

**Department of Business
Bus 242R Principles of Management
Fall Trimester, 2009
Rochester, MN**

SYLLABUS

Class Meeting: Schedule dates: Mondays, 5:45-9:45 PM (9/14, 9/28, 10/12, 10/26, 11/9, 11/23) and Saturday 8:30 AM-12:30 PM (Dec. 5).

Instructor: **Garrison Lloyd, MBA, PMP**

With over 20 years of management experience with the U.S Air Force, Mayo Clinic, and IBM, I've served in a wide range of disciplines including project management, integrated supply chain management, procurement management, aerial port operations, civil engineering, quality assurance, and clinical trials research. I received my MBA from the University of St. Thomas and a Bachelor in Psychology from California State University, along with certifications as a Six Sigma Black Belt, Lean Enterprise Manager, and Project Management Professional (PMP).

Contact: You may contact me by phone either at home (507- 398-2914) phone or by e-mail. lloyd@augsborg.edu

Textbooks: [Management](#), Richard L. Daft, **8th ed.**
[ISBN-13: 9780324537703 (978-0-324-53770-3); ISBN-10: 0324537700 (0-324-53770-0)]
[Alpha Project Managers](#), Andy Crowe (ISBN: 978-0-0-9729673-3-8)
[The Servant as Leader](#), Robert K. Greenleaf (ISBN: 999373926X)

Course Description: Bus 242, Principles of Management, is an introductory course designed to provide you with an overview of management theory and practice. You will gain an insight into examples of management theory, practice and, performance. The class will also provide an important foundation for students who plan to move forward into careers as business managers.

Course Goals: **This course will provide you with:**

- An overview of the theory of project management using the text [Management](#) by Richard Daft.
- An insight into best practices of project management as identified in the study [Alpha Project Managers](#) by Andy Crowe.
- An introduction to the concept of servant leadership as presented by Robert Greenleaf in his 37 page essay titled [The Servant as Leader](#).
- A forum to discuss examples of management in the work place.

Teaching Methods: The course will be a combination of lecture and group discussion. The 100 multiple choice quiz, midterm, and final exam questions will be drawn on material from the lectures, handouts, and the course reading outline. A management [Good Business Practice](#) report paper will also be assigned as an exercise in writing a good practice protocol and to provide an opportunity to share examples of tools you, or others, use in real world management practice.

Course Reading/Discussion Outline and Exam schedule:

- Session 1
[Sep. 15th](#) Introductions
Syllabus and class schedule review
Management by Richard Daft
 Introduction to Management (Chapters 1 & 2)
- Session 2
Alpha Project Managers by Andy Crowe
 Introduction (p. 1-2)
 The Problem (p. 3-12)
The Servant as Leader by Robert Greenleaf
 Servant and Leader (p. 1-6)
Management by Richard Daft
 The Environment of Management (Chapters 3,4)
- Session 3
[Quiz 1](#) (10 multiple choice questions)
Alpha Project Managers by Andy Crowe
 The Alpha Study (p. 13-26)
 Meet the Alphas (p. 27-48)
The Servant as Leader by Robert Greenleaf
 Who is the Servant Leader (p. 7-8)
 Everything begins with the initiative of an individual (p. 8)
 What are you trying to do? (p. 9)
Management by Richard Daft
 The Environment of Management, cont. (Chapters 5,6)
- Session 4
[Mid Term Exam](#) (30 multiple choice questions covering sessions 1,2 & 3)
Alpha Project Managers by Andy Crowe
 Attitude and Belief (p. 49-66)
 Focus and Prioritization (p. 67-82)
The Servant as Leader by Robert Greenleaf
 Listening and Understanding (p. 9-10)
 Language and Imagination (p. 11)
 Withdrawal – Finding one’s optimum (p. 12)
Management by Richard Daft
 Planning (Chapters 7,8,9)

