INTEGRATED FUNCTIONAL SYSTEMS - MANAGEMENT
Summer 2006
Section 1001 (Class 31119) 3:00PM-4:15PM, MTTh, Room G5

Overview
Management is getting work done through others. As a manager, you will be responsible for making things happen through planning and control. You will meet the competition both locally and globally by creating an adaptive organization that is pushing change. Your organizing will involve people, projects, and processes. Finally, as a manager you will motivate and lead.

This course is the management component of a learning experience consisting of four courses, taken together, which introduce the fundamental conceptual tools of management, finance, operation, marketing, and international business in such a way as to establish their mutual relevance and interdependence. You will work on realistic tasks that require application in concert with conceptual tools from each of the functional areas.

Material will be presented in lecture format with use of multimedia, assessments, behavioral models, and examples. In the classroom setting, you will be encouraged to participate in critical thinking, class presentations, small group exercises, and activities in front of fellow students. You will be challenged and you will be proud of your accomplishments by the end of this semester.

Getting Help
My goal is to help you be successful in COB 300A and in the course as a whole. To start, I have tried, through objectives and specific pointers, to tell you exactly what you need to read and learn. I will frequently ask for questions so feel free to ask. In addition to stated office hours, I gladly accept specific appointments to provide help. E-mail is checked multiple times every day. News will be e-mailed to you. Yes, there is a lot of work involved in this course and the expectations for the entire course are high but there is a huge support system in place that I hope you will take advantage of. Finally, if you have a unique circumstance and there are ways to address your needs, please let me know. This extends to having a challenge in the classroom, group, or material; difficulty with the language; or special needs.

Lecturer: Mr. Bob Eliason
Office: Room 645, Zane Showker Hall
Phone: (540) 568-3025
Skype: eliasorg    IM: BobEliason
Hours: Monday 12:30-1:30
        Tuesday (usually 1:00-1:30) 4:15-4:45
        Thursday 12:30-1:30 or by appointment
E-mail: eliasorg@jmu.edu
Class Information: http://blackboard.jmu.edu
COB 300 Site: http://cob.jmu.edu/cob300
Online Calendar: http://ical.mac.com/eliason/Eliason-Schedule
Course Materials
The required textbook for this course is a custom text published by Thomson South-Western, ISBN 0-324-43345-x. It includes handouts, cases, and notesheets already printed for you to save you money. Supplemental handouts will be presented during the class and materials will be posted on the 300A Blackboard site.

Assignments
Reading assignments include the course text, the cases provided, selected Internet readings, and handouts presented in class or on Blackboard. There will be three exams. There will be individual case assignments, research and publishing assignments. With your group, you will help develop a business.

Exams
There will be three exams. See the Schedule for the specific chapters that will be covered in each. For the exams, I will draw heavily from the presented content. Listen carefully and take very good notes. The exams will be closed book and may (or may not) feature multiple choice, True/False, short answer, cases, essay questions or a combination. Some notes and slides will be posted on the Management Blackboard but they are not a substitute for those presented in class and should be considered to be incomplete. Exam results will be returned before the next class by e-mail, when possible, or posted in Blackboard. The exam grades will constitute 60% (20% + 20% + 20%) of your final course grade. The final exam will likely be cumulative.

Exams must be taken during and completed within the exam period. No make-up exams will be given except for extreme circumstances with the Professor’s advanced permission. Don't make plans that will compromise your exam attendance and grade. During the exam, do not wear hats, bring cell phones or MP3 players, leave the exam room for any reason, or violate the JMU honor code. Do not share exam information with others during or after the exam. Exams will not be curved upward or downward. Exams will not be returned but are available for review during office hours for up to two weeks after the exam.

