Course Title, Number, Section Number: MANAGEMENT SKILLS, BUS 343:0001, SPRING 2022

Course Meeting dates/times: Online asynchronous. Students are required to work in groups throughout the semester. A one-time 30 minute group presentation via Zoom is required in this course.

Course Meeting room: N/A

Instructor: Dr. Ali F. Unal; Assistant Professor
Office Location: 212 Luther Bonney
Email: ali.unal@maine.edu
Office Phone: 207.780.4914

Virtual Office Hours: Tuesdays 11AM – 1PM, other times by appointment. Please send an email to schedule a Zoom meeting. The link is provided in Brightspace.

Prerequisites:
BUS 340 Managing Organizational Behavior

Course Materials & Books:
Required:

MYLAB Management with PEARSON Etext -- Access Card ISBN13: 9780135229842 (comes with a full version of the text in etext form. A print copy can be purchased in loose-leaf edition from within the MyLab for a significant discount)

(Please use ISBN-13 9780135229897 if the above ISBN numbers don’t work)

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 a discussion forum or an assignment.

Technology Requirements:
Access to a web browsing device (e.g., desktop, laptop, tablet, etc.) and reliable access to the internet.

Course Description, including format:
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.

**Learning Outcomes:**
By the end of this 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.

**Class Schedule and Assignments:**
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.

<table>
<thead>
<tr>
<th>Week</th>
<th>Chapter Reading</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>W1: 1/18—1/21</td>
<td>Introduction: Critical role of management skills</td>
</tr>
<tr>
<td>Part 1: Personal Skills</td>
<td>W2: 1/24—1/28</td>
<td>Ch1: Developing self-awareness</td>
</tr>
<tr>
<td></td>
<td>W3: 1/31—2/4</td>
<td>Ch2: Managing stress and well-being</td>
</tr>
<tr>
<td></td>
<td>W4: 2/7—2/11</td>
<td>Ch3: Solving problems analytically and creatively</td>
</tr>
<tr>
<td>Part 2: Interpersonal Skills</td>
<td>W5: 2/14—2/18</td>
<td>Ch4: Building relationships</td>
</tr>
<tr>
<td></td>
<td>W6: 2/21—2/25</td>
<td>Ch5: Gaining power and influence</td>
</tr>
<tr>
<td></td>
<td>W7: 2/28—3/4</td>
<td>Midterm Exam (chs. 3-5) GBP2</td>
</tr>
<tr>
<td></td>
<td>W8: 3/7—3/11</td>
<td>Ch6: Motivating performance</td>
</tr>
<tr>
<td></td>
<td>3/14—3/18</td>
<td>SPRING BREAK!</td>
</tr>
<tr>
<td></td>
<td>W10: 3/28—4/1</td>
<td>Ch8: Empowering and engaging others</td>
</tr>
<tr>
<td></td>
<td>W11: 4/4—4/8</td>
<td>Ch9: Building effective teams</td>
</tr>
<tr>
<td></td>
<td>W12: 4/11—4/15</td>
<td>Completing group project</td>
</tr>
<tr>
<td></td>
<td>W13: 4/28—4/22</td>
<td>Leadership experience</td>
</tr>
<tr>
<td>4/30—5/6</td>
<td>Final Exam (chs. 7,8,9)</td>
<td></td>
</tr>
</tbody>
</table>

*IA = individual assignment; GO = Group outcome; GBP = Group building & processes
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 or Discussion Boards
Complete only 4 out of the 7 individual assignments. Complete both (2) class discussions. 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. For the discussion board items, each student needs to post his/her original thoughts in a new thread before he/she can see other students’ postings. In addition, each student needs to comment on two other students’ postings as well as respond to other students’ comments on his/her own postings. It is particularly important for each student to have the courtesy (part of the rubric) to post the initial thread as early as possible to allow enough time for comments on and responses to other students’ postings. There is a rubric applicable for all written assignments and a rubric for all discussion boards. Read the rubric carefully before you work on these items.

