

**Semester at Sea Course Syllabus  
Colorado State University, Academic Partner**

<b>Voyage:</b>	Fall 2017
<b>Discipline:</b>	Management
<b>Course Number and Title:</b>	MGT 320 Contemporary Management Principles/Practices
<b>Division:</b>	Upper
<b>Faculty Name:</b>	Abby Berk, Ph.D.
<b>Semester Credit Hours:</b>	3

**Meeting:** B Day 1100-1220, Lido Terrace

**Prerequisites:** One (1) principles of microeconomics course, AND one (1) business writing course, and one (1) calculus course. Note: Instructor has waived Calculus requirement.

### **COURSE DESCRIPTION**

This introductory course provides an overview of the field of management and organizational structure. This course will help develop the knowledge and competence you need to be an effective employee and manager by presenting frameworks for working with people in organizations. The ability to use assets effectively and get things done through other people is vital to the success of modern organizations and your own career. This course will help you gain both knowledge of the principles that underlie effective management and practice in applying that knowledge to develop competence in management. This will be accomplished by introducing participants to the practices of management through case studies, interactive exercises, and examinations. This course is highly interactive and focuses on developing your skills in management situations.

### **LEARNING OBJECTIVES**

Completing this course will accomplish the following for the student:

1. Identify your personality type, values, and preferences that influence behavior in organizations.
2. Understand the significance of perception and attitude in workplace performance.
3. Identify theories of motivation, learning, and job satisfaction within the workplace.
4. Differentiate elements of team development, team effectiveness, and team decision-making.
5. Recognize the elements and the barriers of effective communications
6. Identify organizational conflict and the different styles of managing conflict, and negotiation strategies.
7. To stimulate new perspectives and have fun!

### **REQUIRED TEXTBOOKS**

There is no required textbook for this course. Instead, students will be assigned readings of relevant chapters, cases, and articles as they pertain to the course topics and countries visited.

## COURSE OUTLINE

Date	Deliverables due prior to class	Class Concepts
<b>Depart Bremerhaven, Germany – September 9</b>		
<b>B1: 9/12</b>	Read Syllabus	Course overview
<b>B2: 9/14</b>	Read: <i>What Great Managers Do</i>	Introduction to course concepts
<b>Barcelona and Valencia, Spain – September 15-18</b>		
<b>B3: 9/20</b>	Read: <i>The Concept of Organizational Culture</i> (pages 3-23)	Culture in organizations
<b>B4: 9/22</b>	Complete online personality test at <a href="http://www.humanmetrics.com">www.humanmetrics.com</a> and review results. Bring results to class	Individual Behavior and Personality
<b>No Class – September 23</b>		
<b>B5: 9/25</b>	Read: <i>Science Says People Decide These 13 Things Within Seconds of Meeting You</i>  Read: <i>Doing Business in Ghana</i>	Perception  Organizational culture in Ghana
<b>Tema, Ghana – September 27-30</b>		
<b>B6: 10/1</b>	Read: <i>3 Reasons Why Attitude Is More Important To Your Company than Aptitude</i>	Attitude and Emotion in the Workplace
<b>No Class – October 2</b>		
<b>B7: 10/4</b>	Read: <i>5 Scientifically Proven Ways To Reduce Stress At Work</i>	Managing Stress and Time
<b>B8: 10/6</b>	Read: <i>Doing Business in South Africa</i>  Submit: Pre-port assignment	Organizational Culture in South Africa  Prepare for field class
<b>Cape Town, South Africa – October 7-12</b>		
<b>B9: 10/14</b>		Debrief field class
<b>No Class – October 16</b>		
<b>B10: 10/17</b>	Submit field class paper  Read: <i>Inside The Mind of A Motivated Employee</i>	Motivation
<b>Port Louis, Mauritius – October 19</b>		
<b>B11: 10/20</b>	Read: <i>Successful Business Communication</i>	Communication
<b>No Class – October 22</b>		
<b>B12: 10/23</b>	Read: <i>The Irrational Consumer: Why Economics is Dead Wrong About How We Make Choices</i> Read: <i>Doing Business in India</i>	Decision making  Organizational Culture in India

