

**Illinois Institute of Technology
Stuart School of Business**

**BUS301: Designing and Structuring the Organization for Strategic
Decision-making**

Fall 2011

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Office location: Suite 407

Office hours: By appointment

Course day and time: Tuesday/Thursday 10 – 11:15 a.m.

Building & Room: Tech Park Central Building (TP-C) / 4B8 – 1

Course description:

Successful managers are able to align business strategies with the organization's culture and core competencies. In this course you will develop the managerial skills needed to succeed in today's increasingly competitive global business world. You will study how individuals are motivated to learn, decide, and coordinate in individual versus group settings. You will practice how to apply these concepts to resolve a wide array of problems in real world organizational settings, such as creating an innovative culture, developing an effective performance management system, and managing a diverse workforce. Particular emphasis will be given to development of leadership skills and entrepreneurship.

Pre-requisites: None

Course Objectives:

- To familiarize students with the major principles of management
 - To practice applying management concepts to real organizations
 - To strengthen students' communication skills through discussions, presentations, and written analyses
 - To develop student's leadership skills through exercises and assignments
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Course Material:

Required Text: Robbins, S. P. & Coulter, M. **Management**, 11th Edition, Prentice Hall, ISBN: 978-0-13-216384-2.

Supplemental readings, case studies, and experiential activities will be distributed throughout the semester. BUS301 blackboard web-site and email will be used as the primary communication tools for this class. Please make sure your correct email address is in the university information system, and check the blackboard website before every class.

Attendance, Late work, & Make-up Policy:

Students are required to attend all classes. In addition to lectures this course will include substantial discussion time. Through the class discussions, students will learn practical applications of the theories, and develop managerial decision-making skills. Students must make every effort to attend every lecture and other classroom activities. In case of a delay or absence due to exceptional circumstances the instructor should be informed as soon as possible.

None of the absences will be excused. First missed class will result in a 10-point reduction, second absence will result in a further 20-point reduction, and four absences will cause a letter grade reduction.

Late assignments will not be accepted. Makeup exams will not be offered.

Classroom Conduct:

Students are expected to attend all classes, and be well-prepared. They are responsible for completing all readings and other assignments for each class. Students are expected to be respectful and engaged in the classroom.

Course Components and Grading:*

Individual class participation	40
Homework Assignments	100
Individual presentation	25
Individual case Analysis	25
3 Quizzes	660
Team project written analysis (including outline)	100
Team Presentation	50
	1000

Grading Scale:

<u>Grade</u>	<u>Points</u>
A	900 - 1,000
B	800 - 899
C	700 - 799
D	600 - 699

**Please note that you need to complete all requirements in order to pass the course.*

Incompletes: will not be granted. In case of extenuating circumstances discuss with the instructor as soon as possible.

Course Component Descriptions:

1) Individual class participation (40 points):

Students are expected to be well prepared for all class sessions. They will be required to participate in several in-class learning exercises, such as participating in break out groups for short case discussions, writing brief papers and/or bringing relevant articles (from newspaper, magazines, etc.) to class for discussion.

2) Homework assignments (10 @ 10 points each):

Homework assignments are meant to prepare students for class discussion. **Therefore, only in-class submissions will be accepted. Late submissions will not be accepted.** The syllabus lists 16 homework assignments; students can choose to submit any 10. Assignments will be discussed in class and also posted on blackboard.

Each assignment is worth 10 points. Each assignment includes 3-4 short questions. Answers to all 4 questions should not exceed two pages. Required format for the homework assignments: Times new roman font, size 12, double spacing, 1" margin all around, student's name & ID, date, & assignment heading on top right hand side of the page.

3) Individual presentation (25 points):

Each student will prepare 4-5 slides to discuss an ethics dilemma or a short case application included in the textbook chapters, and present to the class. The presentation will be approximately 6-8 minutes long, and will explain how the ethics dilemma or case demonstrates theories/concepts from the chapter.

IN ORDER TO RECEIVE FULL CREDIT SLIDES MUST BE EMAILED TO THE INSTRUCTOR BY 12 P.M. ON THE DAY BEFORE YOUR PRESENTATION.

During first week of class a sign-up sheet will be provided that lists the cases and ethics dilemmas and the in-class presentation dates. Each student must sign up for one of these assignments, and be prepared to present on the assigned date (i.e., from the sign-up sheet).