Midterm & Final Exam
There are two exams, a Midterm Exam and a Final Exam. Each exam has 45 multiple choice questions and two essay questions randomly drawn from a large question pool. Each exam has a 2-hour time limit and can be taken only once. Each exam has a 48-hour time window (see the course schedule), during which students must complete the exam. Missing the exam will result in a grade of zero. Each exam can be accessed only one time. Once a student starts an exam, he/she must finish all questions within the time limit of 2 hours.

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:
I. **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)

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.

Grading Criteria:
Quizzes and Exams are primarily based on the textbook. Grading rubrics for written assignments and discussion board items are provided on Brightspace. Students need to read and understand the rubrics before they work on those items. There is also a rubric for evaluating Group Term Paper. Group presentation has its own grading criteria/rubric which can be found on Brightspace.

<table>
<thead>
<tr>
<th></th>
<th>Grade Distribution</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes (4)</td>
<td>120</td>
<td>14%</td>
</tr>
<tr>
<td>Assignments (4 out of 7)</td>
<td>120</td>
<td>14%</td>
</tr>
<tr>
<td>Discussion boards (2)</td>
<td>60</td>
<td>7%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>100</td>
<td>12%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
<td>12%</td>
</tr>
<tr>
<td>Group Project</td>
<td>350</td>
<td>41%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>850</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Final grades will be based strictly on your point total. Grading is a very slippery slope. For the sake of fairness, no “rounding up” will occur. Please plan/prepare accordingly.

92% = A  
88% = A- 
84% = B+ 
80% = B  
76% = B-  
72% = C+  
68% = C  
64% = C-  
Below 60% = F  
60% = D

Course Evaluations:
At the end of each semester every student has the opportunity to provide constructive feedback on the course. It is important to me that you take the time to let me know your thoughts about the course. I use your feedback to make improvements in the course materials, assignments, and outcomes.

**COURSE POLICIES**

**COURSE EXPECTATIONS**

1. All quizzes, discussion boards, and assignments are made available two weeks before they are due. The quiz, discussion, or assignment associated with a particular chapter/week are all due at the end of Sunday except for those items of the first week (see Brightspace calendar). Please do not wait until the last few hours to do all the work. Excluding the exams, the deliverables account for 80% of the total grade. Take each of them seriously. Because they are available to you with large time windows, any missed quizzes, discussion boards, and assignments will result in grades of zero.

2. Missed exams will result in grades of zero.

**CLASS CANCELLATION**

N/A due to this course being an online asynchronous class.

**ATTENDANCE POLICY: Inclement Weather**

N/A due to this course being an online asynchronous class.

**TECHNOLOGY IN THE CLASSROOM**

N/A due to this course being an online asynchronous class.

**ACADEMIC INTEGRITY / PLAGIARISM**

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](http://usm.maine.edu/community-standards-mediation/academic-integrity) or by calling and requesting a copy at (207) 780-5242.

**FINAL EXAMINATIONS/FINAL PROJECT**

See the sections of Midterm & Final Exam and Group Term Paper & Group Presentation. See course schedule for due times.

It is a USM academic policy that no tests or exams may be scheduled during the last week of classes.

**UNIVERSITY POLICIES AND RESOURCES**

**DISABILITY ACCOMMODATIONS**
The university is committed to providing students with disabilities equal access to all university programs and services. If you think you have a disability and would like to request accommodations, please contact the Disability Services Center. Timely notification is essential. The Disability Services Center can be reached by calling 207-780-4706 or by email dsc-usm@maine.edu. If you have already received a faculty accommodation letter from the Disability Services Center and would like to request accommodations for this course, please provide me with that information as soon as possible. Please make a private appointment so that we can review your accommodations together.

