



6J:48 INTRODUCTION TO MANAGEMENT
FALL 2009

Teaching Staff

Professor Jay Christensen-Szalanski (Professor C-S)

Department of Management and Organizations W252 (335-0927)

Office Hours: Tuesday and Thursday 11:30-12:30 In addition, I am available many times during the week --- just see me after class with suggested meeting times or come to W252 to make an appointment. Please note, you do *not* need a reason to see me. You are welcome to stop by and chat if you are in the area.

Email jay-christensen-szalanski@uiowa.edu

Web Course Site: <http://icon.uiowa.edu>

TA Coordinator

Mr. Ben Postlethwaite at intromgmt@gmail.com is in room W349 (335-1814). Contact Mr. Postlethwaite if you have a question about extra credit, accessing the text, accessing ICON, making-up exams, or any other concerns about the course.

Discussion Section TA	Section #	Time	Location
Mr. Shane Sims shane-sims@uiowa.edu	A01	2:30P - 3:20P M	W151 PBB
Ms. Melanie Burns melanie-burns@uiowa.edu	A02	5:30P - 6:20P Th	W151 PBB
Ms. Tamara Giluk giluktam@yahoo.com	A03	12:30P - 1:20P F	W151 PBB
Mr. Steve Courtright stephen-courtright@uiowa.edu	A04	10:30A - 11:20A F	W128 CB
Mr. Shane Sims shane-sims@uiowa.edu	B11	2:30P - 3:20P W	W151 PBB
Ms. Melanie Burns melanie-burns@uiowa.edu	B12	6:30P - 7:20P Th	W151 PBB
Mr. Daejeong Choi daejeong-choi@uiowa.edu	B13	1:30P - 2:20P F	101 BCSB
Mr. Daejeong Choi daejeong-choi@uiowa.edu	B14	11:30A - 12:20P F	W128 CB

PBB = Pappajohn Building

CB = Chemistry Building

BCSB = Becker Communication Studies Building

Course Philosophy

Managing people is a lot like climbing mountains. They are both puzzles with no easy solution. There are multiple approaches one can try, but few will be successful. Unpredictable one-of-a-kind changes in the environment can force even experienced individuals to backtrack and deviate from previously successful ways. Moreover, success often demands the exercising of such varied qualities as good perception, mental discipline, determination, power, and collaboration.

Frequently unrecognized by those who have tried neither is that the path between beginning and completing these two tasks is often an intense roller coaster of emotions. Excitement can quickly change to frustration. Optimism can become apprehension. Disappointment can become amazement.

Managing people and climbing mountains are tough, demanding, and often draining, experiences. People who attempt them poorly can obtain disastrous results. However, people who excel at them know the feelings of elation, satisfaction, and exhilaration that come with success.

I teach this course because I want you to succeed at management, and to experience for yourself those feelings of elation, satisfaction, and exhilaration.

Course Objectives

I do not emphasize the memorization of an encyclopedic list of theories, terms, and definitions. Anyone who has been a manager knows how silly this is. It doesn't help you address

the fear you have when wondering whether you will have enough cash to pay your employees at the end of the month. It doesn't help you manage the dread you feel when having to fire employees with families to support. It doesn't help you effectively connect with your supervisors, coworkers, and employees – all people with their own unique set of biases, passions, and relationships.

To manage people you need a different set of skills. In this course you will obtain the skills

- to identify the biases and filters that people use when looking at the world,
- to identify the interests underlying people's passions,
- to get “in sync” with the people around you, so that you can establish a strong and influential relationship with them, and
- to apply this knowledge to motivate, persuade, negotiate, and supervise others.

These skills cannot be learned from simply reading a book – they require practice.

Throughout this course you will have the opportunity to practice these skills. You will use a specially developed digital textbook with embedded video and audio demonstrations of difficult personnel problems. You will also have access to additional internet-based video and audio training exercises. Included in these online exercises are expert managers' recommended solutions to numerous difficult problems that college graduates may come across when they supervise people for the first time. Lectures will be interactive. Be prepared to answer questions that I will ask you.

Diligent students will finish this course with new management skills that will also improve their ability to solve the many interpersonal problems they encounter in their everyday life.

Reading Material --- Available at Iowa Bookstore

- *An Interest-Based Approach to Management and Leadership*, by Jay Christensen-Szalanski and Lon Moeller, Kendall Hunt Publisher. Available from the Iowa Book Store. (According to University policy, all personal profit from this book acquired from UI class sales is donated to the University of Iowa.) To use this text you must download the free Acrobat Reader 9 from www.adobe.com. Your computer must also have either Windows 2000, XP, Vista or MAC OSX v10.4.11-10.5. If you have questions about accessing the text contact the course coordinator Mr. Ben Postlethwaite at intromgmt@gmail.com. This DVD will also work on the computers in the Business School computer labs.
- Additional supplemental notes will be posted on ICON.

