



# SYLLABUS

**BSAD 355 Principles of Management**

202241

# BSAD 355 Principles of Management

## School of Distance Education

### Self-Paced Format

This course follows a self-paced online format. This format allows you to set your own pace of study. While you have 180 days from your start date to complete the course with Andrews University, it is your responsibility to meet any deadlines set by your home institution. The last day to withdraw with a full refund is 15 days after your start date. See [more withdrawal details here](#).

### Instructor Contact

Please refer to course in LearningHub for the teacher contact information.

### Communication with the Instructor

It is important to remember that while the Internet is available 24 hours a day, your instructor is not. You can expect that your instructor will respond to e-mail message to you within 2 business days during the week and may not be available to respond on weekends.

### Other Assistance

Username and password assistance	<a href="mailto:helpdesk@andrews.edu">helpdesk@andrews.edu</a>	(269) 471-6016
Technical assistance with online courses	<a href="mailto:dlit@andrews.edu">dlit@andrews.edu</a>	(269) 471-3960
Exam requests and online proctoring	<a href="mailto:sdeexams@andrews.edu">sdeexams@andrews.edu</a>	Call: (269) 471-6566
Distance Student Services - any other questions	<a href="mailto:sstudents@andrews.edu">sstudents@andrews.edu</a>	Text: (269) 397-4477

## Part 1: Course Information

### Course Descriptions

This course introduces concepts of effective management in organizational settings. Its primary emphases include the organizational processes necessary for organizational effectiveness (planning, organizing, leading, and controlling), the nature of individual and group behavior, and the role of management in facilitating a mutually satisfying fit between employee needs and organizational requirements.

### Required Text/Material

Jones, G.R. and George, J.M. (2017). *Essentials of Contemporary Management*. (7th ed.). New York, NY: McGraw-Hill Education. ISBN: 9781259545474

Cafferky, M.E. (2013). *Scriptural Foundations for Management*. Berrien Springs, Michigan: Andrews University Press. ISBN: 9781883925796

## Credit Hour and Commitment

This course is offered for 3 semester credits; therefore, it is expected that you will spend 135 hours total on this course. The course has 15 modules with 15 lessons, 7 blogs, 7 case studies, 7 quizzes, 3 reflection videos, a midterm exam and a final paper & presentation. Each module represents a week of a typical semester course. It is recommended that you budget 9 hours for studying and completing the activities for each module. There are suggested schedules to accomplish this work included in this syllabus.

## Student Learning Outcomes

The student learning objectives of this course are to:

- SLO1 Explain what management is and what managers do.
- SLO2 Identify the critical environmental and competitive issues facing managers today.
- SLO3 Describe and explain how ethical behavior affects management and organizational effectiveness.
- SLO4 Learn and describe the primary functions of management and their importance in the work performed by managers.
- SLO5 Demonstrate analytical and problem-solving skills in making management decisions.
- SLO6 Explain the concepts of organizing and delegating work.
- SLO7 Evaluate the major models of leadership and motivation, and suggest situations when they may be successfully applied.
- SLO8 Participate in and analyze team development, performance and assessment
- SLO9 Evaluate the practical relevance of the theories and techniques covered in this course.

## Part 2: Course Methods and Delivery

### Methods of Instruction

Methods of instruction include reading, accessing instructional materials, interacting with your instructor and classmates via discussion forums, analyzing case studies, watching videos, taking quizzes, and a mid- and final exam, writing a final research paper, and presenting the paper through a PowerPoint presentation. Regular participation in the course is essential to good performance.

### Technical Requirements

- Computer: PC (Win 10 or newer) or MAC (10.14 or better)
- A webcam with microphone, and speakers (or plug in headset)
- Internet: 2.4 Mbps or faster DSL, cable or Wi-Fi connection
- Browser: Current version of Chrome or Firefox
- Software: Office 2013 or newer ([Office 365 available here](#))

### LearningHub Access

This course is delivered online through LearningHub at <http://learninghub.andrews.edu>

Your username and password are your Andrews username and password. You need to activate your username and password to access LearningHub. Please do this online here:

<https://vault.andrews.edu/vault/pages/activation/information.jsp> if you haven't already. If you need assistance, call or email us: (296) 471-6016 or <mailto:helpdesk@andrews.edu>.

If you need technical assistance at any time during the course, or to report a problem with LearningHub, please email [dlit@andrews.edu](mailto:dlit@andrews.edu) or call (269) 471-3960.

