



Lincoln University

Course Title	Principles of Management	Instructor: Walter Kruz
Course No.	BA 302	Contact: wrkruz@lincolnuca.edu
Units	3 (45 lecture hours)	Office Hours: By arrangement
Class Hours	Weds 18:30-21:15	
Semester	Spring 2014	

Textbook:

The High Performance Enterprise, Kruz et al, ISBN 141203104 - 4 and 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 to apply 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 graduating 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 may consist of textbook exercises and 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 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. 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. These are added and compared against the total possible as a percentage.

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:

$$\text{Grade} = \text{Student's score} / \text{Total possible points} = \%$$

A final grade is then assigned as follows:

95 – 100%	A
90 – 94%	A-
87 – 89%	B+
84 – 86%	B
80 – 83%	B-
76 – 79%	C+
70 – 75%	C
66 – 69%	C-
60 – 65%	D
Less than 59%	F

Classroom Protocol:

Classroom protocol is similar to the one 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 allowed.

Schedule:

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

Module 1 (New)	Analysis and quantification of business models - Understanding what makes Google, IBM, and other industry leaders successful	Lecture, exercises, project research, analysis of contemporary business issues.
Module 2	Strategy Development and Execution - Tools to craft and execute strategies effectively	Lecture, exercises, project research, analysis of contemporary business issues. Exam 1
Module 3	Metrics Development - How to develop meaningful metrics	Lecture, exercises, project research, analysis of contemporary business issues. Exam 2
Module 4	Business Process Improvement - Reengineering processes for improved performance	Lecture, exercises, project research, analysis of contemporary business issues.
Module 5	Innovation Management - How to implement innovation as a process	Lecture, exercises, project research, analysis of contemporary business issues. Exam 3. Report due.

Faculty Information:

Dr. Kruz is a full-time industry consultant. His expertise includes operations, engineering, and project management in various industries. He actively conducts business research, is a published author, and a member of various industry organizations.

Update:

December 30, 2013