COURSE NUMBER: BUS-2101-02  TERM/YEAR: Fall 2019

COURSE TITLE: Introduction to Management and Leadership in Business, Government, and Not-for-Profit Organizations

INSTRUCTOR: Debra J. Ringold, Ph.D.
Office: 210 Seeley G. Mudd Building
Office Phone: 503-370-6125
Office Fax: 503-370-3011
Home Phone: 541-752-1058
Home Fax: 541-752-1160

TIME/PLACE: Tuesday 7:00 p.m. to 10:00 p.m., 204 Mudd Building
Students should plan to attend only the section in which they are registered.

OFFICE HOURS: Tuesday/Thursday 2:30 to 4:00 p.m.
and by appointment on Friday

PREREQUISITES: At least sophomore standing in the College of Liberal Arts

REQUIRED TEXT:


REQUIRED CASES (in order of assignment):


REQUIRED ARTICLES, CHAPTERS, or EXCERPTS (in order of assignment):


In order to purchase your required cases and readings, please follow these steps:

1. Register on the Harvard website (https://hbsp.harvard.edu)
2. Once registered, go to your course link: https://hbsp.harvard.edu/import/627807
3. Click on the Checkout tab and pay for your course materials

You will have access to the course materials for 6 months. After you complete these steps you can get to the coursepack at any time by doing the following:

1. Visit https://hbsp.harvard.edu and log in
2. Click My Coursepacks and thick click FA19 BUS 2101 TU

If you have any questions, please feel free to contact me at kmcassell@willamette.edu.

DESCRIPTION OF UNDERGRADUATE MINOR IN BUSINESS, GOVERNMENT, AND NOT-FOR-PROFIT MANAGEMENT: Courses comprising this minor will be offered by tenured/tenure track Atkinson School faculty to undergraduate students with sophomore, junior, or senior standing in Willamette University’s College of Liberal Arts. It will be comprised of five (5) courses that introduce undergraduates to management principles shared by successful business, government, and not-for-profit enterprises. This minor will complement the student’s major field of study, inculcating in each student a basic understanding of management and leadership, accounting, finance, organizational behavior, marketing and strategy. Course delivery will be across a 15-week semester, with three (3) hours of contact time in each of those weeks.

COURSE DESCRIPTION: How do individuals design, organize, execute, and evaluate activities undertaken to serve customers, clients, and/or constituents? This course introduces students to principles of leadership and management practice. It will consider how one manages oneself, others, and resources in the pursuit of a well-defined purpose. It will acquaint students with the methods managers use to: assess the environment in which the organization operates; design, build, and implement the organization’s capacity to serve; make decisions; and evaluate the efficacy of those decisions.

GENERAL COURSE OBJECTIVES: Upon completion to the course:

1. You will understand the primary purpose of business, government, and not-for-profit organizations.
2. You will understand the primary external factors that influence the management of organizations.
3. You will understand the basic roles, ethical and other responsibilities of management in the business, government, and not-for-profit sectors.
4. You will understand the importance of, and some techniques used to achieve, the management of yourself, teams, and organizations.
5. You will understand, and be able to distinguish between, the roles and responsibilities of boards of directors and general managers.
6. You will understand and be able to distinguish between organization structure and organization culture.
7. You will understand the contributions made by accounting, finance, and marketing to the long-term viability of organizations—regardless of sector.
8. You will understand what constitutes an effective organization mission.
9. You will appreciate the importance of understanding organizations’ consumers and how specific groups of consumers are selected and served.
10. You will understand the importance of, and some techniques used in, evaluating organization performance.
11. You will understand the role that competitor analyses play in organization decisions.
12. You will understand the basics of strategy formulation and its implementation.
13. You will understand what distinguishes top performing organizations from others.

ATTENDANCE: Students are expected to attend and participate in all class meetings. Please notify the instructor by e-mail if you are going to be absent. My e-mail address is dringold@willamette.edu. You will be graded on contributions to each class meeting; absences from class meetings will result in zero credit for participation.

CLASS FORMAT: Most class meetings will include a formal presentation by the instructor interspersed with, preceded, or followed by, discussion. Students are expected to question, challenge, and clarify the material as it is being presented. You might think of this portion of each class meeting as a "participatory lecture" format. I do cold call, so please be prepared and bring your name tent to class.

Most class meetings will feature oral presentations (by students) associated with class assignments.