Detailed Calendar Of Assignments And Lectures

Summary slides of each lecture will be posted on the course web page before each lecture. You are responsible to check daily the course web page. The listed readings should be read before lectures. I will periodically give unannounced quizzes during lectures.

Date	Lecture Topic	Assignment Due	Discussion Sections
August 25	An introduction to the challenges facing managers.		No discussion section meetings
August 27	Evolution of modern management: The rise of scientific management.		
September 1	Evolution of modern management: The rise of mass production and labor unions.		Course Overview. You must attend sections this week to be assigned to a team for the team assignment held the week of September 13 in sections.
September 3	Evolution of modern management: The rise of lean production.	Read Preface and Chapter 1	
September 8	Perceptual and Decision Making Filters	Turn in Assignment 1 to W252 by 1pm (10 points)	No discussion section meetings
September 10	Perceptual and decision making filters		No discussion section meetings
September 15	Perceptual and decision making filters		Team decision making task completed in class (10 points)
September 17	Perceptual and decision making filters		
September 21		Turn in Exercise 1c (Orwell) to W252 by 1pm (10 points)	Debrief team decision making task
September 22	Understanding and identifying interests	Read Chapter 2	

Date	Lecture Topic	Assignment Due	Discussion Sections
September 24	Understanding and identifying interests	Deadline for students to notify course coordinator at intromgmt@gmail.com if they have a class conflict with next week's exam. See text under "exam conflicts" later in syllabus.	Debrief team decision making task
September 28		Turn in Exercise 2a (Slipper) to W252 by 1pm (15 points)	No discussion section meetings
September 29	Understanding and identifying interests		
September 30		Mid-term exam, 8pm. Location to be posted on ICON. Covers all material from the beginning of the semester through September 29 (100 points)	
October 1	No class meeting.		
October 5		Turn in Exercise 2b (Alcohol) to W252 by 1pm (20 points)	Optional meeting to review personal results of mid-term exam
October 6	Organizational culture	Read Chapter 3	
October 8	Organizational culture		
October 12		Turn in Exercises 3a and 3b (Facebook) to W252 by 1pm (25 points)	Discussion problems completed in sections (5 points)
October 13	Communication	Read Chapter 4	
October 15	Communication		

Date	Lecture Topic	Assignment Due	Discussion Sections
October 19		Turn in Exercises 4a and 4b (Grade Change, Presentation) to W252 by 1pm (25 points)	Discussion problems completed in sections (5 points)
October 20	Motivation	Read Chapter 5	
October 22	Motivation		
October 26		Turn in Exercise 5a (Visual Culture) to W252 by 1pm (15 points)	Discussion problems completed in sections (5 points)
October 27	Negotiation	Read Chapter 6	
October 29	Negotiation	Deadline for students to notify course coordinator at intromgmt@gmail.com if they have a class conflict with next week's exam. See text under "exam conflicts" later in syllabus.	
November 2		Turn in Exercise 6a (Experienced Technician) to W252 by 1pm (15 points)	No discussion section meetings
November 3	Conflict	Read Chapter 7	
November 4		Mid-term exam, 8pm. Location to be posted on ICON. Covers all material from October 3 through October 30 (100 points)	
November 5	No class meeting.		
November 9		Turn in Exercises 7a and 7b (Shoe Store, Ad Agency) to W252 by 1pm (25 points)	
			Optional meeting to review personal results of mid-term exam

Date	Lecture Topic	Assignment Due	Discussion Sections
November 10	Conflict	Read Chapter 8	Optional meeting to review personal results of mid-term exam
November 12	Conflict		
November 16		Turn in Exercises 7c and 8a (School Threat, Promotion) to W252 by 1pm (30 points)	Discussion problems completed in sections (5 points)
November 17	Supervision and human resources		
November 19	Leadership		
Week of November 22	No class meeting.		
November 30		Turn in Exercises 8b and 8c (Eye Candy, Partying Secretary) to W252 by 1pm (20 points)	Discussion problems completed in sections (5 points)
December 1	Leadership		
December 3	Power	Read Chapter 9 All extra credit must be completed by 5pm. Contact the course coordinator at intromgmt@gmail.com with questions	
December 7		Turn in Exercises 8d and 8e (Fired Employee, Concession Stand) to W252 by 1pm (30 points)	Discussion problems completed in sections (5 points)
December 8	Leading your business: Entrepreneurship		
December 10	Ethics		

Date	Lecture Topic	Assignment Due	Discussion Sections
December 16		Final Exam, 4:30pm. Location to be announced. Covers material from the entire course with emphasis on material since the second mid-term	

Graded Assignments

If you have questions about your grade for an assignment, you need to contact your TA within one week from the time the grade is posted. If you have questions that the TA cannot answer please come to my office hours or make an appointment to see me.