## Part 3: Course Requirements

**Important Note:** Activity and assignment details will be explained in detail within each learning module. If you have any questions, please contact your instructor.

### Your Schedule

In Learning Hub, you will access online lessons, course materials, and resources. This course is self-paced. You must complete the course within 180 days. This is the Consortium policy. You may have a stricter deadline imposed by graduation, financial aid, or other restrictions.

Start by creating a schedule for completion of the course.

- Determine your deadline. Do you need a transcript sent to your home institution?
- Working from your deadline, count backwards. Allow 2 weeks after you take your final exam for your final grade to be calculated. Allow another 2 weeks for the transcript to be processed and sent.
- Now use the suggested schedules to create a schedule for yourself that ensures completion 4 weeks before your deadline.

Submit your course plan to your instructor within Learning Hub AND discipline yourself to make regular progress.

### Assessment Descriptions

**Blog Posts** – Students will participate in discussion blogs addressing questions related to the topics of each week. This exercise will allow participants to consider significant questions raised by the teacher pertaining to their personal lives, spiritual welfare, and place in the world. **There is a total of seven discussion blogs in this course.** Responses should be sufficient to answer the questions. Think of the discussion blog exercise as an opportunity to think critically about the world of management and organization. A chance to record your thoughts and in the process have your perspective broadened. This assignment is worth 30 points.

**Graded Case Study** - A case study is a short description of a real business situation that includes analysis and critical thinking. Analyzing case studies gives you the opportunity to apply concepts to real business problems. Usually, there is not a "right or wrong" answer. Rather, cases provide a vehicle for you to demonstrate your understanding and ability to apply course concepts. Each case study will comprise approximately 4-5 pages in length (not including title and reference pages).

**Reflection Videos** -During this course, you have three reflection video assignments that requires you to reflect on your spiritual perspective and who you are as a Christian practicing business. Each different question aims to prepare a person of faith for a career in the world of business, whether in for-profit or not-for-profit enterprise. Answering these questions is based on your reading of Cafferky (2013) *Scriptural Foundations for Management* and your understanding of your worldview. Reflection videos are submitted to a Dropbox in the LearningHub.

**Quizzes** – Complete quizzes by choosing the correct answer for each question. These will consist of 15 questions, multiple choice type questions that will be relative to what is covered in the chapters, PowerPoints, and Online lectures. This is a timed exam. You have 45 minutes to complete each quiz. Per to [Andrews University's Honesty Policy](#): "*A student who gives information to another student to be used in a dishonest way is equally guilty of dishonesty. Any violation of this policy will be taken before the Higher Education Academic and Curriculum Committee for appropriate punitive action*".

**Final Paper / Presentation** – Your final paper/presentation will demonstrate your mastery of the management process today. This paper is a research-based paper on a selected topic picked by you. Any topic covered in class may be used. Some suggested topics are but are not limited to:

- The Management Process Today
- Managing Ethics and Diversity
- Designing Organizational Structure
- Effective Team Management
- Motivation

Your topic is due in week 8 and the Final Paper/Presentation is due in week 15. Your final project/presentation should comprise approximately 6-8 pages in length in a Word document and 4-6 PowerPoint slides (excluding the cover page and reference listing), formatted and written in APA style, use Times New Roman, 12-point font, with one-inch margins. You must include at least three additional resources (articles, journals, etc.), in addition to your course textbook, to support your materials.

Your paper should have:

- Introduction
- Objective / Challenges
- Conclusion
- References

For this assignment, you will complete and submit your final project/presentation for evaluation.

Below are instructions for voice over in a PowerPoint. If you have never used the recorded presentation function in PowerPoint [the following resources may be helpful](#).

## Rubrics

<b>Discussions Participation Rubric</b>			
<b>30-23 pts</b>	<b>22-15 pts</b>	<b>14-7pts</b>	<b>6-0 pts</b>
Your posts covered the content sufficiently by expanding on the main points of the conversation; you used critical thinking and related to personal experiences in a way that showed analysis of the topic.	Your posts covered the content by discussing the main topics; you used critical thinking and related to personal experiences.	You covered the content by identifying the main topics; there was little evidence of critical thinking.	Main topics were not covered or you digressed from the topic at hand.
Your initial posts were appropriate length, meeting or exceeding two paragraphs.	Your posts were mostly appropriate length, one-two paragraphs long.	Your posts were not appropriate length and were less than one paragraph in length.	Your posts were minimally developed.
You showed professional writing skills, grammar, sentence structure, word choice and spelling. APA formatting and relevant references were used.	You showed professional writing skills, grammar, sentence structure, word choice and spelling. APA formatting and relevant references were minimally used.	You showed writing skills, grammar, sentence structure, word choice and spelling that contained a few errors. APA formatting and relevant references were used but erroneous.	You showed a lack of control proper grammar, spelling and mechanics in standard English. APA formatting and relevant references were not evident.

