

## MANAGEMENT SKILLS

### BUS 343-0001

School of Business

SPRING 2023

#### Instructor Info

**Dr. Ali F. Unal**

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**LINK** (passcode: AliUnal)

**Hours:** Wednesdays 11AM – 1PM, other times  
by appointment

#### Course Meetings

**Online asynchronous.**

Students are required to work in groups throughout the semester. A one-time 30-minute recorded group presentation is required in this course.

**Services &  
Policies that  
Support You**



[Academic Services & Policies](#)<sup>1</sup>

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## 1. Course Information

This course focuses on building critical skills for managers and employees to work effectively and efficiently in organizational settings. The course is organized so that students will have the opportunity to develop and practice managerial skills that are deemed by scholars and practitioners to be critical for organizational success in today's business world. Particularly, at the personal level, the course focuses on building skills pertaining to self-awareness, well-being, and analytical and creative problem solving. At the interpersonal level, the focus is building skills related to developing relationships, influencing and motivating others, and conflict resolution. Finally, at the group level, students learn and develop skills with regard to empowering others, building effective teams, and leading change.

<sup>1</sup> <https://mycampus.maine.edu/group/usm/common-syllabus>



## 1A. Course Materials & Books

### Required

David A. Whetten & Kim S. Cameron (2019). *Developing Management Skills*. Pearson. 10th Edition.

For etext: Course Name: Management Skills / Course ID: unal02046

### Supplemental

- The class consists of lectures, discussions, videos, experiential exercises such as role-plays and case analyses, and student-led presentations.
- Additional resources in MYLAB are NOT needed to complete the coursework. Supplemental materials will be assigned/provided through Brightspace. Typically, they are required to complete an assignment.

### Technology Requirements

- Access to a web browsing device (e.g., desktop, laptop, tablet, etc.) and reliable access to the internet.
- For Brightspace tech requirements, see the [Academic Services & Policies page](#)<sup>2</sup>.

## 1B. Course Format

This course format is online asynchronous. There are no pre scheduled online live meetings.

## 1C. Course Learning Outcomes

By the end of the course, it is expected that students will:

- Develop a better understanding of the essential skills of successful managers.
- Increase awareness and knowledge about their personal skills.
- Able to develop better relationships and work more effectively with others.
- Able to work more effectively in teams, as either leaders or members.
- Be able to utilize the skills developed and practiced in the course in the later phases of their academic and professional careers.

## 2. Coursework & Grading

### 2A. Grade Scale

100-92%	=	A	75-72%	=	C+
91-88%	=	A-	71-68%	=	C
87-84%	=	B+	67-64%	=	C-
83-80%	=	B	63-60%	=	D
79-76%	=	B-	59% or lower	=	F

<sup>2</sup> <https://mycampus.maine.edu/group/usm/common-syllabus#treq>



## 2B. Course Grade Breakdown

Assessment Name	Value
Chapter Quizzes - 4 @ 30 points each	120
Assignments - 4 out of 7 @ 30 points each	120
Discussion boards (2) @30 points each	60
Midterm Exam	100
Final Exam	100
Group Project (see Brightspace for details)	350
<b>Total:</b>	<b>850</b>

## 2C. Assessment Descriptions & Requirements

### *Assessment*

Student learning is assessed with multiple components including quizzes, assignments, group projects and presentations. Quizzes will assess the understanding and retention of basic meanings of concepts and theories. Written assignments assess the ability to critically analyze a phenomenon and apply relevant knowledge to either explain or solve management problems. Exams assess the proficiency in recalling and/or using knowledge pertaining to important management skills. Group project evaluates the ability to conduct research in business settings and apply the theories and concepts to address challenges of doing business as well the ability and skills to work with others to accomplish group and organizational goals. Group presentations focus on assessing students' oral communication of cross-cultural management concepts and ideas.

### *Chapter Quizzes*

There are 4 quizzes in total (for some chapters/weeks, see the above course schedule). Each quiz has several multiple-choice questions randomly drawn from a large question pool. You can take each quiz twice (on Brightspace) and the higher score will be your final grade for the quiz. Each time when you take the quiz, you must finish it in 60 minutes.