Exams (325 points)

There are two midterms (each worth 100 points) and a comprehensive final exam (worth 125 points). The dates are Wednesday, September 30 (8-9pm); Wednesday, November 4 (8-9pm); and Wednesday, December 16 (4:30-6:30pm). Room assignments for all exams will be posted on ICON.

Conflict Between Exams and Enrolled Classes

Because this is a multi-section course both midterms will be given in the evening. It is very important that you arrange to take the exam at the scheduled time. However, if you have a course that meets during the exam time, you should attend that course and you will be able to take the exam for this course at another time, but you must notify the course coordinator, Mr. Ben Postlethwaite at intromgmt@gmail.com one week before the exam and include a copy of your ISIS class sheet. If you do not notify Mr. Postlethwaite by the deadline of the need for a make-up exam you will be penalized 10 points on the exam. A student who misses an exam deadline will only be allowed to take a makeup exam without penalty if (1) the exam was missed due to illness, mandatory religious obligations, official University activities, or other unavoidable circumstances, and (2) the student notifies the TA coordinator before the exam is available. Please check the exam date in the “Detailed List of Assignments” starting on page 3 for information about the material that each exam will cover. The final exam is comprehensive.

Conflict Between Two Exams.

I follow the Registrar’s policy when there is a conflict between two exams scheduled outside the regular class times. During this fall semester, the course having the lower department number (or letter), or lower course number when the conflict is within the department, will take precedence. Therefore, you are eligible for the make-up exam from this course (06J:48) if your other class has a department number less than 06 or if it is in Accounting (06A), Economics (06E), or Finance (06F). Otherwise, this course takes priority.

Written and Section Assignments: (280 points)

Sections do not meet every week. Follow the schedule listed above. You may not attend a section or lecture that you are not enrolled in without prior permission from me or the course coordinator. (See additional comments under "Attendance" at the end of this syllabus.) There are 20 written assignments. Each assignment is generally one single spaced page long. These assignments must be turned in by the deadline specified in the assignment schedule listed above to receive any credit. Do not be late! You must also submit an electronic copy of the assignment to the drop box on ICON by the specified deadline. There are also several group assignments that are completed during sections.

Lecture Quizzes: (20 points)

I will periodically give an unannounced quiz during a lecture. Each quiz will count 5pts. You are responsible for having paper and a pen or pencil to write your answer. You must attend your registered lecture to obtain credit for these quizzes.

Make-up Points (12 Extra Credit points)

Students may earn up to 12 make-up points. These points are designed to help you compensate for an exam grade that was lower than you expected, a missed assignment, or to provide some extra insurance in the event the final exam is harder than you anticipated. There are two equally acceptable ways that you can obtain these points.

1. Students who wish to learn about management research may earn points by participating in experiments run by faculty from the Department of Management and Organizations.
2. Students can complete an evaluation of a specified business case. Two 6-point cases are available the week before Thanksgiving.

You may earn points from any combination of these options; however, the maximum amount of make-up points you can earn is 12 points. You must complete these projects by 5pm on December 3 to obtain credit.

Participating In An Experiment.

Experimental participation earns points at a rate of 2 points per 30 minutes of service. The signup board for experiments is on the M&O section of the bulletin board located to the right of C231 PBB. Students should look there for information about available experiments. Signup sheets for M&O experiments are titled "6J: 48 Research Participation Sign Up Sheet." Sign up for an experiment by writing your name and your lecture time on the signup sheet. Be sure to make a note of the time, place, and listed phone number. Students who miss experiments without notification 24 hours in advance may be assigned one negative point for each experiment missed. If you decide to participate in an experiment, you should be aware that all participants have basic rights. You have the right to discontinue your participation at any time without penalty or loss of these points. In addition, you have the right to receive an accurate description of the study before participating. (This is so that you can give informed consent to participate.) Generally, the experiments are interesting and not stressful. At the end of the experiment, the person running the study will provide you with a "debriefing" (either written or oral) that explains the purpose of

the experiment and tells how the research contributes to managerial knowledge. Should anything trouble you about your experimental experience, please inform me immediately and I will speak to the experimenter.

Completing a Case Analysis:

During this course you will be introduced to various management principles. You may earn 6 or 12 extra points by applying your understanding of those principles to complete an analysis of a business case. The case will be available later in the semester.

