Instructor:
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Course Description
This course includes an introduction to management terms and basic principles in the areas of planning, organizing, leading and controlling. You will explore motivation, leadership, job design, organizational structure, decision-making, ethics, social responsibility, and global competition.

Required Text
*Management, 13th ed.* Schermerhorn: ISBN# 978-1-118-84151-8. This is a widely used management textbook that is available from the DMACC Bookstores, most online bookstores or for download at www.coursesmart.com at a substantial discount. You will also need access to Microsoft Word.

Class Format
Lecture and class discussion will be used to cover the material from each chapter. Case problems will be analyzed on several topics and discussed within groups and class. Numerous small group activities and videos are planned to supplement chapter material reinforce content.

Accommodations
It is the policy of DMACC to accommodate students with disabilities. Any student with a documented disability who requires reasonable accommodation should contact the special needs coordinator at 515-964-6850 voice or 515-964-6810 TTY*. Tutoring is also available. For more information contact the Tutoring Department on the Ankeny campus at (515) 965-7004 or stop by Building 6, room 20.

Stay in Touch
My on campus office hours are between 9:00 and 11:00 a.m. Mondays, Wednesdays and Fridays and 1:00 and 3:00 p.m. Tuesdays and Thursdays. Please feel free to stop by or call at that time if you have questions. That is also the time when e-mail will get the quickest response. Although I will strive to answer all e-mail and voicemail within 24 hours, I will not be checking or answering e-mail or voicemail on weekends.

Honesty
All work is expected to be original content and research. Never use a online or print resource without properly attributing it to the author or website. Copying text from any book, magazine, textbook, student, website or other resource without properly attributing it to the author is plagiarism. Plagiarism and other methods of falsifying achievement will result in loss of credit. Unfortunately, each term I encounter a student or two who choose to take shortcuts and claim text or website material as their own on a case. This results in a grade of zero for that case. A second offense results in a grade of “F” for the course. Due to a recent increase in plagiarism, All cases must be submitted to the “Turnitin.com” website. Please register at www.turnitin.com before the first case assignment is due.

Make-up Policy
Assignments carry specific due dates that will be announced at least a week in advance. Late cases will receive 50% credit and must be turned within two business days. Daily in-class activities are often worth five points and cannot be made up if missed.

Missed exams automatically receive a 10% reduction in points. Any missed exam must be made up in the Testing Center in Bldg. 6 within five business days or no points will be earned.

If you know in advance that you must miss an exam, you may take it prior to the scheduled time with no reduction in points.
Grading

Please keep track of your assignments and points. Assignment and exam scores will be reported within a reasonable time frame. There will be no reason to be surprised about your grade or class standing. I will also calculate approximate grades two to three times during the semester.

10% Participation: Your contribution to class discussion is important. You are expected to read the assigned materials before class and come to class ready to discuss the topic and make relevant application of the concepts.

Class attendance is important too. As an incentive to encourage students to attend class, you will have the opportunity to take exams 2 and 3 in a team of three people if you have three class absences or less.

25% Cases: You must complete the chapter three Patagonia case and three more cases of your choice out of the seven cases on the syllabus. You will receive a rubric outlining the requirements for answering the case questions and the article update. You will be provided with information on how to submit cases to Turnitin.com. Remember that late cases earn 50% credit.

15% Assignments: We will be doing in-class activities or assignments for most class. There is no make up for missed daily assignments or projects.

50% Exams: There will be 3 objective (multiple choice and true/false) exams. If you have 3 or fewer class absences, you will take exams 2 and 3 in a team that will be selected by the instructor based on attendance and your score on the first exam.

Grading Scale

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>100–90%</td>
<td>A</td>
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<tr>
<td>89–80%</td>
<td>B</td>
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<td>79–70%</td>
<td>C</td>
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<tr>
<td>69–60%</td>
<td>D</td>
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<tr>
<td>59 and below</td>
<td>F</td>
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Course Competencies

Course competencies are your guide for the concepts you should be learning and demonstrating in cases, discussions and exams.

