



# LINCOLN UNIVERSITY

## BA 302 – Principles of Management Course Syllabus Summer 2026

**Instructor:** Dr. Uday K Ghosh  
**Schedule:** Mondays & Wednesdays 3:30 PM – 6:15 PM  
**Credits:** 3 units (45 lecture hours)  
**Level:** Mastery 1 (M1)  
**Office Hours:** Monday – Friday: 3:30 PM – 4:00 PM

Students are advised to schedule appointments by signing their names on the appointment list which is located in the class web site. Additional guidance regarding scheduling of one-on-one meeting with the professor will be provided in the first class. Students are encouraged to communicate with the professor through e-mail messages.

**E-mail:** [ughosh@lincolnuca.edu](mailto:ughosh@lincolnuca.edu)

**Cell Phone:** (650) 921-9455

**Textbook:** Samuel C. Certo, and S. Trevis Certo; *Modern Management: Concepts and Skills*, Pearson-Prentice Hall

ISBN-13: 9780133859812

*(NOTE: Later editions of the textbook, if available in electronic form, will also be suitable for this class)*

**Last Revision:** May, 2026

**Prerequisite:** None

### COURSE DESCRIPTION

The course will cover concepts and techniques used by managers to (i) propose, plan, secure resources, and develop a realistic budget for a business project, and (ii) lead the project teams towards successful completion of the project. Students will be engaged in traditional classroom learning, participation in all facets of a group project involving a

realistic endeavor in a selected real-world situation, virtual in-class group discussions, and on-line discussions focused on a variety of management issues/situations.

## COURSE OBJECTIVES

A student after successfully completing this course should be able to (i) develop strategies, goals, and objectives in order to enhance performance and sustainability by following good practices for organizational planning; (ii) acquire skills necessary for communicating a shared vision, motivating and empowering others, and creating a culture of ethical decision-making and enterprise; (iii) effectively utilize human, physical, and financial resources for efficient attainment of organizational goals; and (iv) develop metrics which can become the basis for comparison of the attained organizational goals with planned organizational goals in pursuit of improved organizational effectiveness.

## COURSE LEARNING OUTCOMES AND ASSESSMENT<sup>1</sup>

No.	Course Learning Outcome (CLO)	Program Learning Outcomes (PLOs)	Institutional Learning Outcomes (ILOs)	Assessment Activities/Tasks
1	Demonstrable ability to develop strategies, goals, and objectives in order to enhance performance and sustainability of an organization.	1, 3 & 5	1b and 3b	Group Project; Examinations; On-line Discussions; and In-class Discussions
2	Ability to demonstrate organizational teamwork and leadership skills necessary for effective implementation of organizational decisions and policy.	2, 3 & 4	1b, 3b and 4b	Group Project Plan; On-line Discussions; and In-class Discussions
3	Ability to utilize theoretical knowledge, problem-solving skills, and practical experiences when conducting strategic analyses, operational planning, and operational control in a typical business organization.	1, 2, 5 & 6	1b, 3b, 4b and 7b	Group Project Plan; Group Project

<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

4	Ability to identify ethical issues/problems in business organizations and conduct decision-making within standard ethical framework in a global setting.	4, 5 & 6	2b and 5b	Final Project Report; On-line Discussion Posts; In-class Discussions
5	Ability to create effective narrative communications, and present their reports/findings, orally and/or in written form, effectively to diverse professional audiences.	3 & 5	1b, 2b, 3b and 6b	Final Project Report; On-line Discussion Posts; In-class Discussions; and Project Briefing
6	Ability to handle business opportunities and associated challenges of globalization by applying proven decision-support methodologies to address problems/issues to the operations of dynamic global enterprises.	1, 3, 5 & 6	1b, 3b, 4b, 6b and 7b	Final Project Report; Project Briefing, On-line Discussion Posts; In-class Discussions; and Examinations

### INSTRUCTION PROCEDURE AND METHODOLOGY

This class will be conducted interactively in face-to-face sessions. Assignments shall be CANVAS for discussions and class management. All students will participate in class discussions, formal presentations, and in-class exercises. Short oral presentations may also be required in conjunction with homework assignments and in-class discussions. Assignments will be given weekly and may consist of textbook exercises and research questions. Students must complete all assignments and take all quizzes, mid-term exam and final exam on **the specified due dates**.

Assignments and projects require students to actively use resources of the library. Detailed guide to business resources of the library as well as the description of Lincoln University approach to information literacy are available at the [LU Library](http://lincolnuca.libguides.com) website (lincolnuca.libguides.com).

Plagiarism will result in the grade “F” and a report to the administration.

Students are expected to utilize their personal laptop computers, the computer lab, and the resources available in the school library (when they are at the Lincoln University campus).

**ATTENDANCE**

Students are expected to attend each class session. If you cannot attend a class due to a valid reason, please notify the instructor prior to the class.

**CLASS PROJECTS**

Project work is designed to familiarize students with an industry, product, or technology of their interest. Projects may be assigned individually, and/or as group projects. If a number of students work together on a group project, the score for the project report and presentation may not be the same for all members of the project team. The Final Report for a group project will be turned in as a formal electronic document. All sources of content in a project report must be referenced. APA standard is recommended for formatting and organizing project reports.

