

MAY 27 2008

New Course Request

Indiana University

South Bend Campus

Check Appropriate Boxes: Undergraduate credit Graduate credit Professional credit 86

1. School/Division College of Arts & Sciences 2. Academic Subject Code POLS

3. Course Number Y520 (must be cleared with University Enrollment Services) 4. Instructor O. Grant

5. Course Title Leadership and Managerial Decision-Making in Organizations

Recommended Abbreviation (Optional) _____
(Limited to 32 Characters including spaces)

6. First time this course is to be offered (Semester/Year): Fall 2008

7. Credit Hours: Fixed at 3 or Variable from _____ to _____

8. Is this course to be graded S-F (only)? Yes _____ No X

9. Is variable title approval being requested? Yes _____ No X

10. Course description (not to exceed 50 words) for Bulletin publication: This course analyzes models for decision-making among managers to promote effective leadership in organizations. Various theories of bureaucratic decision-making will be highlighted.

11. Lecture Contact Hours: Fixed at 3 or Variable from _____ to _____

12. Non-Lecture Contact Hours: Fixed at 0 or Variable from _____ to _____

13. Estimated enrollment: 25 of which 100 percent are expected to be graduate students.

14. Frequency of scheduling: annual Will this course be required for majors? Yes

15. Justification for new course: This course previously offered under SPEA V595 requires a new POLS number due to program restructuring.

16. Are the necessary reading materials currently available in the appropriate library? Yes

17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.

18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.

19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by: Linda Chen Date 4/16/08
Department Chairman/Division Director

Date _____
Dean of Graduate School (when required)

Approved by: [Signature] Date 5/20/08
Dean [Signature]

Date 5/20/08
Chancellor/Vice-President [Signature]

Date _____
University Enrollment Services

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

LEADERSHIP AND MANAGERIAL DECISION-MAKING FOR ORGANIZATIONS

Pols Y520
Indiana University South Bend
Fall 2008

Credits: 3

Professor Otis Grant

Phone: 574.520.4157

Office Hours: Tues. & Thurs. 3:00 – 4:00 p.m.
(or by appointment)

Days: Tuesday

Time: 5:30 – 8:00 p.m.

E-mail: ogrant@iusb.edu

Office: DW2250

COURSE DESCRIPTION

Decision making is the central element of managerial action. Managers are constantly barraged with information. Sometimes this information is reliable often times it is not. Managers must regularly choose courses of action in the face of many uncertainties. Unfortunately, due to the complexity of the global economy and the sheer amount of information, these decisions are often made much more rapidly than managers would like.

Much of how we think and act is not based on rational thoughts, but rather (un)conscious influences. Yet, traditional approaches to managerial decision-making are based on rational, rule-based models that merely outline steps in the decision process. These models usually seek to maximize utility, emphasize successful precedents, and/or provide a framework for multi-party participation. Needless to say, such archetypes often overlook important decision-making elements which can drastically influence outcomes.

Managers who have good decision-making skills know how to recognize problems, frame the issues, and analyze solutions. Managers need to be able to think effectively about the inputs into a decision analysis, whether to trust the analysis, and how to use the information to guide actions by themselves and their firms. Most important of all, at a psychological level, decision makers need to know how to make effective, unaided intuitive decisions, and to recognize the limits of their intuitive skills.

Effective managers must be able to operate in politically charged environments at both the macro and micro levels. They must be able to apply a cross-functional approach and envision both the “big picture” and the “local impact” of their decision. Hence, not only do managers have to have technical skills, they must also excel at applying soft skills in an effort to influence positive outcomes.

This course is designed to make you a better decision maker. This course is complex, demanding, multidisciplinary and interdisciplinary. This course is also a way for you to showcase your knowledge, network with other managers and channel adrenalin of leadership!

Join us this semester as we master the skills of decision making!

COURSE OBJECTIVES AND GOALS

Students will gain knowledge of the terminology of the managerial decision-making process. **By the end of the course, the student should be able to:**

A. Content

- 1) Explain managerial decision-making
- 2) Understand the impact of managerial decision-making
- 3) Apply managerial decision-making skills

B. Transferable Skills

- 1) Creative Thinking
 - Generate ideas and synthesize results
 - Recognize and use multiple ways of thinking
 - Understand the creative process
- 2) Critical Thinking
 - Ask relevant questions
 - Distinguish between opinion and judgment
 - Analyze, interpret, and appreciate thoughts/works of others
- 3) Oral Communications
 - Speak effectively
 - Prepare and deliver effective oral presentations
 - Accurately gauge audience dynamics
 - Defend a position, point of view, or interpretation
- 4) Quantitative Reasoning
 - Recognize the order, logic, precision, and terminology of socio-legalism
- 5) Technology
 - Use technology to access information

MATERIALS REQUIRED

TEXT: Newell, Reeher, Ronayne. (2008). The Trusted Leader. CQ Press.