## Rubric for Case Studies Assignments

<b>Criterion</b>	<b>Exceptional</b>	<b>Acceptable</b>	<b>Marginal</b>	<b>Unacceptable</b>
<b>Application question</b>	You thoroughly answer the question and demonstrate a sophisticated, in-depth understanding of the topic(s) through a well-reasoned and thoughtful response; your answer is substantive, with relevant references and examples and a clear connection to the readings where necessary.	You satisfactorily answer the question and demonstrate a basic understanding of the topic(s); your answer is generally correct but lacks full development and a clear connection to the readings where necessary.	You incompletely answer the question and demonstrate a limited understanding of the topic(s); your answer lacks substantive information and connection to the readings where necessary.	You insufficiently answer the question and demonstrate an inadequate understanding of the topic(s); your answer is off-topic, incorrect, or irrelevant to the readings.
<b>Mechanics</b>	You write in complete, well-constructed sentences with faultless grammar, word choice, punctuation, and spelling; writing is sharp, coherent, and demonstrates sophisticated clarity.	You write in complete sentences with mostly correct grammar, word choice, punctuation, and spelling; minor errors may exist but do not compromise meaning.	You write in unclear sentences with significant errors in grammar, word choice, punctuation, and spelling that may compromise meaning.	You write in incomplete, incomprehensible sentences filled with serious errors in grammar, word choice, punctuation, or spelling.
<b>Sources and documentation</b>	You clearly and effectively document sources of information with in-text citations linking to references at the end of the paper; APA format is complete and entirely accurate.	You properly document sources of information with in-text citations linking to references at the end of the paper; APA format may include a few minor errors.	You incompletely document sources of information with in-text citations linking to references at the end of the paper; APA format includes significant errors.	You inadequately document sources of information with either in-text citations references at the end of the paper; whatever documentation exists includes multiple and serious errors.
<b>Completeness</b>	You effectively fulfill the length requirement for the assignment, thoroughly address all assignment criteria, and fully develop and explore concepts.	You fulfill the length requirement for the assignment and sufficiently address assignment criteria and explore concepts.	You minimally fulfill the length requirement for the assignment and incompletely address criteria and explore concepts.	You do not fulfill the length requirement for the assignment and inadequately address assignment criteria and explore concepts.

**Exams**

There is one exam for this course. The midterm exam covers material from Chapters 1-7 and is made up of multiple-choice questions and worth 50 points. You will be allowed 120 minutes to take this exam. This exam is worth 20% of your grade. This exam must be taken under supervision of a proctor.

Follow prompts in the course space to set up your exam session. In each module that contains an exam, you will find what to review and what materials are allowed (if any) during the exam.

Please read the important information about taking exams and how online proctoring works at [www.andrews.edu/distance/students/exams.html](http://www.andrews.edu/distance/students/exams.html). Then follow the instructions that apply to your situation on the [exam request form](#) to set up your exam session.

Please note that an exam code is never released to the student. All students must present photo identification before each exam session. Exams can only be proctored after a deadline with approval directly from the instructor to the Testing Center ([sdeexams@andrews.edu](mailto:sdeexams@andrews.edu) or 269-471-6566). No exam is returned to the student for review. To aid studying for future exams, you may request the instructor to provide summary feedback on an exam.