4) Individual case analysis (25 points):

Each student will read the assigned case, and submit a 2-3 page write-up, which will address the questions provided by the instructor. **Due on 15th November.**

5) Quizzes (3 @ 220 points each):

There will be three quizzes, which will be based on the text book chapters, supplemental readings, videos, cases, and class discussions. The quiz dates are as follows:

Quiz 1: 09/13/2011

Quiz 2: 10/11/2011

Quiz 3: 11/08/2011

Makeup quizzes will not be offered.

6) Team project outline, team project, and team presentations (Total of 150 points):

By third week of class, all students must form project teams with 3-4 members. Students will participate in class group discussions and team projects/presentations with these teams.

Team projects are meant to provide students with an opportunity to apply class concepts to understand real world organizations. Teams are expected to analyze companies not otherwise discussed in class or the textbook. Each team will submit a 12-14 page term paper (double-spaced, 1" margins all around, times new roman size 12 font, plus exhibits if desired) on **12/06/2009**.

Each team will present their project to the class for approximately 20 minutes, followed by a 5-minute question/answer session. These presentations will be conducted during the final four class sessions.

Team project guidelines and requirements will be posted on class web-site by **9/13/2011**. Each team will submit 2-3 company names (in the order of preference) to the instructor by **09/22/2011**. , Substitutions will be made if more than one team has chosen the same company. All teams will submit a 4-5 page preliminary outline of their project in class on **10/25/2009**.

Each team will submit **peer evaluations** *in the last class on **12/01/2011**. Individual team member grades may be adjusted above or below the team grade, if the peer evaluations clearly demonstrate that some members consistently contributed more or less than the others.

***Peer Evaluations:**

Each group member will rate all other group members regarding their participation in the term paper and presentation. The instructor will provide a form for this purpose.

Disabilities

Reasonable accommodations will be made for students with documented disabilities. In order to receive accommodations, students must obtain a letter of accommodation from the Center for Disability Resources and make an appointment to speak with me as soon as possible. My office hours are listed on the first page of the syllabus. The Center for Disability Resources is located in the Life Sciences Building, room 218, 312-567-5744 or disabilities@iit.edu

Rules on Plagiarism and Academic Integrity

Plagiarism and other violations of academic integrity are strictly prohibited and subject to penalty as defined by the University. The academic integrity material in the handbook is found at page 30 in the IIT student handbook. Students will be expected to conform to the rules and procedures set forth in the handbook.

The code of conduct governing writing by students at IIT requires original writing, prohibits plagiarism and provides severe sanctions for plagiarism. Original writing consists of thinking through ideas and expressing them in your own way. If the ideas are from other sources, use footnotes or other citation methods to indicate the source of the ideas. Plagiarism is the act of passing off someone else's work or ideas as your own. The sanctions include, but are not limited to, expulsion and the imposition of a punitive grade of 'E'.

What is Plagiarism?

Often there is some confusion as to what constitutes plagiarism. Plagiarism is the act of passing off someone else's work as your own. To assist in providing an understanding of the types of writing that constitute plagiarism, three types of are each discussed below. Also discussed below is the problem of "string citations." String citations are not plagiarism, but many professors will reject string citations because they are not the student's original work.

Word for Word copying: The use of any phrase or excerpt from another source requires the use of quotation marks around the copied material, or if the material is more than a few lines, the copied material should be placed in its own indented paragraph. A citation in proper form is always required to identify the source.

Plagiarizing by Paraphrase: When a writer uses a source, substitutes words and sentences, or even changes the order but keeps the meaning of the original, a citation is required. In the example given below, the original is on the left. The paraphrase in the right box constitutes plagiarism.

<p><u>Original:</u> It is not generally recognized that at the same time when women are making their way into every corner of our work-world, only one percent of the professional engineers in the nation are female.</p>	<p><u>Paraphrase:</u> Few people realize now that women are finding jobs in all fields, that a tiny percentage of the country's engineers are female. Years ago this would have surprised no</p>
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A generation ago, this statistic would have raised no eyebrows, but today, it is hard to believe.	one, but now it seems incredible.
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The writer could avoid plagiarism here by acknowledging the source and providing a proper citation.

Mosaic Plagiarism: Here the writer lifts phrases and terms from the source and embeds them in his own prose. An example follows in which the lifted phrases are underlined:

The pressure is on to get more women into engineering. The engineering schools and major corporations have opened wide their gates and are recruiting women zealously. Practically all women engineering graduates can find attractive jobs. Nevertheless, at the moment, only one percent of the professional engineers in the country are female.

Mosaic plagiarism is sometimes caused by careless note taking. However, it looks dishonest and is judged as such. The use of quotation marks around the original wording and citation avoid the problem of plagiarism. Often a better approach is to use paraphrase or to quote directly (with appropriate citations).