Date	Deliverables due prior to class	Class Concepts
<b>Cochin, India – October 25-30</b>		
<b>No Class – October 31</b>		
<b>B13: 11/1</b>	Prepare for midterm	View movie <i>Outsourced</i>
<b>B14: 11/3</b>	Prepare for midterm	Midterm exam
<b>Yangon, Myanmar (Burma) – November 4-8</b>		
<b>B15: 11/10</b>	Read: <i>Five Steps to Better Negotiating</i>	Conflict and negotiation
<b>No Class – November 11</b>		
<b>B16: 11/13</b>	Read: <i>Doing Business in Vietnam</i>	Organizational Culture in Vietnam
<b>Ho Chi Minh City, Vietnam – November 14-18</b>		
<b>B17: 11/20</b>	Read: <i>What Google Learned From Its Quest to Build the Perfect Team</i>	Creating Teams
<b>No Class – November 21</b>		
<b>B18: 11/23</b>	Read: <i>Doing Business in China</i>	Creating Teams Organizational Culture in China
<b>Shanghai, China – November 24-29</b>		
<b>B19: 12/1</b>	Read: <i>Doing Business in Japan</i>	Organizational Culture in Japan
<b>Kobe, Japan – December 2-6</b>		
<b>B20: 12/8</b>	Read: <i>What is Leadership?</i>	Leadership
<b>B21: 12/10</b>	Review presentation guidelines	Group preparation for presentations
<b>B22: 12/12</b>	Submit group evaluation	Group Presentations
<b>B23: 12/14</b>	Submit group evaluation	Group Presentations
<b>Honolulu, Hawaii – December 16</b>		
<b>B24: 12/17</b>	Review all class material	Class summary
<b>Study Day - December 19</b>		
<b>B25: 12/20</b>	Review all class material	Final Exam
<b>San Diego, California – December 23</b>		
<b>Welcome Home!</b>		

## **FIELD WORK**

Semester at Sea field experiences allow for an unparalleled opportunity to compare, contrast, and synthesize the different cultures and countries encountered over the course of the voyage. In addition to the one field class, students will complete independent field assignments that span multiple countries.

**Field Class attendance is mandatory for all students enrolled in this course. Do not book individual travel plans or a Semester at Sea sponsored trip on the day of your field class.**

Field Classes constitute at least 20% of the contact hours for each course.

### **Field Class and Assignment**

The Field Class for this course will take place on Thursday, 12 October, in Cape Town, South Africa.

Class Title: Application of Management Practices in South Africa

The field class will visit the vibrant townships of Cape Town. Students will have the chance to meet with local small business owners from different areas such as financial services, retail, housing, and energy. These business owners demonstrate management practices on a daily basis and will share their challenges and successes in building and managing a business that is central to their livelihood.

This journey is designed to be a personal experience. We will therefore travel in two groups with each group being accompanied by crew-leaders from the township communities. After meeting several of these local business people, all students will meet for a reflection session: What have we learned about how management practices apply in different business contexts? What did we observe that challenged our thinking? Do we reevaluate our beliefs about effective management? Throughout our class we will be accompanied by Nicolas Pascarel and Pierre Coetzer from a local consultancy, Reciprocity, who are experts on good business as a force for positive change in the world.

Field Class Learning Objectives:

1. Understand how management practices apply in diverse business contexts.
2. Recognize the role of communication, collaboration, negotiation and teamwork in business operations.
3. Witness how effective management practices can help a business deliver value to employees, customers, and owners.

Upon completion of the field class, students will be asked to submit a three-to-four page double spaced paper (15%) regarding the different management practices they observed during the field class.

### **Exams (50%)**

A midterm and final exam (25% each) will be administered during the voyage and will cover the lectures, assigned readings, in-class materials, videos, and all other class content.

Students are encouraged to work together in preparation for the exams but all exam work must be completed individually.

### **Team Project (15%)**

You will work in a group of five students to prepare a final presentation to the class. This project involves gaining a deeper understanding of course concepts covered during the semester and applying them to the countries visited. Your group presentation will identify how understanding these concepts could be relevant in your future work. As such, your group will collect data on the concepts in each of the locations of our voyage. Towards the end of the semester, your team will make a 10 to 12 presentation to the class demonstrating your comprehension and application of these course concepts.

### **Team Evaluation (5%)**

Following your team presentation, each group member is required to complete a confidential evaluation of every group member's contribution to the project. Evaluations will consider each group member's contribution to the ideas, research, presentation, and group dynamics of the group.

### **Professionalism and Participation (10%)**

Class members learn from each other by sharing experiences and ideas. Participation is very important to what you and your classmates take from this course. As such, the true value of this course cannot be realized without your involvement and participation. By coming to class on time, prepared and actively engaging in class discussions and exercises, your understanding of course concepts is greatly enhanced. Class participation impacts not only yourself, but also your fellow students who need your valuable input.