**Suggested schedule for completion in 8 weeks:**

Week	Lessons/Readings	Assignments	Outcomes Met
Intro	These items will need to be completed before you will have access to the rest of the course: Orientation Course Overview Introductions Academic Integrity	Schedule Introduce Yourself Academic Integrity Quiz Academic Integrity Statement	
1	Jones & George (2017): Chapter 1 The Management Process Today. Cafferky, M.E. (2013). <i>Scriptural Foundations for Management</i> . Review Chapter PPT's Watch Online Lecture	Case Study 1 Reflection Video #1	SLO1
	Jones & George (2017): Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person Review Chapter PPT's	Blog #1 Quiz 1, Chapter 1-2	SLO2
2	Jones & George (2017): Chapter 3 Managing Ethics and Diversity Review Chapter PPT's Watch Online Lecture	Case Study 2	SLO3
	Jones & George (2017): Chapter 4 Managing in the Global Environment Review Chapter PPT's	Blog #2 Quiz 2, Chapter 3-4	SLO6
3	Jones & George (2017): Chapter 5 Decision Making, Learning, Creativity, and Entrepreneurship Review Chapter PPT's Watch online lecture	Case Study 3 Reflection Video #2	SLO7
	Jones & George (2017): Chapter 6 Planning, Strategy, and Competitive Advantage Review Chapter PPT's Watch Online Lecture	Blog #3 Quiz 3, Chapter 5-6	SLO4
4	Jones & George (2017): Chapter 7 Designing Organizational Structure Review Chapter PPT's Watch Online Lecture	Case Study 4	SLO3
	<b>PROCTORED MIDTERM EXAM</b> <i>50 multiple-choice questions (chapters 1-7).</i>	Final Paper/ Presentation Topic	SLO1-SLO7
5	Jones & George (2017): Chapter 8 Control, Change, and Entrepreneurship Review Chapter PPT's Watch Online Lecture	Blog #4 Quiz 4, Chapter 7-8	SLO7
	Jones & George (2017): Chapter 9 Motivation Review Chapter PPT's Watch online lecture	Case Study 5 Reflection Video #3	SLO6
6	Jones & George (2017): Chapter 10 Leaders and Leadership Review Chapter PPT's Watch Online Lecture	Blog #5 Quiz 5, Chapter 9-10	SLO6
	Jones & George (2017): Chapter 11 Effective Team Management Review Chapter PPT's Watch Online Lecture	Case Study 6	SLO2
7	Jones & George (2017): Chapter 12 Building and Managing Human Resources Review Chapter PPT's	Blog #6 Quiz 6, Chapter 11-12	SLO4
	Jones & George (2017): Chapter 13 Communication and Information Technology Management Review Chapter PPT's Watch Online Lecture	Case Study 7	SLO3
8	Jones & George (2017): Chapter 14 Operations Management: Managing Vital Operations and Processes Review Chapter PPT's Watch Online Lecture	Blog #7 Quiz 7, Chapter 13-14 Final Paper/Presentation	SLO5



**Suggested schedule for completion in 16 weeks:**

Week	Lessons/Readings	Assignments	Outcomes Met
Intro	These items will need to be completed before you will have access to the rest of the course: Orientation Course Overview Introductions Academic Integrity	Schedule Introduce Yourself Academic Integrity Quiz Academic Integrity Statement	
1	Jones & George (2017): Chapter 1 The Management Process Today. Cafferky, M.E. (2013). <i>Scriptural Foundations for Management</i> . Review Chapter PPT's Watch Online Lecture	Case Study 1 Reflection Video #1	SLO1
2	Jones & George (2017): Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person Review Chapter PPT's	Blog #1 Quiz 1, Chapter 1-2	SLO2
3	Jones & George (2017): Chapter 3 Managing Ethics and Diversity Review Chapter PPT's Watch Online Lecture	Case Study 2	SLO3
4	Jones & George (2017): Chapter 4 Managing in the Global Environment Review Chapter PPT's	Blog #2 Quiz 2, Chapter 3-4	SLO6
5	Jones & George (2017): Chapter 5 Decision Making, Learning, Creativity, and Entrepreneurship Review Chapter PPT's Watch online lecture	Case Study 3 Reflection Video #2	SLO7
6	Jones & George (2017): Chapter 6 Planning, Strategy, and Competitive Advantage Review Chapter PPT's Watch Online Lecture	Blog #3 Quiz 3, Chapter 5-6	SLO4
7	Jones & George (2017): Chapter 7 Designing Organizational Structure Review Chapter PPT's Watch Online Lecture	Case Study 4	SLO3
8	<b>PROCTORED MIDTERM EXAM</b> <i>50 multiple-choice questions (chapters 1-7).</i>	Final Paper/ Presentation Topic	SLO1-SLO7
9	Jones & George (2017): Chapter 8 Control, Change, and Entrepreneurship Review Chapter PPT's Watch Online Lecture	Blog #4 Quiz 4, Chapter 7-8	SLO7
10	Jones & George (2017): Chapter 9 Motivation Review Chapter PPT's Watch online lecture	Case Study 5 Reflection Video #3	SLO6
11	Jones & George (2017): Chapter 10 Leaders and Leadership Review Chapter PPT's Watch Online Lecture	Blog #5 Quiz 5, Chapter 9-10	SLO6
12	Jones & George (2017): Chapter 11 Effective Team Management Review Chapter PPT's Watch Online Lecture	Case Study 6	SLO2
13	Jones & George (2017): Chapter 12 Building and Managing Human Resources Review Chapter PPT's	Blog #6 Quiz 6, Chapter 11-12	SLO4
14	Jones & George (2017): Chapter 13 Communication and Information Technology Management Review Chapter PPT's Watch Online Lecture	Case Study 7	SLO3
15 & 16	Jones & George (2017): Chapter 14 Operations Management: Managing Vital Operations and Processes Review Chapter PPT's Watch Online Lecture	Blog #7 Quiz 7, Chapter 13-14 Final Paper/Presentation	SLO5