Plagiarism can be avoided by providing citations for the sources of any material, including *ideas, phrases, or sentences* that you have used in your paper. A number of different systems are available for providing citations. The key to all of them is that the writer must clearly identify for the reader the sources of all material (including ideas) that have come from somewhere else.

String Quotation Problem: Sometimes a student will write a paper consisting of a string of quotations. It is usually much better for a student to provide his or her own analysis and write the paper in his or her own words. Many professors will reject a paper consisting primarily of material quoted from other sources because they do not view such a paper as the student's own work. You should understand your professor's view with respect to string quotations prior to writing your paper.

TENTATIVE CLASS PLAN

Date	Session	Topic	Assignment
23 August	1	Syllabus Requirements <i>In class Exercise</i> Introductions Your take on good vs. bad managers	Go over the syllabus. <i>sign-up for an individual presentation</i>
25 August	2	Introduction to Management and Organizations <i>Video Discussion</i> The Corporation	Chapter 1 Homework Due
30 August	3	The Context of Management <i>Supplementary Reading</i> A New-economy Fish Story. Fast Company. http://www.fastcompany.com/magazine/39/rftf.html?page=0%2C0 http://www.youtube.com/watch?v=aM2-1qOp-A&NR=1	Chapter 2 Homework Due
1 September	4	Managing in a Global Environment <i>Individual presentations</i>	Chapter 3 Homework Due <i>Deadline to sign-up for an individual presentation</i>
6 September	5	Diversity Management <i>In class Exercise</i> Paying Dues at Work	Chapter 4 Homework Due <i>Sign-up for a group</i>
8 September	6	Innovation and Change Management <i>Individual presentations</i>	Chapter 6 Homework Due

		<i>Video Discussion</i> Ideo	<i>Last day to sign-up for a group</i>
13 September	7	QUIZ 1 <i>Discuss Team Project.</i>	<i>Chapters 1 – 4, 6</i> <i>Team project guidelines available on blackboard</i>
15 September	8	Managerial decision-making <i>Individual presentations</i> <i>Video Case Discussion</i> Balancing Risk	Chapter 7 Homework Due
20 September	9	Foundations of Planning <i>Individual presentations</i>	Chapter 8 Homework Due
22 September	10	Strategic Management <i>Video Case Discussion</i> Setting Priorities	Chapter 9 Homework Due <i>Team project company name due!!</i>
27 September	11	Organizational Structure and Design <i>Individual presentations</i>	Chapter 10, 11 Homework Due
29 September	12	Human Resource Management <i>In class Exercise</i> Organizational Salary Scales	Chapter 12 Homework Due
4 October	13	Managing Teams <i>Individual presentations</i>	Chapter 13 Homework Due
6 October	14	Managing Teams in entrepreneurial ventures <i>Individual presentations</i>	Appendix: Managing Entrepreneurial Ventures
11 October	15	QUIZ 2	<i>Chapters 7 – 13</i>

13 October	16	Conflict Management <i>Individual presentations</i>	
18 October	17	Individual Behavior <i>Individual presentations</i>	Chapter 14 Homework Due
20 October	18	Communication	Chapter 15 Homework Due
25 October	19	Motivation <i>Individual presentations</i>	Chapter 16 Homework Due <i>Team project outline due!!</i>
27 October	20	Leadership <i>Individual presentations</i>	Chapter 17 Homework Due
1 November	21	Leadership in entrepreneurial ventures <i>Individual presentations</i>	Appendix: Managing Entrepreneurial Ventures
3 November	22	Introduction to Controlling <i>In class exercise</i> Reward Allocation	Chapter 18 Homework Due
8 November	23	QUIZ 3 <i>Discuss case analysis assignment</i>	<i>Chapters 14 – 18</i> <i>Case & questions available on blackboard</i>
10 November	24	TAKE HOME <i>Individual Case Analysis</i> <i>Case: Yikes!</i>	<i>Write-up due in class on 15th November</i>
15 November	25	Miscellaneous Topics & Activities	<i>Individual case write-up due</i>
17 November	26	Team Presentations (session 1)	

22 November	27	<i>Team Presentations (session 2)</i>	
24 November	28	<i>THANKSGIVING BREAK</i>	
29 November	29	<i>Team Presentations (session 3)</i>	
1 December	30	<i>Team Presentations (session 4)</i>	<i>Team projects and peer evaluations due in class!!</i> <i>Course evaluations</i>
6 December	31	<i>TERM PAPER DUE BY 9 A.M.</i>	
<i>End of class</i>		Winter Break	Enjoy! ☺