Core Theory Research Project
A business owner has the experience and judgment secured from creating and running one business. A COB graduate will have knowledge of a huge body of research that describes the best management practices as well as exposure to dozens of businesses. Experience plus academic knowledge is the hallmark of a modern manager. You will select a business article that relates to a specific core theory of Management. You will research the theory, identify key research materials such as management books, textbooks, and encyclopedias, and follow a path back to the author and early writings of the core concept. This information will then be published as an online Guide to Core Management Theory, which will be presented to the professional management community for review. The Guide will be published using a wiki which can be found at http://www.cob300.com:2500/. You will submit copies of your research articles, create an annotated bibliography, and write two summaries.
**COB-E Business Creation**

If you want practical business skills, you usually have to go outside of the classroom experience. This semester will be different. We will create COB-E, an e-commerce business that will sell College of Business and COB 300-related products through the Internet. We start with ownership of the domain name: cob300.com and seed money from the Dean of the College of Business. During the semester, we will select and secure product, identify the customer, create a website, secure business partnerships for e-commerce, create class study resources and videos to attract buyers, sell products and deliver class downloads, implement controls, develop and follow budgets, and make a profit. This part of the class will be run like a business with your grade coming from successfully completing project milestones, creating a working business, and making sales goals. This will be a real business that will last long after the end of the summer session.

**Quizzes**

I believe that you have an eye to your future and are concerned about your success. As such, you will recognize that the readings are designed for specific educational purposes that will give you practical, real-world information that you can use. If this is the situation then quizzes to force you to read are not needed. If I am wrong and I find that reading is not taking place resulting in the class slowing down, I will reward good students by moving points from exams and giving quizzes on assigned readings.

**Due Dates**

All assignments must to be turned in at the start of the class in which they are due. Assignments arriving late will not be accepted. If ill, have someone else bring your work in for you. If health, sleep, social events, or any conflict is likely, you should complete your work in advance. You may submit your work in advance although it may not be returned earlier. Case assignments must be completed during the time assigned.

**Grading**

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<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grades Earned</th>
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<tbody>
<tr>
<td>Exam One</td>
<td>200</td>
<td>Exam - _______</td>
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<tr>
<td>Exam Two</td>
<td>200</td>
<td>Exam - _______</td>
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<tr>
<td>Exam Three</td>
<td>200</td>
<td>Exam - _______</td>
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<tr>
<td>Core Theory Project</td>
<td>100</td>
<td>Project - _______</td>
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<tr>
<td>COB-E Creation</td>
<td>100</td>
<td>COB-E - _______</td>
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<tr>
<td>Plan and Benchmarks</td>
<td>200</td>
<td>Plan &amp; BM - _______</td>
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<tr>
<td>Total</td>
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Final course grades will be based on the points that you earn and are not negotiable:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>930.0-1000</td>
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<tr>
<td>A-</td>
<td>900.0-929.9</td>
</tr>
<tr>
<td>B+</td>
<td>870.0-899.9</td>
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<tr>
<td>B</td>
<td>830.0-869.9</td>
</tr>
<tr>
<td>B-</td>
<td>800.0-829.9</td>
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<tr>
<td>C+</td>
<td>770.0-799.9</td>
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<tr>
<td>C</td>
<td>730.0-769.9</td>
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<tr>
<td>C-</td>
<td>700.0-729.9</td>
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<tr>
<td>D+</td>
<td>670.0-699.9</td>
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<tr>
<td>D</td>
<td>600.0-679.9</td>
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<td>F</td>
<td>Below 600</td>
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Grades will not be altered at the end of the semester. Extra assignments will not be given. Grades will not be rounded up or down. Exams will not be curved up or down.

Participation and Attendance
You are expected to attend class. You are expected to participate in all group meetings, activities, and presentations. There is no classroom attendance requirement. I feel that it is my responsibility to make the class valuable and worth your time to come to class. Content will be provided in class that cannot be found on the slides or the textbook. Students who come to every class have much higher grades than those who skip even a few classes. There are extra credit points available for those who miss few classes (see Extra Credit, below). You will receive a reduction of 40 Points if you fail to attend 50% of the classes held during the semester in which attendance is recorded as determined by your mark on the attendance sheets.

Failure to submit assignments or reports when due or to attend the plan presentations will result in a zero (0) grade for the assignment.

Part of the participation of the course involves use of the Internet. This course has two sites. I highly recommend that you visit the site for the course on Blackboard on at least a weekly basis. It has class news (including very unlikely weather-related changes), classroom notes, project information, and material specific to our class. For information on the overall course, Integrated Functional Systems, go to http://cob.jmu.edu/cob300. You can link to it from the class site. Your group may want to take advantage of the grade book, group pages, the digital drop box, or discussion list capabilities of Blackboard. We will also be building the site: http://www.cob300.com and the wiki at http://www.cob300.com:2500/

Extra Credit
You can earn extra credit points by missing few or no classes. Students, who attend all classes or miss only one between the start of class and the first exam, will earn an extra 10 points. Those who miss two earn an extra 5 points. There are no points if you miss three or more classes. The process starts over for the classes leading to the second exam and then once again for the classes that end before the plan presentations. You have three chances to earn 10 points for a total of 30 extra points. There are no “excused” absences for any reason, no matter how legitimate. You must be physically and mentally present for 80% of the class to get the points.