Still other class meetings will include interactions resembling a seminar, wherein students will be assigned specific roles (i.e., discussion leader, starter, scribe, and closer) and we will discuss the questions or case assigned.

Thoughtful interaction during class meetings is necessary to the success of the course and student contributions will be graded after each class session.

We will take a 10 minute break at about 1.5 hours. Class will begin and end on time.

CLASS PREPARATION AND PARTICIPATION: Each student is expected to have read and digested the assigned material prior to its coverage and discussion in class. Lectures WILL NOT completely or exactly replicate the material and/or its presentation in the texts. Moreover, the cases are designed to facilitate your understanding and ability to integrate the subject matter. Cases require careful preparation prior to class meetings. You are responsible for all material in the assigned chapters and its integration and application via the discussion questions, exercises, and cases.

To facilitate your preparation, discussion questions and exercises will be provided by the instructor most weeks. You will be asked to submit a copy of your responses to the discussion questions and/or exercises at the beginning of each class. Written responses to the weekly discussion questions and exercises will constitute 20% of your final grade and class participation will constitute 20% of your final grade. Expectations for these discussion question and exercise assignments are detailed in a separate handout. With respect class participation, a quality contribution to class discussion could take one or more of the following forms.

- Demonstrate that you are prepared through thoughtful reflection upon the readings.
• Describe how an emerging phenomenon is related to the current course material.

• Offer original ideas and perspectives on the current topic.

• Relate a given topic to others we have discussed previously.

• Pose interesting questions to me and your classmates.

• Indicate willingness to test ideas and offer controversial opinions or positions.

• Challenge the point(s) of view offered by your classmates or me and defend your position based on learned content.

• Take a stand on an issue and defend your position based on learned content.

See Case Analysis, Discussion, and Writing Guidelines for discussion only case evaluation details.

After each class I will grade every student’s participation according to the following rubric:

(0) Absent or did not participate
(1) Participated
(2) Participated; was well prepared and contributed substantively to the content of the class period

EXAMINATIONS: There will be two in-class exams. The second is NOT strictly cumulative. Each exam will consume the entirety of a class period. Each exam will consist of two or three short essay questions involving a case. Students will have the case in advance of the exam and exams are open “book” (i.e., book, cases, articles) but no electronic devices may be used during the exam period. Exams are graded blind. You will provide your Willamette University ID only. Blue books will be provided. **Exams are to be completed individually.**

Please note that an absence from an exam will be excused only when arrangements for such an absence have been made prior to the exam and approved by the instructor and/or with a written excuse from a physician. Each in-class exam will constitute 30% of your final grade. Exams and exam keys will be returned and discussed in class. **Students have one week following receipt of graded exams to raise any concerns regarding the score. After one week, I will not discuss exam scores.**

CLASS ASSIGNMENTS: These exercises are designed to motivate the integration and application of the major concepts in the course. The instructor will provide a detailed assignment sheet for each. Students are expected to strictly adhere to the manuscript guidelines provided. **Class assignments are to be done individually.** The average of class assignment grades will constitute 20% of your final grade.

While you are encouraged to form study groups to discuss each assignment, **actual assignments are to be completed individually.** Upon completion of each assignment you should be prepared to explain your analysis and defend your conclusions in class. Each of you will be asked to present your views, in class, one or more times during the semester.

**No class assignment extensions will be granted.**

**No late class assignments will be accepted.**
COURSE EVALUATION:

First In-Class Exam  30%
Second In-Class Exam 30%
Participation    20%
Class Assignments   20%

The following scale will be used in grading work and in the assignment of the final letter grade:

A      93-100
A-     90-92
B+     87-89
B      83-86
B-     80-82
C      70-79
F      Below 70

STUDENTS WITH DISABILITIES: Students with disabilities who require accommodation should notify the instructor of the nature of accommodation in the first week of class. Additional support is available from the Willamette University Accessible Education Services Office (www.willamette.edu/dept/disability), telephone 503-370-6737.

HONOR CODE: Every student is expected at all times to abide by the Willamette University Atkinson Graduate School of Management Honor Code (http://willamette.edu/mba/about/honorcode/) and Application to Academic Honesty as detailed in the current student handbook (https://willamette.edu/mba/students/student-handbook/index.html).