### *Weekly Written Assignments*

Complete only 4 out of the 7 individual assignments. Only the first 4 assignment submissions will be graded. There are written assignments and/or discussion boards (on Brightspace) that you need to complete each week, with a few exceptions (see course schedule). Specific instructions are provided for each of these items on Brightspace. There is a rubric applicable for all written assignments. Read the rubric carefully before you work on these items.

### *Midterm & Final Exam*

There are two exams: a Midterm and a Final Exam. Each exam has multiple choice questions and two essay questions. Exams will be taken in class. See the course schedule and [Final Exam Schedule on the Registrar's website](#), for the exam dates. Missing the exam will result in a grade of zero.



### ***Group Project***

Teams play a significant role in organizational performance by effectively and creatively performing complex tasks. As a result, managerial skills related to effective management of interpersonal relationships in teams as well as analytical and critical thinking skills are becoming increasingly important for managers. Accordingly, this project is designed to provide hands-on experience for students and an opportunity to develop personal, interpersonal, and group skills. Students will be randomly assigned to groups of 3-4 students and will be working together and completing several assignments throughout the semester. Groups will find a real-world organization and identify an output related performance problem, which they will then analyze using course concepts and provide recommendations that may remedy the problem. They will also assess and analyze their group building activities and group processes.

Detailed descriptions of each component and required materials will be posted in Brightspace under the group project module.

#### **Group Project Components:**

##### ***Group Outcomes (GOs):***

1. Access to an organization (GO1)
2. Data collection strategies (GO2)
3. Methods and participants (GO3)
4. Analysis of performance problem (GO4)
5. Application of course concepts and recommendations (GO5)
6. Group presentation (GO6)
7. Group final paper (GO7: GO1 – GO5 revised + recommendations)

##### ***II. Group Building and Processes (GBPs)***

1. Group norms (GBP1)
2. Group progress analysis – individual & group (GBP2)
3. Leadership experience report – individual (GBP3)
4. Group performance analysis – individual & group (GBP4)
5. Self & Peer evaluation - individual (GBP5)

## **3. Class Schedule**

The tentative course schedule and other information is in the following table. The content of the schedule as well as the other parts of the syllabus may change throughout the semester. If changes are made to the syllabus, students can find the most up to date syllabus on the course site on Brightspace.



<b>Week &amp; Date</b>	<b>Topics</b>	<b>Deliverables</b>
Week 1 Jan 17 - 20	Introduction: Critical role of management skills	<ul style="list-style-type: none"><li>● IA1 (due Jan 29)</li></ul>
Week 2 Jan 23 - 27	Ch1: Developing self-awareness	<ul style="list-style-type: none"><li>● Quiz 1 (due Jan 29)</li><li>● IA2 (due Jan 29)</li></ul>
Week 3 Jan 30 - Feb 3	Ch2: Managing stress and well-being	<ul style="list-style-type: none"><li>● Quiz 2 (due Feb 5)</li><li>● Discussion 1 (due Feb 3)</li><li>● GBP1 (due Feb 5)</li></ul>
Week 4 Feb 6-10	Ch3: Solving problems analytically and creatively	<ul style="list-style-type: none"><li>● IA3 (due Feb 12)</li><li>● GO1 (due Feb 12)</li></ul>
Week 5 Feb 13-17	Ch4: Building relationships	<ul style="list-style-type: none"><li>● IA4 (due Feb 19)</li><li>● GO2 (due Feb 19)</li></ul>
Week 6 Feb 20-24	Ch5: Gaining power and influence	<ul style="list-style-type: none"><li>● Discussion 2 (due Feb 24)</li><li>● GO3 (due Feb 26)</li></ul>
Week 7 Feb 27-Mar 3	Mid-term Exam (chs 3, 4, & 5)	<ul style="list-style-type: none"><li>● GBP2 (Mar 3-5)</li></ul>
Week 8 Mar 6-10	Ch6: Motivating performance	<ul style="list-style-type: none"><li>● Quiz 3 (due Mar 12)</li><li>● IA5 (due Mar 12)</li></ul>
Mar 13-17	Spring break (no classes)	
Week 9 Mar 20-24	Ch7: Negotiation and resolving conflict	<ul style="list-style-type: none"><li>● Quiz 4 (due Mar 26)</li><li>● IA6 (due Mar 26)</li></ul>
Week 10 Mar 27-31	Ch8: Empowering and engaging others	<ul style="list-style-type: none"><li>● IA7 (due Apr 2)</li></ul>
Week 11 Apr 3-7	Ch9: Building effective teams	<ul style="list-style-type: none"><li>● GO4 (due Apr 9)</li></ul>
Week 12 Apr 10-14	Ch10: Leading positive change Group project questions/discussion	<ul style="list-style-type: none"><li>● GO5 (due Apr 16)</li></ul>
Week 13 Apr 17-21	Group project questions/discussion	<ul style="list-style-type: none"><li>● GBP3 (due Apr 23)</li><li>● GO6 (due Apr 23)</li></ul>
Week 14 Apr 24-28	Group Presentations	<ul style="list-style-type: none"><li>● GBP4, GPB5 (due Apr 30)</li><li>● GO7 (due Apr 30)</li></ul>
	Final Exams (chs. 7, 8, & 9)	<ul style="list-style-type: none"><li>● Online May 1-2</li></ul>



