

Alison Kaufmann, MBA

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About me: I work at Dominion Energy Virginia in Richmond, VA as a Manager of Customer Solutions (Behind the Meter). In this role, I help to bring new customer programs and solutions beyond basic energy consumption. I am a graduate from the College for Women at Mary Baldwin University where I earned a Bachelor of Arts degree in Marketing Communication and a minor in Leadership. I earned my Masters of Business Administration from the University of Richmond and also maintain a Six Sigma certification. I serve on the Board for the Virginia War Memorial Foundation. Passions include family, friends, reading/podcasts, listening to the Bobby Bones Show, and travel.

**Course Description:**

Provide an overview of traditional management theory and practice and the growing literature on contemporary management. Provide opportunities to read about and examine real-life applications. Highlight the principles and practices of sustainable business management from both a strategic perspective and an application-oriented perspective.

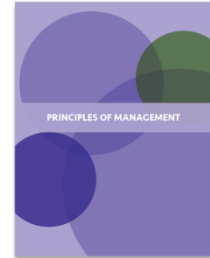
This course meets Mary Baldwin University's written communication (learning Outcome – W) requirements. Two papers will be submitted.

**Course Objectives:**

1. Become familiar with management theory and practice, including your own management style
2. Understand the planning, organization, leading and control functions of a company and the tasks/challenges faced by managers
3. Understand the role of leadership in crafting and articulating mission and vision of the organization and creating organizational culture
4. Apply management theory to personal and business situations
5. Understand, recognize, and explain the interconnectedness of the various departments or divisions of an organization
6. Demonstrate the ability to write clearly, effectively, and in an articulate way.

**Textbook and other references:**

Text: Principles of Management. As a Management Principles course, this text will provide holistic content which will be assessed during Finals week. Available at no charge at <http://open.lib.umn.edu/principlesmanagement/> (adapted from work produced and distributed under Creative Commons and produced by University of Minnesota Libraries Publishing. ISBN: 978-1-946135-18-6)



**Other Required Material:**

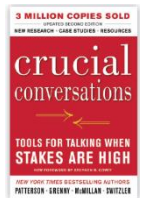
CliftonStrengths for Students. **Top 5 \$11.99**

The purchase of this “code” allows you to complete a personal strengths based module with personalized recommendations. The assessment takes ~45 minutes and must be completed in one sitting. Personalized recommendations can be downloaded and saved to refer and reference as part of writing Paper #1.

[Access CliftonStrengths](#) and use your .edu email address to receive the student/educational rate.



Crucial Conversations. Patterson, Grenny, McMillan, Switzler. 2012. ISBN:978-0-07-177132-0 This book can be read in ~4-6 hours, the chapters and content are the topic of Activity #2.



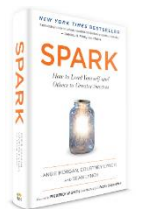
SPARK: How to Lead Yourself and Others to Greater Success. Morgan, Lynch, Lynch. 2017.

<https://leadstar.us/books/spark/>

ISBN: r

This book can be read in ~4-6 hours, the chapters and content are the topic of Activity #1.

**Order it for Free from SPARK website. (website info as of 3.14.20)**



**Recommended Podcasts:**

HBR Ideacast

- [Episode 633](#): How to Become More Self-Aware. June 12, 2018
  - [Episode 639](#): Turning Purpose into Performance July 24, 2018
- Knowledge @ Wharton
- [Is Your Culture Your Brand?](#) June 27, 2018
  - [Want to Become a Dynamic Leader? Here's How to Do It.](#) August 2, 2019



**Recommended Reading:**

Harvard Business Review: [5 Ways Smart People Sabotage Their Success](#). November 13, 2018.

INC: [How to Create a Mission Statement that Actually Gets Acknowledged](#). January 20, 2020.

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**Course Schedule**

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**Week 1**

May 26 – May 31

Read *Spark: How to Lead Yourself and Others to Greater Success*

Post an introduction in the discussion board.