CAVEAT: This syllabus provides a general plan for the course. Deviations may be necessary.
# COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Topic</th>
<th>Author</th>
<th>Assignment</th>
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<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;8/27</td>
<td>How Do You Learn and Why Are You Taking This Course?</td>
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<td>Exercise</td>
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<td>The Teaching/Learning Contract</td>
<td>Ringold (2019)</td>
<td>Handouts</td>
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<td>Capitalism, Socialism, Communism—Basic Definitions</td>
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<td>Discussion</td>
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<td>What Are Organizations and Why Do We Form Them?</td>
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<td>Discussion</td>
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<td>Business, Government, and Not-for-Profit Organizations Defined</td>
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<td>Discussion</td>
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<td>Which of These Sectors Is the Most Challenging to Manage and Why?</td>
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<td>Discussion</td>
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<td><strong>Week 2</strong>&lt;br&gt;9/03</td>
<td>The Environment in Which Organizations Operate: External Circumstances We Can Influence and Those We Cannot</td>
<td>Debaere (2007)</td>
<td>“The Big Three...”</td>
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<td>“Point of View” Assignment 1, Written Submission, Oral Presentations</td>
<td>Handout Week 1</td>
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<td><strong>Week 3</strong>&lt;br&gt;9/10</td>
<td>The Generic Nature of Management—Business, Government, and Not-for-Profit Organizations</td>
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<td>“Point of View” Assignment 2, Written Submission, Oral Presentations</td>
<td>Handout Week 2</td>
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<td><strong>Week 4</strong>&lt;br&gt;9/17</td>
<td>Personal Values and Professional Responsibilities</td>
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<td>Management as a Calling</td>
<td>Novak (1996)</td>
<td>“What is a Calling?”</td>
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<td>The Categorical Imperative</td>
<td>Kant (2012)</td>
<td>4:420-4:421</td>
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<td>The Practical Imperative</td>
<td>Kant (2012)</td>
<td>4:428-4:429</td>
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<td>Badaracco (2005)</td>
<td>“Personal Values and...”</td>
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<td>“Short Case” Discussion</td>
<td>“Somebody Stop the Radio Star: Jian Ghomeshi at the CBC”</td>
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<td><strong>Week 5</strong>&lt;br&gt;9/24</td>
<td>Understanding the Management of Self and Others (Individuals and Teams)</td>
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<td>Drucker (2005)</td>
<td>“Managing Oneself”</td>
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<td>Kuwabara (2017)</td>
<td>“Building Success Habits...”</td>
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<td>Sharpe and Green (2015)</td>
<td>“A Note on Trust”</td>
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<td>Week</td>
<td>Assignment</td>
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<td>6</td>
<td>Managing Organizations: Activities We Undertake</td>
<td>Handout Week 4</td>
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<td>10/01</td>
<td>Liu (2017) “Note on Nonprofit Board Performance”</td>
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<td>“Point of View” Assignment 3, Written Submission, Oral Presentations</td>
<td>Handout Week 5</td>
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<td>7</td>
<td>Tenets That Guide Our Activities: Accounting, Finance, Marketing</td>
<td>Handout Week 5</td>
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<td>10/08</td>
<td>Hawkins (2005) “Intro… to the Internal Control Process”</td>
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<td>8</td>
<td>Exam I, Includes “A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products”</td>
<td>Handout Week 8</td>
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<td>9</td>
<td>Organization Mission</td>
<td>Handout Week 8</td>
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<td>Understanding Our Consumer</td>
<td>Handout Week 8</td>
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<td>Research Handout</td>
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<td>11</td>
<td>Evaluating Organization Performance</td>
<td>Handout Week 8</td>
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<td>“Short Case” Discussion “Royal Bank of Canada: Using People Strategy and Analytics to Drive Employee Performance”</td>
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Week 12  The Competitive Context: What Competitors Teach Us and How We Achieve
11/12  Competitive Advantage

Chen, et al. (2016)  “Competing for Advantages:…”
Chen and White (2017)  “Competitor Acumen:…”

“Discussion Question” Assignment 3  Handout Week 11

Week 13  What is Strategy and How Is It Formulated?
11/19

Harris, Lenox, Liedtka, and Snell (2011)  “Intro…to Strategy”

THANKSGIVING BREAK NOVEMBER 25-29

12/03

“Point of View” Assignment 4, Written Submission, Oral Presentations  Handout Week 13

Review and Synthesis

Week 15  Exam II, Includes “Global Wine War 2009: New World versus Old”
12/10