- Summarize the essential aspects of the nature of management
- Trace significant developments during the history of management
- Explain how the environment affects organizations and relates to corporate culture
- Interpret how key factors of managerial ethics and corporate social responsibility relate to the management process
- Differentiate among characteristics of organizational goal setting and planning
- Examine important concepts of strategy formulation and implementation
- Assess the impact of management decision making
- Explain how several management science aids facilitate planning and decision making
- Explain how the process of organizing affects management practices
- Summarize how management can use structural design to achieve strategic objectives
- Explain how innovation and change impact an organization
- Assess the role of human resource management in organizational strategic planning
- Compare key characteristics of leadership and their importance for organizations
- Explain current approaches and traditional approaches to motivation
- Analyze how communication relates to effective management
- Determine how organizational teams affect organizations
- Explain how control relates to the process of management
- Assess the importance of information systems for management and the characteristics of useful information
- Relate principles of international management to the management of domestic business operations

Small Print

This syllabus and the attached Ground Rules are representative of materials that will be covered in this class and the class policies. It is not a contract between the student and the institution. It is subject to change without notice. Any potential exceptions to stated policies and requirements will be addressed on an individual basis. If you have any problems related to this class, please feel free to discuss them with me.
| Week | Dates       | Week | Dates       | | Chapter | Case Study | Exam Dates |
|------|-------------|------|-------------|------|---------------------------------|------------|
| 1    | January 12, 14 | 1    | January 12, 14 | Introduction to the course | Chapter 1: Introducing Management |         |
| 2    | January 19, 21 | 2    | January 19, 21 | Chapter 2: Management Learning Past to Present | |         |
| 3    | January 26, 28 | 3    | January 26, 28 | Chapter 3: Ethics and Social Responsibility | Required Case Study: Patagonia—Leading a Green Revolution |         |
| 4    | Feburary 2, 4  | 4    | February 2, 4  | Chapter 4: Environment, Sustainability, and Innovation | |         |
| 5    | February 9, 11 | 5    | February 9, 11 | Chapter 5 Global Dimensions of Management | Case Study: Harley Davidson—Style and Strategy Have Global Reach | Exam 1: Chapters 1, 2, 3, 4, 5 |
| 6    | February 16, 18 | 6    | February 16, 18 | Chapter 7: Information and Decision Making | |         |
| 7    | February 23, 25 | 7    | February 23, 25 | Chapter 8: Planning Processes and Techniques | Case Study: Walgreens—Staying One Step Ahead |         |
| 8    | March 1, 3  | 8    | March 1, 3  | Chapter 9: Control Processes and Systems | |         |
| 9    | March 8, 10 | 9    | March 8, 10 | Chapter 10: Strategy and Strategic Management | Case Study: Dunkin Donuts—Betting Dollars on Donuts |         |
| 10   | March 22, 24 | 10   | March 22, 24 | Chapter 11: Organization Structures and Design | Exam 2: Chapters 7, 8, 9, 10, 11 |         |
| 11   | March 29, 31 | 11   | March 29, 31 | Chapter 12: Organization Culture and Change | |         |
| 12   | April 5, 7  | 12   | April 5, 7  | Chapter 13 Human Resource Management | Case Study: Two-Tier Wages—Same Job, Different Pay |         |
| 13   | April 12, 14 | 13   | April 12, 14 | Chapter 14: Leading and Leadership Development | Case Study: Zappos—They Did It with Humor |         |
| 14   | April 19, 21 | 14   | April 19, 21 | Chapter 16: Motivation Theory and Practice | Case Study: SAS—Success Starts on the Inside |         |
| 15   | April 26, 28 | 15   | April 26, 28 | Chapter 17: Teams and Teamwork | |         |
| 16   | May 3  | 16   | May 3  | Exam 3: Chapters: 12, 13, 14, 16, 17 | |         |
Honesty:
All work is expected to be original content and research. First incident of plagiarism or other method or falsifying achievement will result in a zero for that assignment or exam. Second incident will result in failure of the class. Academic Misconduct reports will be filed with the college. If you need to quote a resource, do it correctly using MLA format.

Respect:
Time - Class begins on schedule and attendance is important. If you are late to class or absent, be sure to find out what you missed from a classmate who can give you reliable information or check with me after class. Absence and tardiness are reflected in the participation component of your grade.

Opinions and Differences – We are here to learn and explore. We can do that best by listening. It is very hard to learn something new when you only listen to yourself talk or do not give other students an opportunity to participate fully.