## 4. Course-Specific Policies

### 4A. Attendance

N/A. Course is online asynchronous.

### 4B. Late Work

Course work should be completed before the deadlines. Late work is not accepted.

### 4C. Class Cancellation

N/A. Course is online asynchronous.

### 4D. Inclement Weather Contingencies

During the campus closure days due to inclement weather online learning may continue. Instructor will provide up-to-date information to the students.

### 4E. Personal Device Usage in the Classroom

N/A. Course is online asynchronous.

### 4F. Academic Integrity

Everyone associated with the University of Southern Maine is expected to adhere to the principles of academic integrity central to the academic function of the University. Any breach of academic integrity represents a serious offense. Each student has a responsibility to know the standards of conduct and expectations of academic integrity that apply to academic tasks. Violations of academic integrity include any actions that attempt to promote or enhance the academic standing of any student by dishonest means. Cheating on an examination, stealing the words or ideas of another (i.e., plagiarism), making statements known to be false or misleading, falsifying the results of one's research, improperly using library materials or computer files, or altering or forging academic records are examples of violations of this policy which are contrary to the academic purposes for which the University exists. Acts that violate academic integrity disrupt the educational process and are not acceptable.

Evidence of a violation of the academic integrity policy will normally result in disciplinary action. A copy of the complete policy may be obtained from the office of Community Standards and Mediation, online at [usm.maine.edu/community-standards-mediation/academic-integrity](https://usm.maine.edu/community-standards-mediation/academic-integrity) or by calling and requesting a copy at (207) 780-5242.

## 5. Academic Services & Policies

Below you'll find information for our most crucial student services and supports. For USM's most complete and current information on services available to students, as well as academic policies, see [The Academic Services & Policies Overview webpage](#).<sup>3</sup>

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<sup>3</sup> <https://mycampus.maine.edu/group/usm/common-syllabus>



- **Request disability accommodations** | (207) 780-4706 | [dsc-usm@maine.edu](mailto:dsc-usm@maine.edu)
- **Report Interpersonal violence** | (207) 780-5767 | [usm.titleix@maine.edu](mailto:usm.titleix@maine.edu)
- **Report On-Campus Emergencies and Safety Concerns** | (207) 780-5211 or your local police agency.
- **Get academic help** | [mycampus.maine.edu/group/usm/learning-commons1](https://mycampus.maine.edu/group/usm/learning-commons1)
- **Get technology help** | [usm.maine.edu/computing/helpdesk](https://usm.maine.edu/computing/helpdesk)
- **Meet with an Advisor** | [usm.maine.edu/advising](https://usm.maine.edu/advising)

## Services & Policies that Support You



Scan the QR Code to go to the [Academic Services & Policies webpage](https://mycampus.maine.edu/group/usm/common-syllabus)<sup>4</sup>

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