MATERIALS: One 1" 3-ring binder

Course notes and information will be posted on **ONCOURSE** (<https://oncourse.iu.edu>). **You will be required to check ONCOURSE at least twice per day for posted announcements, assignments, articles, etc.** If you have any questions or problems regarding **ONCOURSE**, please see the "Getting Help" section at <https://oncourse.iu.edu/portal> or contact the IT Help Desk at 574.520.5555.

By the end of the first week of class, you will also be required to have an ID photo posted on **ONCOURSE**. For those of who do not already have a photo posted on **ONCOURSE**, please speak to a computer lab consultant on campus. **Failure to post a photo on ONCOURSE will result in a significant deduction in class participation points.**

WHO SHOULD TAKE THIS COURSE

Students who want to obtain a basic understanding of managerial decision-making are encouraged to take this course. This course deals with issues that are often explicitly racial, sexual, violent and controversial. As such, this course is designed for those over the age of 18. This is a graduate-level course that will **not** adhere to political correctness. At times the subject matter may be extremely graphic. Students who are offended by explicitly racial, sexual, violent, controversial subject matter, may want to refrain from taking this course.

Those who wish to improve their ability to critique and extend their knowledge as to better developing and expressing their opinions are also encouraged to take this course. *We will be applying a critical analysis, readily utilizing variables of gender, race, ethnicity, citizenship, class and sexual orientation (GRECCSO).* **Students whose beliefs are affronted by critical analysis or those who believe their personal tenets would be irreparably harmed by our interpretation of the issues may want to abstain from taking this course.**

COURSE FORMAT

During each class period, we will discuss historical and contemporary issues in managerial decision-making. We will look at these issues within a framework that will help you improve your ability to think and reason and to better comprehend the basis of your opinions. For the most part, you will find that this is “your course,” and all of you, collectively, will make it work. The theory is that by participating in this course you will develop and enhance skills that will help you throughout your academic and professional careers.

As with most of my courses, classes will be taught in the **SOCRATIC METHOD**, or a modified version thereof. This is a highly interactive course using discussion, some lecture, film, exercises, as well as small and large group discussions. Students are responsible for reading the chapters and related assigned materials **prior** to class. ***We will foster a supportive environment for those of you who are shy or nervous about speaking in front of a class!!***

We will be utilizing **ONCOURSE** (<https://oncourse.iu.edu/portal>) for class notes, etc. I encourage you to bring in articles and clippings on topics that you deem relevant or important and would like to share with the class. It is the student’s responsibility to access and utilize **ONCOURSE**.

If you need certain accommodations because of a diagnosed learning disability please speak with me. You may also contact the Office of Disabled Student Services (<http://www.iusb.edu/~sbdss/services.shtml>). The staff will work to coordinate reasonable accommodations for students with documented disabilities.

COURSE REQUIREMENTS*

There will be at least two essay exams and a research paper. There may also be some graded homework and additional assignments as needed. ***Late assignments will not be accepted! Assignments will not be accepted via facsimile or email.*** I assume you will do the reading assignments ***prior*** to class and regularly participate in class discussions. Participation does not mean merely talking in class. Rather, it means that you have read the material and are willing to offer insights and criticisms of the material. ***Thoughtful, relevant student participation in class is an important aspect of the course and is a large part of the final course grade.*** Refer to your Socratic Workbook for more information.

***FAILURE TO COMPLETE ALL CLASS ASSIGNMENTS (e.g., EXAMS, RESEARCH PAPER) WILL RESULT IN AN AUTOMATIC FAILING GRADE (F) FOR THE COURSE.**

Examinations

The exams will be in essay format. All exams will be based on the text, articles, reading assignments, and class discussions. The purpose of the exams is to ascertain your ***working*** knowledge of labor relations. **There are no makeup exams!! *Late exams will not be accepted!***

Research Paper

You will be required to write a minimum 15 page paper (typed, double spaced). The paper should be analytical and creative. *We will go over the precise requirements of the Research Paper during class.* **The Research Paper is due on Tuesday, December 9, 2008. Your paper must be passed in on time. *Late papers will not be accepted!***

ATTENDANCE

Attendance is mandatory. **There are no excused absences.** Students are required to attend every class! Not attending the entire class period will be recorded as an absence. Because of the nature of this course, absences will not only hurt your grade, but will also impact the learning experience of the class. The class depends on you to actively participate to make this course a success (refer to the grading rubric in your Socratic Workbook for more information regarding class participation). **If you believe you cannot adhere to this attendance policy you should not take this course!!**

Absences will affect the student's final grade – three absences will result in a deduction of one full letter grade; four absences will result in a deduction of two full letter grades; five absences will result in a deduction of three full letter grades; and six or more absences will result in an automatic ***failing grade*** for the course.