As business students, your ultimate goal is to obtain a job and enter the professional world. Therefore, this course **REQUIRES** professional behavior. **A good way to think about professionalism is to consider whether or not what you are doing would be acceptable during a meeting.**

The general guidelines for participation and professionalism grades are illustrated below:

**"A" range:** Excellent. I participate regularly, contributing to the discussion in nearly every class. I make major, substantive contributions, sometimes with a unique insight. I have no absences and am ready when class begins. I always prepare the material required for every class in an insightful manner. I am never reading outside material during class.

**"B" range:** Good. I participate in discussion once every few classes. I almost always prepare most of the material for every class. Most of my contributions have been fairly brief responses to straightforward questions. I have missed a few classes. I am generally ready to begin when class begins and am paying full attention to the class.

**"C" range:** Average. I speak infrequently, but I have spoken at least once. I do not raise my hand often, and when I have spoken, usually I have been called on by the professor. When called on, I may not have been well prepared. I sometimes or halfheartedly prepare the material for class. I often arrive late to class and/or have missed three classes.

**“D” range:** Poor. Has missed more than three classes, does not pay attention in class, distracts the class, and rarely speaks. Poorly prepares the material for class discussion.

**“F” range:** Unsatisfactory: Has problems with attendance, does not pay attention in class (i.e., reads other material, surfs the web, texts) or distracts the class, and rarely speaks. Rarely and poorly prepares the material for class discussion.

#### METHODS OF EVALUATION / GRADING SCALE

Field Study Report	20%
Midterm and Final Exams	50%
Team Project	15%
Team Evaluation	5%
Participation and Professionalism	10%

#### GRADING SCALE

The following Grading Scale is utilized for student evaluation. Pass/Fail is not an option for Semester at Sea coursework. Note that C-, D+ and D- grades are also not assigned on Semester at Sea in accordance with the grading system at Colorado State University (the SAS partner institution). Pluses and minuses are awarded as follows on a 100% scale:

<b>Excellent</b> 97-100%: A+ 93-96%: A 90-92%: A-	<b>Good</b> 87-89%: B+ 83-86%: B 80-82%: B-	<b>Satisfactory/Poor</b> 77-79%: C+ 70-76%: C 60-69%: D	<b>Failing</b> Less than 60%: F
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#### GRADING GUIDELINES

The professor will use the rubric below to guide her grading. Assignments received after the submission deadline will be reduced a letter grade (10%) per day late. Assignments received more than 4 class days after the submission deadline will receive a score of zero.

Grade	Written Assignments
<b>A</b>	Excellent work! There is a clear focus on what the assignment should achieve, and it is structured accordingly. Demonstrates integrative, innovative and original thinking, and arguments are convincingly articulated and supported. Work is well written and free of errors. Demonstrates thorough understanding of key issues in course readings, accurately applies a range of course concepts; and clearly references relevant readings. Demonstrates serious reflection, sophisticated analysis, and insightful discussion with clear examples. Written and oral work is insightful, clear, sophisticated and vivid.
<b>B</b>	Good, competent, informed work well supported by course content. Well planned, organized and written. Demonstrates a clear understanding of some of the key issues in the course and readings. Clearly references relevant readings and includes some independent thought, but could go into more depth. Demonstrates

	good written and oral communication.
<b>C</b>	Adequate or satisfactory work. The basic requirements have been carried out. Demonstrates a general understanding of the major issues, but reflection and analysis is superficial. Applies relevant material and course concepts in a limited way, but could go into much more depth. Competent written and oral communication, but could be improved.
<b>D</b>	Work does not fulfill the necessary requirements for the assignment. Does not demonstrate clear understanding of the major issues. Responds incompletely or inaccurately to the assignment with limited reflection, analysis and application of course concepts. Ideas are not clearly expressed.
<b>F</b>	Unacceptable work. Shows little understanding of the issues, and ideas are poorly expressed.

### **ATTENDANCE/ENGAGEMENT IN THE ACADEMIC PROGRAM**

Attendance in all Semester at Sea classes, including the Field Class, is mandatory. Students must inform their instructors prior to any unanticipated absence and take the initiative to make up missed work in a timely fashion. Instructors must make reasonable efforts to enable students to make up work which must be accomplished under the instructor's supervision (e.g., examinations, laboratories). In the event of a conflict in regard to this policy, individuals may appeal using established CSU procedures.

### **LEARNING ACCOMMODATIONS**

Semester at Sea provides academic accommodations for students with diagnosed learning disabilities, in accordance with ADA guidelines. Students who will need accommodations in a class, should contact ISE to discuss their individual needs. Any accommodation must be discussed in a timely manner prior to implementation.

A memo from the student's home institution verifying the accommodations received on their home campus is required before any accommodation is provided on the ship. Students must submit this verification of accommodations to [academic@isevoyages.org](mailto:academic@isevoyages.org) as soon as possible, but no later than two months prior to the voyage.