**EXAMINATIONS**

Both, mid-term and final exams will include questions requiring written essay answers. The essay answers must be written clearly, easy to read, and organized logically with reference to the questions being answered. Graphs, charts, tables, and other supporting illustrations should be inserted in the answers, where appropriate.

Examples to illustrate the answers are required. Exams will cover all assigned chapters, and any additional readings or supplementary materials covered in class.

Students will be required to work on the exams in the regular classroom for this course/section (like attending a regular class).

**TIME SPENT ON OUT-OF-CLASS WORK**

The estimated time which a student should spend on out-of-class work/assignments in this course is 6 hours every week (about 90 hours for the course).

**GRADING AND SCORING**

All assigned work, and class activities will be graded by following the guidelines/criteria presented below:

**POINT SCORE**

The course grade will be based on the total number of points scored by a student. The allocation of the total of 100 points to various gradable out-of-class assignments and class activities is provided in the table below:

GRADE STRUCTURE	POINTS
Oral Presentation + Team Evaluation	70+30
Attendance	30
Participation in the Class	70
Mid Term Exam	100
Final Exam	100
<b>Total Points</b>	<b>400</b>

**COURSE GRADE**

The points needed for securing a given course grade are shown in the table posted below:

Grade	A	A-	B+	B	B-	C+	C	C-	D	F
Points	400-360	359-340	339-320	319-300	299-280	279-260	259-240	239-220	219-180	<180

If both grades for the midterm and final exams are “F”, the term grade for the course will be ‘F’ regardless of the grades for the project and classroom activities.

**MAKE-UP WORK**

Assignments are to be completed on time during the course. Late assignments will result in a reduced grade. Mid-term and final exams and group presentations cannot be made up if missed, unless there is a documented emergency.

**COURSE SCHEDULE**

WEEK	Session	Topic(s) & Activities	Chapter(s)		Related Course Learning Outcomes (CLOs)
			Textbook	Lecture	
1	1	<b>Reading Assignment:</b> <ul style="list-style-type: none"> <li>Managers and Management</li> <li>History Module</li> </ul> <b>Do in-class:</b> <ul style="list-style-type: none"> <li>Introductions of Class Members</li> <li>Overview of the BA 110 Course</li> </ul> Planning for Group Project-1 Project Teams formed.	Ch. 1	Ch. 1	1, 2 & 3
1	2	<b>Reading Assignment:</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>Instructions for Project -1</li> </ul> Group Project-1 Proposal due	Ch. 2 & Ch. 3	Ch. 2 & Ch. 3	1, 2, 4 & 6
2	3	<b>Reading Assignment:</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>My Lab Management Activity</li> <li>On-line Discussion 1</li> </ul>	Ch. 4	Ch. 4	2, 4 & 6
2	4	<b>Reading Assignment:</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>My Lab Management Activity</li> <li>On-line Discussion 2</li> </ul>	Ch. 5	Ch. 5	2, 3 & 5
3	5	<b>Review Chapters</b> 1-5 Chapters	Ch.4	Ch. 5	1,4, & 5

3	6	<b>Reading Assignment:</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>My Lab Management</li> </ul> <b>Activity</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 3</i></li> </ul> Project Status Review	Ch. 8 &9	Ch. 8	2, 3 & 5
4	7	Ch. 1, 2, 3, 4, 5, 8, & 9	Ch. 1, 2, 3, 4, 5, 8, & 9		
4	8	<b>MIDTERM</b>			
5	9	<b>Reading Assignment:</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>My Lab Management</li> </ul> Submission of Project-1 Report Project-2 Teams formed.	Ch. 11	Ch. 11	1, 2, 4 & 5
5	10	<b>Reading Assignment</b>  <b>Do in-class</b> <ul style="list-style-type: none"> <li>My Lab Management</li> </ul> <b>Activity</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 5</i></li> </ul>	Ch. 10	Ch. 10	2, 4 & 5
6	11	<b>Reading Assignment</b>  <b>Do in-class</b>  My Lab Management  <b>Activity</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 6</i></li> </ul>	Ch. 12 & Ch. 13	Ch. 12 & Ch. 13	1, 3, 4 & 5
6	12	<b>Reading Assignment:</b>  <b>Do in-class</b> My Lab Management <b>Activity</b> <ul style="list-style-type: none"> <li><i>On-line Discussion 7</i></li> </ul>	Ch. 13 & Ch. 14	Ch. 13 & Ch. 14	2, 4 & 5

		Project 2- Status Review			
7	13	<b>Activity</b> <ul style="list-style-type: none"> <li>● <i>On-line Discussion 8</i></li> </ul> <b>PROJECT-2 PRESENTATIONS</b>	Ch. 6 & Ch. 7	Ch. 6 & Ch. 7	4, 5 & 6
7	14	<b>FINAL EXAMINATION</b>	On All Chapters		

**OTHER COMMENTS**

- Please participate. What you put into the class will determine what you get out of it, and what others get out of it.
- Please come on time. Late arrivals disturb everyone else.
- If you miss a class, you are responsible for getting notes/slide printouts on the material covered from a classmate or the instructor.
- To avoid distracting noise in class, cellular phones must be turned off or the ringing mode silenced.
- Questions and comments during the class are welcome. Do not hesitate to ask questions – do not leave anything unclear for yourself.

**MODIFICATION OF THE SYLLABUS**

The instructor reserves the right to modify this syllabus at any time during the semester.

**Date of Last Modification:** May, 2026