## Completing Assignments

All assignments for this course will be submitted electronically through LearningHub unless otherwise instructed. Assignments and exams must be completed **within 180 days** of course registration date. This timeframe is subject to change depending on deadlines set by your home institution.

## Part 4: Grading Policy

### Graded Course Activities

Percent %	Description
10%	Blog Questions
10%	Quizzes
10%	Reflection Videos
30%	Assignments – case studies
20%	Midterm
20%	Final paper/presentation
<b>100%</b>	<b>Total Percent Possible</b>

### Viewing Grades in Moodle

- Click into the course.
- Click on the **Grades** link in Administration Block to the left of the main course page.

### Letter Grade Assignment

Letter Grade	Percentage
A	93-100%
A-	90-92%
B+	88-89%
B	83-87%
B-	80-82%
C+	78-79%
C	73-77%
C-	70-72%
D	60-69%
F	0-59%

## Part 5: Course Policies

### Withdrawal and Incomplete Policies

The current withdrawal policy can be found online at <https://www.andrews.edu/distance/students/gradplus/withdrawal.html>. The incomplete policy is found online at <http://www.andrews.edu/web/mvc/moodle/public/incompletes.html>.

### Maintain Professional Conduct Both in the Classroom and Online

The classroom is a professional environment where academic debate and learning take place. Your instructor will make every effort to make this environment safe for you to share your opinions, ideas, and beliefs. In return, you are expected to respect the opinions, ideas, and beliefs of other students—both in the face-to-face classroom and online communication. Students have the right and privilege to learn in the class, free from harassment and disruption.

### Academic Accommodations

Students who require accommodations may request an academic adjustment as follows:

1. Read the Andrews University Disability Accommodation information at <https://www.andrews.edu/services/sscenter/disability/>
2. Download and fill in the disability form at <http://www.andrews.edu/services/sscenter/disability/accommodationsreqform.pdf>. Preferably type answers. To save a digital copy, 1) print to file and save or 2) print and scan. Email the completed form and disability documentation (if any) to [success@andrews.edu](mailto:success@andrews.edu) or fax it to (269) 471-8407.
3. Email [sdestudents@andrews.edu](mailto:sdestudents@andrews.edu) to inform the School of Distance Education that a disability has been reported to Student Success.

### Commitment to Integrity

As a student in this course, and at the university, you are expected to maintain high degrees of professionalism, commitment to active learning, participation in this course, and integrity in your behavior in and out of this online classroom.

### Commitment to Excellence

You deserve a standing ovation based on your decision to enroll in, and effectively complete this course. Along with your pledge of “commitment to Integrity” you are expected to adhere to a “commitment to excellence.” Andrews University has established high academic standards that will truly enhance your writing and communication skills across the disciplines and in diverse milieu with many discourse communities in the workplace.

### Honesty

Using the work of another student or allowing work to be used by another student jeopardizes not only the teacher-student relationship but also the student’s academic standing. Lessons may be discussed with other students, tutors may help to guide a student’s work, and textbooks, encyclopedias and other resource materials may be used for additional assistance, but the actual response must be the student’s own work. A student who gives information to another student to be used in a dishonest way is equally guilty of dishonesty.

Any violation of this policy will be taken before the Higher Education Academic and Curriculum Committee for appropriate punitive action.

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