### **STUDENT CONDUCT CODE**

The foundation of a university is truth and knowledge, each of which relies in a fundamental manner upon academic integrity and is diminished significantly by academic misconduct. Academic integrity is conceptualized as doing and taking credit for one's own work. A pervasive attitude promoting academic integrity enhances the sense of community and adds value to the educational process. All within the University are affected by the cooperative commitment to academic integrity. All Semester at Sea courses adhere to this Academic Integrity Policy and Student Conduct Code.

### **RESERVE BOOKS AND FILMS FOR THE LIBRARY**

FILM:

*Outsourced.* (2006). 1 hour 43 minutes.

### **ELECTRONIC COURSE MATERIALS**

All readings will be in the course folder for students to access. It is the student's responsibility to access these materials and complete the reading before each class. Inability to locate or download the reading material in a timely manner is not an acceptable excuse for incomplete work.

AUTHOR: Marcus Buckingham  
TITLE: What Great Managers Do  
PUBLISHER: Harvard Business Review  
PRODUCT: R0503D-PDF-ENG  
DATE/EDITION: March 2005

AUTHOR: Edgar H. Schein  
TITLE: Organizational Culture and Leadership  
PUBLISHER: Jossey-Bass  
DATE/EDITION: 2004

AUTHOR: Drake Baer and Shana Lebowitz  
TITLE: Science Says People Decide These 13 Things Within Seconds of Meeting You  
PUBLISHER: Business Insider  
DATE/EDITION: November 18, 2015  
URL: <http://www.businessinsider.com/science-of-first-impressions-2015-11>

AUTHOR: Charles Duhigg  
TITLE: What Google Learned From Its Quest to Build the Perfect Team  
PUBLISHER: The New York Times  
DATE/EDITION: February 25, 2016  
URL: <http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>

AUTHOR: Gordon Tredgold  
TITLE: 3 Reasons Why Attitude Is More Important To Your Company Than Aptitude  
PUBLISHER: Entrepreneur  
DATE/EDITION: August 24, 2016  
URL: <https://www.entrepreneur.com/article/281289>

AUTHOR: Linda Hill and Kent Lineback  
TITLE: Inside The Mind Of A Motivated Employee  
PUBLISHER: Fortune  
DATE/EDITION: October 21, 2011  
URL: <http://fortune.com/2011/10/21/inside-the-mind-of-a-motivated-employee/>

AUTHOR: Amy Rees Anderson



TITLE: Successful Business Communication: It Starts At The Beginning  
PUBLISHER: Fortune  
DATE/EDITION: May 28, 2013  
URL: <http://www.forbes.com/sites/amyanderson/2013/05/28/successful-business-communication-it-starts-at-the-beginning/#ec963d832806>

AUTHOR: Martha White  
TITLE: 5 Scientifically Proven Ways To Reduce Stress At Work  
PUBLISHER: Time  
DATE/EDITION: January 22, 2014  
URL: <http://business.time.com/2014/01/22/5-scientifically-proven-ways-to-reduce-stress-at-work/>

AUTHOR: Elizabeth Macbride  
TITLE: Margaret Neale: Five Steps To Better Negotiating  
PUBLISHER: Stanford Graduate School of Business  
DATE/EDITION: July 16, 2015  
URL: <https://www.gsb.stanford.edu/insights/margaret-neale-five-steps-better-negotiating>

AUTHOR: Derek Thompson  
TITLE: The Irrational Consumer: Why Economics Is Dead Wrong About How We Make Choices  
PUBLISHER: The Atlantic  
DATE/EDITION: January 16, 2013  
URL: <http://www.theatlantic.com/business/archive/2013/01/the-irrational-consumer-why-economics-is-dead-wrong-about-how-we-make-choices/267255/>

AUTHOR: Kevin Kruse  
TITLE: What is Leadership?  
PUBLISHER: Forbes  
DATE/EDITION: April 9, 2013  
URL: <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-isleadership/#63d1a9f5713e>

AUTHOR: ExPat Arrivals  
URL: [www.expatarrivals.com](http://www.expatarrivals.com)  
TITLES:  
Working/Doing Business in Spain  
Working/Doing Business in Ghana  
Working/Doing Business in South Africa  
Working/Doing Business in India  
Working/Doing Business in Vietnam  
Working/Doing Business in China  
Working/Doing Business in Japan

## **ADDITIONAL RESOURCES**

The following websites will be accessed during the semester:

Human Metrics Personality Test: <http://www.humanmetrics.com/personality>

Reciprocity: <http://reciprocity.co.za>