**Week 2**

June 1 – 7

Read *Spark*, Textbook Ch 8

Due by June 7: (Activity #1) Leading Self

**Week 3**

June 8 - 14

Due by June 14: (Discussion #1) Organizational Culture

**Week 4**

June 15 - 21

Read Textbook Ch 4, 6

Due by June 21: (Discussion #2) Strategy and Risk Response

Due by June 21: Draft of Paper #1. Feedback to be provided by 6/28 to allow for final submission.

**Week 5**

June 22 - 28

Read *Crucial Conversations*

**Week 6**

June 29 – July 5

Happy 4<sup>th</sup> of July!

*Align self for remaining Activity and Papers, both which require a meeting with another individual to complete.*

**Week 7**

July 6 – 12

Review Textbook Ch 2, 7, 10

Read *Crucial Conversations*

Due by July 12: Final Paper #1

**Week 8**

July 13 - 19

Due by July 19: (Activity #2) Conversations when the stakes are high: *Crucial Conversations*

**Week 9**

July 20 – 26

Read Textbook Ch 7

Due by July 26: Draft of Paper #2. Feedback to be provided by 8/2 to allow for final submission.

**Week 10**

July 27 – Aug 2

Due by Aug 2: (Discussion #3) Change Management

**Week 11**

Aug 3 - 9

Review Textbook Ch 11, 14, 16

Due by Aug 9: Paper #2

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Week 11

Aug 10 - 14

Test Chapters 2, 7, 10, 11, 14, 16

Test will cover chapters identified. Each question is worth 25 points. Tests can be taken utilizing resources, open book. Suggest focusing on the Exercise questions/examples at the end of each chapter section. Tests will be short answer format.

*Optional:* submit course evaluation using link provided closer to end of semester. Will post as a course announcement. Anonymous feedback on course and content.

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**Graded Activities**

For each Activity, please respond in 1-2 pages.  
Each Activity is worth 100 points.

	<b>Topic</b>	<b>Material</b>	<b>Task</b>
<b>1</b>	Leading Self	Read <i>SPARK</i> . Review the <a href="#">chapter exercises</a> .	Using the chapter exercises, perform a self-analysis from at least two chapters. Share observations, relevance, and your planned use or implementation of the concepts.  Provide your reaction and response to one of the author's stories.
<b>2</b>	Conversations when the stakes are high: Crucial Conversations	<ul style="list-style-type: none"> <li>• Read <i>Crucial Conversations</i>.</li> <li>• Complete the <a href="#">Your Style Under Stress Assessment</a></li> <li>• Outline and complete the <a href="#">Conversation Planner</a></li> </ul>	Consider what crucial conversations, if handled well, would significantly improve results that are important to you. Think of a conversation that if you learned how to step up to and handle well, would improve results significantly. And now, practice it and have the conversation  Submit content which discusses the challenge, what conversations looked like, and the results. Use the Conversation Planner as topics and discussion for Activity response. Include an analysis of your leadership style under stress.

**Graded Discussion Topics**

For each Discussion Topic, please respond in at least 2 paragraphs.  
Each Discussion is worth 50 points.

Participation strongly encouraged in all discussions and responses. Replying to classmates is encouraged for any discussion board content.

All discussion board participation must be made in the week which the posting is due.

Students are expected to discuss issues respectfully and to honor the differing points of view.

	<b>Topic</b>	<b>Preparation</b>	<b>Task</b>
<b>1</b>	Organizational Culture	Reference Chapter 8 in text. Listen to K@W Podcast "Is Your Culture Your Brand?"	Post your analysis of how culture impacts an organization and why it is important. Share an example of how you emulate an organization value/culture, perhaps the organization you work(ed) for.
<b>2</b>	Strategy & Risk Response	Reference Chapters 4, 6 in text. Listen to HBR Podcast "Turning Purpose Into Performance" Read <a href="#">INC article</a> .	Assume you are starting your own business. Outline a strategy and plan for the business.  In the discussion board, post the mission and values of your firm, as well as its strategy and goals.
<b>3</b>	Change Management	Read Chapter 7 of text Reference <a href="#">ADKAR model</a>	Imagine you are rolling out a new system which will require each employee to log into the company network in a new/different way. How would you plan and handle the implementation?