ACADEMIC INTEGRITY

Work (tests, homework, papers, etc.) that you do for this course must be your own. Your conduct must conform to the ***Indiana University Code of Student Rights, Responsibilities and Conduct*** (<http://www.dsa.indiana.edu/Code>). This document is also available on the web at (<http://www.iusb.edu/~sblife/>). Please see me if you have any additional questions.

CLASSROOM DEPARTMENT

I expect a high level of maturity in this course. When you are in class, you are expected to be alert and pay attention. Students who engage in conduct that is inappropriate will be dismissed from the class. **I will not tolerate any type of harassment in my class.** If you believe that you are being harassed or unfairly picked on, or if you witness another student being harassed, please contact me at once. As a student you have a right to learn in an environment that provides for intellectual and ethical growth. This is also your responsibility and requires you to behave in an ethical manner. Therefore, your conduct must conform to the Indiana University Code of Student Rights, Responsibilities and Conduct (<http://www.dsa.indiana.edu/Code/>).

GRADES

The Examinations are worth 100 points each, the Research Paper is worth 150 points and Class Participation is worth 500 points. Refer to the grading rubric that is listed in your Socratic Handbook.

Grading Formula

1) Examinations	200 points
2) Research Paper	150 points
3) Class Participation	500 points
	<hr/>
Total Points.	850 points

Final grades are calculated as follows:

90 – 100%	= A
80 – 89%	= B
70 – 79%	= C
60 – 69%	= D
Below 60%	= F

HOW TO CONTACT ME

Feel free to contact me via the phone number and email address listed below (you may also use Oncourse to send mail). I travel extensively, however, I try to return messages within 24 hrs. In addition, I am always willing to talk to students outside of class. If you feel uneasy talking to a college professor one on one, bring along your classmates, significant others, or anyone else you wish to bring.

Phone: 574.520.4157

E-mail: ogrant@iusb.edu

Office: DW 2250

Some of our subject matter may be controversial in nature. Or, it may trigger some very charged self-responses. If there is any subject matter that you wish to discuss with me confidentially apart from the class, please feel free to do so.

I am actively involved in scholarship and I readily integrate teaching, research and service. As such, I utilize all of my classrooms as laboratories. Thus, not only are you my students, but you are also my test subjects! Students who participate in the research portion of the course receive extra credit. At no time will your personal information be released to outside parties.

WRITING CENTER

The ability to write well is an essential part of most professions, and is a fundamental requirement for all IU courses. You can improve your writing skills by utilizing the **IU SOUTH BEND WRITING CENTER**. The Center is staffed by experienced writing consultants who will help you develop the skills required to prepare assignments that meet the high standards of IU instructors. For more information visit their website at <http://www.iusb.edu/~sbwrite/>.

COUNSELING CENTER

The **IU SOUTH BEND STUDENT COUNSELING CENTER** provides free and confidential help to IU South Bend students and their immediate families for a variety of personal and emotional difficulties. The Counseling Center's services include: counseling and consultations, crisis intervention, life skills/personal development workshops and links to community resources for issues including but not limited to: stress/time management, depression/anxiety, academic concerns, emotional well being, alcohol/drug abuse, eating disorders, gambling problems, grief, coping skills and family/relationship problems. For more information visit their website at <http://www.iusb.edu/~sbccc/> or call 574.520-4125.

MISCELLANEOUS INFORMATION

It is the student's responsibility to consult the Indiana University South Bend Bulletin (<http://www.iusb.edu/~sbullet>) for information on drop-add, audit, etc. **Please note: This syllabus and the subject matters herein are subject to modification during the semester. Any changes will be disseminated in class and/or on ONCOURSE.** Please also note that electronic mail (email) is now an official means of communication for you. Additional resources available to you can be found at the Office of Student Services (<http://www.iusb.edu/~stusvcs>). *See the following for the listing of course assignments, dates and topics.*

Welcome to the course ~ I look forward to spending this semester with you!!

MANAGERIAL DECISION-MAKING

Assignments, Dates and Topics

V595 / 26655

Fall 2008

Meeting	Date	Topic
1	August 26	Course Introduction / Overview
2	September 2	Library Research Class (6:30 – 8:00 pm) (Meet in the Schurz Library lobby promptly at 6:30!)
3	September 9	The Socratic Classroom <i>Read: The Socratic Classroom Workbook</i>

