Lincoln University

Course Title	Principles of Management	Instructor: Dr. Walter Kruz
Course No.	BA 302	Contact: wrkruz@lincolnuca.edu
Units	3 (45 lecture hours)	Office Hours: By arrangement
Class Hours	Sat 9:00-11:45 AM	
Semester	Spring 2016	

Textbook:

- The High Performance Enterprise, Kruz et al, 2004, Trafford Publishers**,** ISBN 141203104 – 4
- Strategic Management: A Competitive Advantage Approach by Fred David, 2014, 14th edition. ISBN-13: 978-0132664233 (Optional)
- Additional business literature publications available at the school library and online.

Course Description:
The nature of the management process is explored through appropriate concepts such as planning, organizing, leading and controlling; evolution and models related to the study of formal and informal organizations. Systems analysis will integrate the various dimensions of management, organizational structure and functions of managers, growth, and re-engineering of business. One assignment will include use of the Internet. (3 units)

Learning Objectives:
The focus of this course is the application of management processes to improve business performance. By completing the course, students will achieve a basic understanding of the processes and tools necessary to improve business performance. Integration of concepts related to strategy execution, business process improvement, performance metrics development, and innovation management will enable the student to participate in business performance improvement efforts in a professional environment.

Methodology:
This is a highly interactive learning environment. All students will participate in class discussions, research findings, and class exercises. Short oral presentations may also be assigned. Assignments will be given weekly and will consist of textbook related exercises and research questions. Attendance is highly encouraged as exams include questions from class discussions.

Standards:
Standards for this class are similar to those found in professional organizations. All assignments are due on the date indicated and collected during the first 10 minutes of the class. Late assignments will not be collected or graded. Make-up exams are allowed only due to a documented medical excuse. Students are encouraged to study and work in groups for enhanced learning.

Project:
Project work is designed to familiarize students with the practices necessary to evaluate business performance of an established business. Projects may be assigned individually or as a group. If as a group, grade is the same for all members. Drafts may be evaluated on an agreed upon schedule during the semester. Final deliverable will be turned in as a hard copy. Plagiarism is not allowed; all sources must be referenced. APA style is encouraged.

Testing:
Typically, the class will consist of two or three exams of equal weight as well as homework and quizzes throughout the semester. All exams are individual deliverables. They consist mostly of short answers related to the material being discussed and some mathematical problems. The exam format is closed book with no electronic devices allowed.

Grading:
Quizzes, homework assignments, exams, and the project allow students to accumulate points throughout the semester. Not all homework assignments will be graded. The accumulated points are added and compared against the total possible as a percentage.

For example; exams and project are typically worth 100 points each (~ 75% of the total points). Homework and quizzes are worth 5-10 points each (~ 25% of the total points). Assuming that 2 exams, one project, and 10 homework and quiz assignments are given, this will mean a total possible of 400 points can be accumulated. The student grade will be calculated as follows:

Grade = Student's score / Total possible points = %

A final grade is then assigned as follows:

Point/Grade Conversion

100 - 95	A	76 - 74	C
94 - 90	A-	73 – 70	C-
89 - 87	B+	69 – 57	D+
86 - 84	B	66 - 60	D
83 – 80	B-	59 or less	F
79 - 77	C+		

Classroom Protocol:
Students are expected to arrive on time and be prepared to participate. Laptop use is allowed only for a class purpose. No cell phones allowed.

Schedule:
This is a proposed schedule. It may change according to class progress or student interests.

Module	Class activities: Lecture & Discussion	Homework Assignment (10 pts each)
Module 1	*Syllabus. Lecture & discussion. *Project discussion & assignment. * The high performance enterprise principles *Analysis and quantification of business models : Understanding what makes Google, IBM, and other industry leaders successful	*4 steps for High Performance *Canvas model description *Google Bus model analysis *Quantification of Google Bus model. *Start project research. *Read Strategy Development Chapter
Module 2	Strategy Development and Execution. Lecture & discussion. - Tools to craft and execute strategies effectively - Application of strategy tools to develop effective strategies	*Strategy Development process. *Porter 5 Forces model *Balanced ScoreCard *TOWS matrix *Strategy map *Project research
	Exam 1	Read Metrics Development Chapter
Module 3	Metrics Development. Lecture & discussion. - How to develop meaningful metrics - Types of metrics - Dashboards - Financial ratios - The EVA model	*Vertical &Horizontal metrics *Financial ratio analysis *Dashboard development *Balanced Scorecard metrics *TOWS matrix *Project Draft review (50% completion)
	Exam 2	Read Process Improvement chapter
Module 4	Business Process Improvement - Business /Management processes - Reengineering processes for improved performance - Visio tutorial	*Business processes *Management processes *Reengineering processes *Documenting processes with Visio *Read Innovation Chapter
Module 5	Innovation Management - How to implement innovation as a process - Quantifying innovation value	*Innovation model *Project research
	Exam 3. Project Report due.	

Instructor Profile:
Academic: BA Physics, BS Mathematics, MS Electrical Engineering, MBA, DBA

Professional Experience: Manager with senior and executive experience at high-tech companies in Silicon Valley. International consulting and training experience focused in systems integration and optimization of information capabilities in various industries.

Update:
December 28, 2015