Technology – Turn your phone off during class and put it away. No phones should be on desks during class. Laptops and tablet computers are not to be used in class without permission. If you choose to use a computer to take notes, please sit in the first row and use it only for notes. Texting and using your computer for something other than notes without permission is not allowed. The first instance will receive a warning. The second instance you will be asked to leave class and will be required to meet with me before returning.

Preparation:
You are expected to read all assigned materials before class and come to class ready to discuss the topic and make relevant application of the concepts. Your textbook is not the only source of information. Watch the news, read the paper, surf the net. Relevant information is everywhere.

Type and proofread all out-of-class assignments before turning them in. Remember that spell-check is not a substitute for proofreading. Poor grammar, spelling and punctuation are distracting and may affect your grade. All cases, projects and papers must be written in MLA format with all resources cited.

Research:
Articles submitted as part of assignments must be from a magazine or newspaper or from a magazine or newspaper website. Websites advertising goods and services are not objective and should not be submitted. Articles should be clearly relevant to the topic, include a date, author, and be long enough to provide adequate information. Summaries and Abstracts are not adequate. Use good judgment in your article selection. Just because it came up in “Google” does not necessarily make it relevant or adequate. Always include bibliography information for any source. Consider using the research databases offered by the DMACC Libraries on the website.

Make-up Policy:
Quiz or Exam – Anyone missing an exam at the scheduled time automatically receives a 10% reduction in points. A missed exam must be made up within FIVE business days or no points will be given. It is your responsibility to take the exam in the Testing Center within the allotted time frame. Tests may only be taken in advance with special permission of the instructor. Tests taken prior to the scheduled time receive no reduction in points.

Cases and Projects – Cases and Projects are due at the beginning of the class they are due. If you arrive after attendance, your case or project is considered late and automatically receives a 50% reduction in points. Late cases or projects may be turned in before the beginning of the next scheduled class. Projects missing this deadline will receive no credit.

Assignments – There is no credit for late daily assignments or quizzes.

Responsibility:
Keep track of your own achievement. Assignments and exams scores are communicated promptly. There is no reason to be surprised about your grade. I will also calculate approximate grades midway through the semester and give you a copy. It’s a really good idea to keep all assignments until they show up on the grade spreadsheet.

It is the policy of DMACC to accommodate students with disabilities. Any student with a documented disability who requires reasonable accommodation should contact the special needs coordinator at (515) 964-6850 voice or (515) 964-6850
Weather policy:
Individual circumstances such as health, childcare, rural roads, distance from the College, etc. can vary greatly among students and staff. It is always DMACC’s goal to provide safe learning conditions, as well as provide the opportunity for students to attend classes when the vast majority is able to safely attend. The final decision to come to College can only be made by the individual student based on their specific extenuating circumstances that may make it unsafe for them to travel. Only you know if it’s safe to travel to campus. Although daily points cannot be made up if missed, they are a small price to pay for your safety. Notification of Campus/College closures will be sent out through the DMACC RAVE Alert System, posted to the DMACC webpage at www.dmacc.edu, and where possible sent to local media.

Class cancellation procedure:
In the unlikely event of a water landing...oops, wrong warning. If I need to cancel class, I will notify the Dean’s office and Department Chair who will post a notice outside the classroom as soon as possible. If possible, I will e-mail students as well.

Disclaimer:
This syllabus is representative of materials that will be covered in this class; it is not a contract between the student and the institution. It may change without notice, however I strive to give reasonable notice for any change in assignment or test requirements or due dates. Watch the white board every day for schedule changes.
Any potential exceptions to stated policies and requirements will be addressed on an individual basis, and only for reasons that meet specific requirements. If you have any problems related to this class, please feel free to discuss them with me.

Nondiscrimination Policy:
Des Moines Area Community College does not engage in or allow discrimination covered by law. This includes harassment based on race, color, national origin, creed, religion, sex (including pregnancy and marital status), sexual orientation, gender identity, age, disability and genetic information. Veteran status in educational programs, activities, employment practices, or admission procedures is also included to the extent covered by law. Individuals who believe they have been discriminated against may file a complaint through the College Discrimination Complaint Procedure (ES4645). Complaint forms may be obtained from the Campus Provost’s office, the Academic Dean’s office, the Judicial Officer, or the EEO/AA Officer, Human Resources. For Title IX questions and concerns contact 515-964-6850.

