



Lincoln University

Course Title	Principles of Management	Instructor: Walter Kruz
Course No.	BA 302	Contact: wrkruz@Lincolnuca.edu
Credit	3 units = 45 lecture hours	Office Hours: Sat. 12:00-12:30PM
Class Hours	Sat. 09:00-11:45AM	
Semester	Fall 2011	

Textbook:

The high performance enterprise, by Kruz et al, ISBN 1-4120-3104-4 , Trafford Publishing (The book will be available in class)

Course Description:

The nature of the management process is explored through appropriate concepts such as planning, leading, controlling, evolution and models related to the study of organizations. System analysis will integrate the various dimensions of management, reengineering, and growth within the content of business performance management systems. One assignment will include use of the internet.

Learning Objectives:

By completing the course, students will gain basic competency in applying business performance improvement concepts to and analyzing business performance of organizations. The student will gain familiarity with business process reengineering methods, SWOT analysis to create strategy maps for the enterprise, and the balance scorecard method.

Methodology:

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

Students will benefit from using a laptop and calculator although these devices are not allowed during exams.

Standards:

Standards for this class are similar to those found in a professional organization. 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 analyzing performance of a company or industry of their interest. Projects may be assigned individually or as a group project. 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.

Testing:

Typically, the class will consist of several short exams of equal weight throughout the semester. All exams are individual deliverables. They consist of short answers related to the material being discussed and some mathematical calculations. The exam format is usually closed book with no electronic devices allowed.

Grading:

Quizzes, homework assignments, exams, and the project allow students to accumulate points throughout the semester. These are added and compared against the total possible as a percentage. A final grade is then assigned as follows:

95—100%	A
90—94%	A-
85—89%	B+
80—84%	B-
76—79%	C+
70—75%	C
66—69%	C-
Less than 66%	D

Exams are typically worth 80 pts, each. The project is worth 100 pts, and quizzes and homework from 5-10 pts. each.

Classroom Protocol:

Classroom protocol is similar to the ones students will find in a professional environment. Students are expected to arrive on time and be prepared to participate. Laptop use is allowed only for a class purpose. No cell phones are allowed.

Schedule:

This is a proposed schedule. It may change according to class progress or students interests.

Weeks 1- 3	Strategy development and Execution - Developing a global strategy External analysis methods (Porter model) - Internal analysis methods (SWOT/TOWS) The Balanced Scorecard management system - Business Scorecard method	Exam 1
Weeks 4 -7	Benchmarking the value of the enterprise - Criteria for developing performance metrics. Segmenting the customer base - Metrics development exercises and case study. Supply Chain performance metrics - Measuring value of intellectual assets	Exam 2
Weeks 8-12	Business Process Improvement (BPI) - Role of BPI in business Concepts of Business Reengineering - Process mapping techniques Scenario-based planning - Tools and technology for BPI	Exam 3
Weeks13-15	Concepts of continuous adaptation - Role of technologies and best practices Methods for sustainable competitiveness - Innovation process. Innovation for competitiveness	Exam4

Faculty Information:

Professor Kruz is a full-time industry consultant. His expertise includes operations, engineering, and project management in several industries. He is actively involved in business research.

Update:

August 1, 2011