



**Lincoln University
Spring 2018**

COURSE: BA 302 – Management principles

3 units / 45 lecture hours (15 weeks)

LEVEL : Mastery 1 (M1)

INSTRUCTOR: Dr. Walter Kruz, wrkruz@lincolnuca.edu

CLASS SCHEDULE: Saturdays; 9:00AM – 11:45PM

OFFICE HOURS: Thurs 12:00 - 12:30 PM, and Sat 9:00-12:30 PM, or by appointment

TEXTBOOK: Business Model Generation, Osterwalder & Pigneur, Wiley, 2010.
ISBN: 978-0470-87641-1 and The High Performance Enterprise, Kruz et al, 2004,
Trafford Publishers, ISBN 141203104 – 4

CATALOG DESCRIPTION:

The nature of the management process is explored through appropriate concepts such as planning, organizing, leading and controlling; evolution and models related to the study of formal and informal organizations. Systems analysis will integrate the various dimensions of management, organizational structure and functions of managers, growth, and re-engineering of business. Assignments may include use of the Internet. (3 units)

EDUCATIONAL OBJECTIVES

Develop competence and understanding in the implementation of management principles to improve business performance. Students will practice methods to improve financial performance, to conduct business process reengineering, and more.

COURSE LEARNING OUTCOMES

	Course Learning Outcome	Program Learning Outcomes	Institutional Learning Outcomes	Assessment activities
1	Develop and exhibit applied and theoretical knowledge to manage businesses	PLO 1	ILO 1b, ILO 2b	Homework assignments, quizzes, project assignment, exams

2	Use theoretical knowledge and advanced problem-solving skills to execute business strategies	PLO 2	ILO 1b, ILO 2b, ILO 4b	Homework assignments, quizzes, project assignment, exams
3	Communicate new developments in business development worldwide	PLO 3	ILO 2b, ILO 7b	Research assignments, quizzes, project assignment, exams, technical presentations

INSTRUCTIONAL METHODS:

This is a direct classroom instruction course.

This class offers a highly interactive learning environment. All students will participate in class discussions, research findings, and class exercises. Short oral presentations will be assigned. Assignments will be given weekly and may consist of textbook cases and research questions.

CLASS ATTENDANCE:

Attendance is a school requirement. Exams may include questions from class discussions.

EXAMS:

Typically, the class will consist of several exams of equal weight as well as homework and quizzes throughout the semester. All exams are individual deliverables. They consist mostly of short answers related to the material being discussed. The exam format is closed book with no electronic devices allowed. Failure to follow exam rules will earn 0 points or “F” grade for that exam.

COURSE PROJECT:

A project, if assigned, will evaluate the business performance of a given company. A written report, following the APA standard, and including a Turnitin score, will summarize this business evaluation.

GRADING POLICY

Percentage	Grade
90 – 100%	A
80 – 89%	B
70 – 79%	C
60 – 69%	D
below 60%	F

Weights	
Homework	10%
Quizzes	10%
Midterm Exams (each) (3)	20%
Individual Research Project	20%

TENTATIVE CLASS SCHEDULE:

Week	Topic	Related CLO
1	Course Introduction: Business model creation	CLO 1,2
2	The value proposition	CLO 1,2
3	The strategic process	CLO 1,2
4	Tools to develop & execute strategies	CLO 3
5	Exam 1	
6	Metrics to measure business success	CLO 3
7	Financial ratios	CLO 1,3
8	Dashboards	CLO 1,2,3
9	The EVA model	CLO 2
10	Exam 2	
11	Management processes	CLO 1
12	Business process reengineering	CLO 2
13	Visio for reengineering projects	CLO 4
14	Innovation methods	CLO 3
15	Exam 3	

SCHEDULE OF TESTING:

Week	Test
5	Exam 1
10	Exam 2
15	Exam 3

Syllabus Reviewed: 02/10/2018

Appendix A. Program and Institutional Learning Outcomes.

Institutional Learning Outcomes (ILOs)	
<i>MBA Graduates of Lincoln University should be able to:</i>	
1b	Recognize and be able to work with the components of reasoning and problem solving; understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
2b	Gather and assess relevant information, using abstract ideas to interpret it effectively; to develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards
3b	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
4b	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
5b	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
6b	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7b	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

Program Level Outcomes (PLOs)	
<i>Students graduating our MBA program will be able to:</i>	
1	Develop and exhibit applied and theoretical knowledge in the field of management and business administration
2	Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management
3	Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters
4	Demonstrate autonomy, creativity, and responsibility for managing professional practices
5	Demonstrate leadership and set strategic objectives for team performance
6	Identify ethical issues/problems in business organizations and reach decisions within ethical framework

Institutional Learning Outcomes (ILOs)	
<i>DBA Graduates of Lincoln University should be able to:</i>	
1c	Incorporate various modes of thinking, among them: scientific thinking, mathematical thinking, historical thinking, anthropological thinking, economic thinking, and moral thinking.
2c	Operate within alternative systems of thought, recognizing and assessing the needs, with related assumptions, implications, and practical consequences; and being able to communicate results effectively with others in figuring out solutions to complex problems
3c	Act as exemplary business professionals, minimize the possibility of indirectly harming others by following accepted standards at local, national or international levels; to be able to assess the likelihood and physical and social consequences of any developed product's harm to others.
4c	Integrate collaboration into organizational workflows, create a supportive environment for collaboration and teamwork, and lead by example.
5c	Have perseverance to accomplish a goal despite potential obstacles, use sound judgments to make decisions at a right time, and make timely appropriate changes in thinking, plans, and methods in achieving organizational goals.
6c	Set up realistic goals for the organization, encourage innovative strategies, and convey a clear sense of future direction to employees.
7c	Formulate and arrange ideas, designs, or techniques, and apply them to specific issues and problems. They should be able to apply current research, scholarship and or/techniques in the field.

Program Level Outcomes (PLOs)	
<i>Students graduating our DBA program will be able to:</i>	
1	Demonstrate advanced knowledge and competence in the latest academic theories, concepts, and techniques in the field of business administration.
2	Demonstrate effective research skills including formulation of research problem; integration of previous literature into an appropriate literature review; design of a research study; data analysis; and summary and presentation of results.
3	Create and present advanced forms of oral and written communications, including teaching and advising.
4	Generate, evaluate and assess the ethical obligations and responsibilities of business for the purpose of responsible management.
5	Apply the knowledge from the area of specialization and provide consulting to other business industries or other fields.

Appendix B. Classification of LU curriculum courses:

Code	Classification	Description
Courses 300 level w/o graduate prerequisites	Mastery 1 (M1)	Mastery 1 courses introduce graduate level concepts and ideas in a specific field of study and provide an opportunity to initiate the development of graduate level competences.
Courses 300 level with graduate prerequisites	Mastery 2 (M2)	Mastery 2 courses build upon students' execution of Mastery 1 learning outcomes and allow for further development of students' mastery of concepts, ideas, and competences in the specific field of study.
Courses 398, 399	Mastery 2 / Assessment (M2A)	Mastery 2/Assessment courses are structured to provide opportunity to assess students' achievements of set program learning outcomes.
Courses 400 level	Mastery 2 / Research (M2R)	Mastery 2/Research courses employ individual research project to deepen students' understanding of the subject developed in lower level courses and to equip students with knowledge and skills required by MS and DBA degree programs.
Courses 500 level	Doctorate Assessment (DA)	Doctoral Assessment courses are doctorate level seminars and research activities fostering the highest level of professional expertise by providing continuous assessment and development of students' ideas and analytical skills in the context of the doctorate program.