study 4	CO3
8	MIDTERM EXAM <i>50 Multiple Choice Questions (Chapters 1-7)</i>	Final Paper/Presentation Topic	CO1-CO7
9	Jones & George (2017): Chapter 8 Control, Change, and Entrepreneurship Review Chapter PPT's Watch Online Lecture	Blog #4 Quiz 4, Chapter 7-8	CO7
10	Jones & George (2017): Chapter 9 Motivation Review Chapter PPT's Watch online lecture	Case Study 5 Reflection Video #3	CO6
11	Jones & George (2017): Chapter 10 Leaders and Leadership Review Chapter PPT's Watch Online Lecture	Blog #5 Quiz 5, Chapter 9-10	CO6
12	Jones & George (2017): Chapter 11 Effective Team Management Review Chapter PPT's Watch Online Lecture	Case Study 6	CO2
13	Jones & George (2017): Chapter 12 Building and Managing Human Resources Review Chapter PPT's	Blog #6 Quiz 6, Chapter 11-12	CO4
14	Jones & George (2017): Chapter 13 Communication and Information Technology Management Review Chapter PPT's Watch Online Lecture	Case Study 7	CO3
15	Jones & George (2017): Chapter 14 Operations Management: Managing Vital Operations and Processes Review Chapter PPT's Watch Online Lecture	Blog #7 Quiz 7, Chapter 13-14 Final Paper/Presentation	CO5

Completing Assignments

All assignments for this course will be submitted electronically through LearningHub unless otherwise instructed.

Part 4: Grading Policy

Graded Course Activities

Percent %	Description
10%	Blog Questions (7 @ 100 pts)
10%	Quizzes (7 @ 100 pts)
10%	Reflection Videos (3 @ 100 pts)
30%	Assignments – case studies (7 @ 40 pts)
20%	Midterm (200 pts)
20%	Final paper/presentation (200 pts)
100%	Total Percent Possible

Viewing Grades in Learning Hub

- Click into the course.
- Click on the **Grades** link in the Settings Box to the left of the main course page.

Letter Grade Assignment

Letter Grade	Percentage
A	93-100%
A-	90-92%
B+	88-89%
B	83-87%
B-	80-82%
C+	78-79%
C	73-77%
C-	70-72%
D	60-69%
F	0-59%

Part 5: Course Policies

Withdrawal and Incomplete Policies

The current withdrawal policy can be found online at <https://www.andrews.edu/distance/students/gradplus/withdrawal.html>. The incomplete policy is found online at <http://www.andrews.edu/web/msc/moodle/public/incompletes.html>.

Maintain Professional Conduct Both in the Classroom and Online

The classroom is a professional environment where academic debate and learning take place. Your instructor will make every effort to make this environment safe for you to share your opinions, ideas, and beliefs. In return, you are expected to respect the opinions, ideas, and beliefs of other students—both in the face-to-face classroom and online communication. Students have the right and privilege to learn in the class, free from harassment and disruption.

Academic Accommodations

Students who require accommodations may request an academic adjustment as follows:

1. Read the Andrews University Disability Accommodation information at <https://www.andrews.edu/services/sscenter/disability/>
2. Download and fill in the disability form at <http://www.andrews.edu/services/sscenter/disability/accommodationsreqform.pdf> . Preferably type answers. To save a digital copy, 1) print to file and save or 2) print and scan. Email the completed form and disability documentation (if any) to success@andrews.edu or fax it to (269) 471-8407.
3. Email sdestudents@andrews.edu to inform the School of Distance Education that a disability has been reported to Student Success.

Commitment to Integrity

As a student in this course (and at this university) you are expected to maintain high degrees of professionalism, commitment to active learning and participation in this class, and integrity in your behavior in and out of the classroom.

Commitment to Excellence

You deserve a standing ovation based on your decision to enroll in, and effectively complete this course. Along with your pledge of “commitment to Integrity” you are expected to adhere to a “commitment to excellence.” Andrews University has established high academic standards that will truly enhance your writing and communication skills across the disciplines and in diverse milieu with many discourse communities in the workplace.

Honesty

Using the work of another student or allowing work to be used by another student jeopardizes not only the teacher-student relationship but also the student’s academic standing. Lessons may be discussed with other students, tutors may help to guide a student’s work, and textbooks, encyclopedias and other resource materials may be used for additional assistance, but the actual response must be the student’s own work.

Exams must be completed in the presence of an approved supervisor without the assistance of books, notes, devices or outside help unless otherwise specified in the exam directions. The student should have no access to the exam either before or after it is taken. A student who gives information to another student to be used in a dishonest way is equally guilty of dishonesty.

Any violation of this policy will be taken before the Higher Education Academic and Curriculum Committee for appropriate punitive action.