Classroom Behavior
As in any professional environment, your performance and presentation are important. You will be expected to arrive on time and be ready to work. Food and drink may be quietly consumed during class. No cooking or barbecuing, please. Disruptions such as leaving the room, receiving cell phone calls, and pager tones are not welcome. Reduce the sound of laptops or PDAs, which you are
welcome to use. Although not recommended, sound recordings may be made but are restricted to personal use only and are not to be distributed, published in any format, or duplicated without written permission. Please bring your DuBrin: Essentials textbook to every class.

Although we are in a large classroom, sound travels very well. Whispers, shifting seats, and noises turn into a dull roar quickly which will interrupt and slow down class. You are encouraged to speak up. Please do so loudly enough that everyone can hear your ideas. You can be informal, humorous, argumentative, willing to challenge, and open to new ideas. Sarcasm will be heavily utilized. If I challenge you or politely rib you, it is because I like you, think you have something to contribute from the interaction, and can handle it. I will call on those who are quiet because they have much to contribute. You will not be judged if you don’t have the answer, can’t recall it immediately, or have a wrong answer. We will try to make the material come alive, interesting, and even fun.

So What Will The Class Be Like?
The Management portion of COB 300 has been created by business practitioners. In addition to our graduate education, we have spent years in the business world. We love it. It is exciting to build successful businesses, to develop enthusiastic and motivated employees, and to create services or products that improve people’s lives. I want to share some of that excitement with you so will be using a tremendous number of cases, examples, and exercises to give you as much experience as you can get in a classroom.

We have taken a different approach to delivering course content. We still use lectures and slides but we recognize that we cover a huge amount of content. We expect you to read the text and cases in advance so we can move beyond the printed material. Most of the course content in class will be provided verbally. We will provide a worksheet for you to use to help capture the information. Not every thing that is important will have a space on the worksheet so take very detailed notes. We view the slides as support and background. Sometimes they will have important information and sometimes they will serve to support the information. If you miss a class, the posted slides will help but they not for studying. If you wait until the end of the semester to read the book, view the slides, and study, you will not do well.

We only have a few months together but COB 300 will change your life. Whether you are managing the hardest business, a family, or a multi-national corporation upon graduation, you will leave Management with a solid foundation of theory and specific tools that will help you through your life.

Course Objectives
What can you expect to gain from this course? It is specifically described in the course objectives. Overall, the four disciplines have a set of objectives that can be obtained from the COB 300 Web site at http://cob.jmu.edu/cob300 and I highly recommend that you visit them at the start of the course.

The Management component of COB 300 is organized around the four functions of Planning, Organizing, Controlling, and Leading. Separate objectives are available for each chapter. The 300A objectives, found at http://cob.jmu.edu/cob300a/ are considered a part of this document.
Leaving COB 300A
If you leave the course early, you must do this before the “Drop” deadline. If you drop after the deadline, you will be assigned the grade earned at that point. You will not get a Withdrawal Passing or Withdrawal Failing grade.

Fine Print
This syllabus does not constitute a contract. The terms and conditions are subject to change. Due to external and internal forces impacting this class, production and quality requirements will shift periodically during the semester. Each student is responsible at all times for adapting to these changes. Failure to meet external and internal student and teacher expectations will have significant negative consequences.

If you have any problems at all with the course, the material, or the assignments, please do call, e-mail, or come by for office hours. If I am not available, I will try to become available within reason. I am not on campus everyday but can be reached through e-mail.

You will be strictly held to the standard of the JMU honor code. Understand how your actions or inactions could impact your grade. Failure to pass this course will essentially end your college career.

This class is a lot of work. Begin early. Keep ahead in the readings so the lectures reinforce your knowledge.

Welcome to COB 300A. You will have a great experience. I am glad that you are in the class.

Updated 5/13/06