Course Grades

Summary of Graded Assignments (625 points)

Exams (325 points)

Section Assignments (280 points)

Lecture Quizzes (20 points)

(Optional Extra Credit Make-up Assignments –12 points)

Final Grades

I base the grades for this course on the College grading curve (<http://www.biz.uiowa.edu/upo/advising/grading.html>) but reserve the right to vary from the curve should unusual circumstances arise. Your final grade will therefore be based on the performance of the entire class. Since this is a core course the final grading curve will be

A	top 18%
B	next 38%
C	next 34%
D & F	bottom 10%

To help you track your progress during the course, I will provide percentage distributions for each exam and a cumulative percentage distribution following the second midterm. I will use +/- grades.

Additional Policies and Announcements

Disabilities and Accommodation

If you have a disability that may require some modification of seating, testing, or any other class requirement, please let me know in the first three weeks of class so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me after class hours or during my scheduled office hours or schedule an appointment. I would also remind you that the Office of Student Disability Services is available to assist you. You can get more information about accommodating disabilities at <http://www.uiowa.edu/%7Eeod/disability/index.html>.

Class Policy on Honesty

Cheating is wrong. There is no double standard for honesty. As I stated earlier, my goal is to help you succeed in this course. You can do so only if you are honest and maintain your integrity. Unfortunately, there are numerous forces tempting people to compromise their honesty and integrity. Students who withstand those forces will have accomplished far more than those who succumb to them to obtain a better grade. Only you can take away your integrity. Do not try to fool yourself or us. I am also aware that we all do things that we regret -- if you find yourself in a position of having cheated, then please inform me of it before we discover it. You will be treated much more leniently while reclaiming some of your integrity.

It is my sincere hope that no student in this class submits work which is not his or her own. However, it seems prudent to clarify in advance the policy on cheating. If I determine that any assignment was not written solely by the student whose identification number appears on the project, the student will receive a zero (0) for the project and may receive an "F" for the class.

All incidents of cheating will be reported to the Associate Dean of the Tippie College of Business and the student may be placed on disciplinary probation for the remainder of his or her undergraduate work at the University of Iowa. You may appeal my action to the College of Business' Judicial Board, then to the Associate Dean for the Undergraduate Program. The Honor Code for the Tippie College of Business will determine the appropriate appeal process. The Honor Code may be found at <http://www.biz.uiowa.edu/upo/honorcode.html>

Sexual Harassment

The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, <http://www.sexualharassment.uiowa.edu/index.php>, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

Attendance

Official University Sponsored Events (e.g. an athletic event, not a club field trip)

Lectures: If you miss a lecture because of an official university-sponsored event you need to email me before lecture. This protects you should I give a quiz during the lecture that you miss.

Discussion Sections: If you will have to miss a discussion section because of an official university sponsored event you must contact the TA coordinator *one week ahead of time*, so that we can schedule you to attend another discussion section during the week. Otherwise you will lose the 5 points associated with the discussion section that you miss.

General Illnesses

If you are ill and will not attend a lecture please email me before lecture. If you are ill and will not attend a discussion section, email the TA Coordinator before your section meets so that he can try to reschedule you for another section.

Swine Flu: There is a new university policy regarding illnesses for this semester. It is listed below. Please note the importance of a fever with swine flu symptoms at the end of this section.

"Public health authorities have recommended that people with flu-like illnesses stay home and not return to public spaces until 24 hours after they have no fever. In order to prevent the spread of disease, please do not come to class, meet with other groups of students, attend office hours, or contact offices in person while you are ill. Based on this recommendation, I will not require you to report to a doctor or to Student Health to verify a flu-like illness if you are ill, please complete an illness-absence form (http://www.registrar.uiowa.edu/forms/H1N1_absence_form.pdf) when you are well enough to do so. Your grade will not be penalized for absences if you are following the recommendations of health authorities."

Symptoms of a flu-like illness may include: fever, cough, sore throat, runny or stuffy nose, body aches, headache, chills and fatigue, and sometimes diarrhea and vomiting. See <http://www.cdc.gov/h1n1flu/sick.htm> for more information. Neither students nor instructors should attend class (or other settings like the lab, office hours) if they have a flu-like illness **with a fever. They should not return until 24 hours after the fever is over.**

Grievance Policy

Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you would normally contact the DEO of Management and Organizations. However, since I am currently the DEO you can contact the Department Office (5-0927) and request an appointment with Professor Terry Boles. If you still cannot resolve the complaint by speaking with Professor Boles, you may contact the Associate Dean of the Undergraduate Program, Lon Moeller, 319-335-0924, lon-moeller@uiowa.edu."

Email

The TAs and I will usually respond to email within 24 hours, provided the answer to your question is not already listed in the syllabus or on ICON. If we do not respond within 24 hours, check the syllabus and ICON to see if it contains the answer to your question. If not, please contact us again. Also, please follow normal business greetings when writing email. You may address me as Prof. C-S and your TAs as Mr. or Ms. We will address you as Mr. or Ms.

Unless otherwise specified, course policies are governed by the Tippie College of Business.