**TUTORING AND WRITING ASSISTANCE**
Tutoring at USM is for all students, not just those who are struggling. Tutoring provides active feedback and practice, and is available for writing, math, and many more subjects. Walk-in tutoring is available at the Glickman Library in Portland, the Gorham Library, and the LAC Writing Center. For best service, we recommend making an appointment at [https://usm.maine.edu/learningcommons/schedule-tutoring-appointment](https://usm.maine.edu/learningcommons/schedule-tutoring-appointment). Questions about tutoring should be directed to Naamah Jarnot at 207-780-4554. Interested in becoming a more effective, efficient learner? Check out [https://usm.maine.edu/agile](https://usm.maine.edu/agile)!

**HEALTH AND COUNSELING**
Counseling is available at USM. The best way to schedule an appointment is by phone at 780-5411. More information is available at [https://usm.maine.edu/uhcs](https://usm.maine.edu/uhcs).

**RECOVERY ORIENTED CAMPUS CENTER (ROCC)**
A peer support community for students in recovery from substance abuse and other mental health conditions is available at USM. More information may be found online at [https://usm.maine.edu/recovery](https://usm.maine.edu/recovery) or by containing ROCC at 207-228-8141.

**NONDISCRIMINATION POLICY AND BIAS REPORTING**
The University of Southern Maine is an EEO/AA employer, and does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran’s status in employment, education, and all other programs and activities. The following person has been designated to handle inquiries regarding non-discrimination policies: Amie Parker, Interim Director of Equal Opportunity, The Farmhouse, University of Maine Augusta, Augusta, ME 04333, 207.581.1226, TTY 711 (Maine Relay System). Incidents of discrimination or bias at USM should be reported to Associate Vice President for Student Affairs David Roussel at 207-780-5242.

**STATEMENT ON RELIGIOUS OBSERVANCE FOR USM STUDENTS**
Absence for Religious Holy Days: The University of Southern Maine respects the religious beliefs of all members of the community, affirms their rights to observe significant religious holy days, and will make reasonable accommodations, upon request, for such observances. If a student’s religious observance is in conflict with the academic experience, they should inform their instructor(s) of the class or other school functions that will be affected. It is the student’s responsibility to make the necessary arrangements mutually agreed upon with the instructor(s).

**TITLE IX STATEMENT**
The University of Southern Maine is committed to making our campuses safer places for students. Because of this commitment, and our federal obligations, faculty and other employees are considered mandated reporters when it comes to experiences of interpersonal violence (sexual assault, sexual harassment, dating or domestic violence, and stalking). Disclosures of interpersonal violence must be passed along to the University’s Deputy Title IX Coordinator who can help provide support and academic remedies for students who have been impacted. More information can be found online.
If students want to speak with someone confidentially, the following resources are available on and off campus: University Counseling Services (207-780-4050); 24 Hour Sexual Assault Hotline (1-800-871-7741); 24 Hour Domestic Violence Hotline (1-866-834-4357).

POLICY ON ACCEPTABLE CONDUCT IN CLASS SETTINGS
If a student substantially disrupts a class, the professor may ask the student to align with this policy on conduct in a class setting. If the student refuses, the professor may, at their discretion, ask the student to leave. If the professor takes this step, they must attempt to communicate with the student and provide informal counsel and advice. The professor may elect to notify their dean of the situation as well. If the student disrupts the class again, the professor may, at their discretion, provide a written notification to the student, describe the offending behavior, and refer the student’s case to the appropriate academic dean and notify the dean of students that an official student conduct code violation has occurred [https://usm.maine.edu/community-standards-mediation/conduct-process].

COVID FACE COVERING REQUIREMENT
Per USM and the University of Maine System, all students, faculty, and staff members are required to wear a face covering, including during all face-to-face classes. Resident students are exempted from this requirement when in their own room in the residence hall. Students seeking additional exceptions from this requirement should refer to the DISABILITY ACCOMMODATIONS section of this syllabus. https://www.maine.edu/together/community-guidance/everyone/