- Session 5 [Quiz 2](#) (10 multiple choice questions)
Alpha Project Managers by Andy Crowe
 Communication (p. 83-102)
 Approach (p. 103-118)
The Servant as Leader by Robert Greenleaf
 Acceptance and Empathy (p. 12-14)
 Know the Unknowable – Beyond Conscious Rationality (p. 14-16)
 Foresight – The central ethic of leadership (p. 16-19)
Management by Richard Daft
 Organizing (Chapters 10,11)
- Session 6 [Quiz 3](#) (10 multiple choice questions)
Alpha Project Managers by Andy Crowe
 Relationships and Conflict (p. 119-132)
 Alignment (p. 133-150)
The Servant as Leader by Robert Greenleaf
 Awareness and Perception (p. 19-20)
 Persuasion – Sometimes one man at a time (p. 21-22)
 One Action at a Time – the way some great things get done (p. 22-23)
Management by Richard Daft
 Organizing, cont. (Chapters 12,13)
- Session 7 [Quiz 4](#) (10 multiple choice questions)
Alpha Project Managers by Andy Crowe
 Issue Management (p. 151-164)
 Leadership (p. 165-176)
The Servant as Leader by Robert Greenleaf
 Conceptualizing (p. 23-25)
 And Now! (p. 25-27)
 Healing and Serving (p. 27-28)
 Community – The lost knowledge of these times (p.28-30)
 Institutions (p.30)
 Trustees (p.31)
Management by Richard Daft
 Leading (Chapters 15,16,17)
- Session 8 [Final Exam](#) (30 multiple choice questions covering sessions 4,5,6 & 7)
Dec 05th [Due date for the Good Business Practice report paper](#)
Alpha Project Managers by Andy Crowe
 What the Alphas Know (p. 177-194)
The Servant as Leader by Robert Greenleaf
 Power and Authority – The strength and the weakness (p. 32)
 How Does One Know the Servant (p. 33)
 In Here, Not Out There (p. 34)
 Who is the Enemy (p. 34-35)
 Implications (p. 35-37)

Evaluation Criteria and Grading Policy:

Grades will be determined by your performance on the following course requirements:

40 points	Four 10 point quizzes (3 rd , 5 th , 6 th , 7 th sessions)
30 points	Mid-term exam (4 th session)
50 points	Final exam (8 th session)
<u>30 points</u>	<u>Good Practice report paper (due by 8th session)</u>
150 points	Total points

The [Good Business Practice report paper](#) will be assigned during the 1st session of class and may be turned in anytime during the course of the semester up to session 8. A detailed example of requirements for the report will be provided at the first class session.

Course grades will be distributed as follows:

A	95 - 100 %	(142 to 150 points)
A-	90 - 94 %	(135 to 141 points)
B	85 - 89 %	(127 to 134 points)
B-	80 - 84 %	(120 to 126 points)
C	75 - 79 %	(112 to 119 points)
C-	70 - 74 %	(105 to 111 points)
D	65 - 69 %	(97 to 104 points)
D-	61 - 58 %	(90 to 96 points)
F	< 59 %	(89 or less points)

Class Organization: Attendance: Attendance at all classes is critical, particularly given the fact there are only 8 classes in the session. Students will lose 10% (15 points) off their final grade for each unexcused absence. If a situation occurs which would require an excused absence, please contact me in advance of the class to discuss and consider the excusal. If the case of an emergency, please leave a voice message at my home or work phone number explaining the situation prior to class.

Make-up tests: Under special circumstances, I will allow students to make-up an exam. Make-up exams are to be scheduled at the most available and convenient time for myself and the student.

Assignments: Late assignments will reduce your final grade 5% (7.5 points) for each day the assignment is late. The [Good Business Practice report paper](#) can be turned in via Email anytime up to the 8th session.

Academic Honesty: Students are expected to abide by the Academic Honesty Policy contained in the Student Guide. Naturally, I expect your work to be your own. You will be asked to sign your affirmation that your work is in compliance with Augsburg's honesty policy. A violation of the Academic Honesty Policy will result in a 0.0 for the course.

Disability: C.L.A.S.S. Students: I am happy to make the required accommodations that you will need to attend class. Please let me know you are a C.L.A.S.S. student at the beginning of the semester.

Course Changes: You will be notified if there is a need to modify the course requirements, assignments, grading procedure, and policies as circumstances dictate.