Students who wish additional information or assistance may refer to Student Services procedure ES 4645 located at https://go.dmacc.edu/student_services/int. Click Policies & Procedures.

Employees and applicants who wish additional information or assistance may contact the EEO/AA Officer, Human Resources, Bldg. 1 on the Ankeny Campus, or refer to HR Procedures 3000, 3005, 3010, 3015, and 3020 at http://www.dmacc.edu/hr/hrpp.asp

Accommodations:
The Program Development/Academic Support Services Director is the official Student Accommodation Officer/Section 504/ADA Coordinator for DMACC. The ADA Coordinator’s office is located in Bldg. 6-10E on the Ankeny Campus and may be contacted by voice (515-964-6857). The ADA Coordinator is responsible for ensuring that the college complies with federal regulations that guarantee qualified students with disabilities equal access to all programs and services. Any student, faculty, or staff member may contact the ADA Coordinator’s office for clarification of federal regulations, appeal of a grievance, or resolution of a disability-related problem.

Syllabus Addendum:
To access additional information related to DMACC policies and procedures that impact the classroom (i.e. use of technology, weather-related cancellations, classroom conduct, etc.), the DMACC student handbook, registration information (including add/drop dates and refund dates), student service information (including counseling and advising), the DMACC academic calendar, and campus-specific resources (i.e. Academic Achievement Center, library, computer, labs, etc.), check the DMACC website at: www.dmacc.edu
General Format for Using MLA in Papers, Cases and Assignments

MLA style specifies guidelines for formatting papers and assignments that. MLA style also provides writers with a system for referencing their sources and using Works Cited pages. MLA style can protect writers from accusations of plagiarism, which is the purposeful or accidental use of source material by other writers without proper credit. The MLA Handbook is available in the DMACC library. It is also widely available in bookstores, libraries, and at the MLA web site. You may find the book “MLA made easy: citation basics for beginners” in the DMACC library to be very helpful.

Turnitin.com
All cases must be submitted to Turnitin.com before the class when the case is due. Your instructor will provide you with a class ID and registration information.

General Guidelines

• Type your paper on a computer and print it out on standard, white 8.5 x 11-inch paper.
• Double-space the text of your paper, and use a legible font (e.g. Times New Roman). Whatever font you choose, MLA recommends that the regular and italics type styles contrast enough that they are recognizable one from another. The font size should be 12 pt.
• Set the margins of your document to 1 inch on all sides.
• Indent the first line of paragraphs one half-inch from the left margin. MLA recommends that you use the Tab key as opposed to pushing the Space Bar five times.
• Use italics throughout your essay for the titles of longer works and, only when absolutely necessary, providing emphasis.
• If you have any endnotes, include them on a separate page before your Works Cited page. Entitle the section Notes (centered, unformatted).
• If a minimum word count is required, assignment titles, your name, long quotes, or retyping the assignment instructions or question are not included in the word count total.
• If an assignment has several numbered questions or sections, your responses must include those numbers on the left side of your answers.

Formatting the First Page of Your Paper or Assignment

• Do not make a title page for your paper unless specifically requested.
• In the upper left-hand corner of the first page, list your name, your instructor's name, the course, and the date. Again, be sure to use double-spaced text.
• Double space again and center the title. Do not underline, italicize, or place your title in quotation marks; write the title in Title Case (standard capitalization), not in all capital letters.
• Double space between the title and the first line of the text.

How to Cite a Source Within Your paper:
For Print sources like books, magazines, scholarly journal articles, and newspapers, provide a signal word or phrase (usually the author’s last name) and a page number. If you provide the signal word/phrase in the sentence, you do not need to include it in the parenthetical citation.
Example
According to Nancy Lockwood, mergers and acquisitions are becoming a “major area of emphasis” (31) in the curriculum of many college human resource management programs. Mergers and acquisitions tend to create “stress and anxiety” in the workplace (Lockwood, 31)

How to Cite Your Sources at the End of Your Paper:
To Cite an Entire Website

Individual Resources