**Graded Papers**

Each paper should be between 3-5 pages.  
Each draft is worth 50 points. Each final submission is worth 150 points.  
Drafts are submitted to review initial quality and content. The papers and draft submissions are part of the Writing emphasis aspect of the course.

	<b>Topic</b>	<b>Material</b>	<b>Task</b>
<b>1</b>	Develop a personal development plan (PDP) using results from Strengths Based Finder Assessment.	<p>Complete the personal strengths based assessment using Clifton Strength Based Finder.</p> <p>Podcast: HBR Ideacast Episode 633. Podcast: K@W Want to Become a Dynamic Leader. Reading: HBR How Smart People Sabotage Their Success</p> <p>Research on <a href="#">Insights Discovery (DISC)</a> is helpful and has short, free, quizzes to help identify strong character traits.</p> <p>Textbook (Ch 2 pg 56) also includes a Personality Test: <a href="https://www.outofservice.com/bigfive/">https://www.outofservice.com/bigfive/</a></p> <p>Textbook Ch 6.8 (pg 299) provides text on Balance Scorecard)</p>	<p>Suggested writing topics:</p> <ul style="list-style-type: none"> <li>• Describe your leadership style, traits</li> <li>• Does the online assessment match your own self-assessment, in what ways, what was surprising?</li> <li>• Possible relevance/relate to <i>Spark</i> reading.</li> <li>• What will you keep doing</li> <li>• What do you want others to see / observe of you</li> <li>• What you want to work on/develop as a leader &amp; manager</li> </ul> <p><b>Required:</b> Self-analysis of Top 5 Strengths from Clifton</p> <p>Complete a PDP with at least 3 goals. An example document available in Blackboard, and as appendix to this document, uses that template or one that you find and like.</p>
<b>2</b>	Conduct a Management Portfolio and an Interview		<ul style="list-style-type: none"> <li>• Management Portfolio – describe and analyze a selected company/firm/startup/entrepreneur and demonstrate your ability to witness/apply course topics/models. Describe the strategy and structure of the organization. What skills and abilities are needed? Offer your analysis of Company initiatives.</li> <li>• Interview - You should interview a member of the company/firm. This individual should supervise or manage people. They can help answer Portfolio topics. Interview should focus on first hand description of organizational culture. Probing questions about organizations leadership culture. Probing questions about the interviewee’s transition from individual contributor to manager.</li> </ul>

### Grading

		Total Points	% of Total
<b>Test</b>			
	Test 1	150	15.0%
<b>Papers</b>			
	Draft: Paper 1	50	5.0%
	Final: Paper 1	200	20.0%
	Draft: Paper 2	50	5.0%
	Final: Paper 2	200	20.0%
<b>Activities</b>			
	Activity 1: SPARK	100	10.0%
	Activity 2: Crucial Convo	100	10.0%
<b>Discussion</b>			
	1 Org Culture	50	5.0%
	2 Strat & Risk Resp	50	5.0%
	3 Change Manag.	50	5.0%
	Sub Total Dis.	150	15.0%
<b>Total</b>		1000	100.0%

### Grading Scale

10% bandwidth = 100 points

	top tier	bottom tier
A	1000	900
B	900	800
C	800	700
D	700	600
F	600	



## Course Policies

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### **Plagiarism:**

The work presented must be your own. Presenting ideas, words, and expressions of others without citing is plagiarism. Citation of an idea must occur; otherwise it is a violation of intellectual property rights. This applies to all work submitted in discussion boards, papers, and final exams. Penalty for plagiarism will occur through Honor Code violation process.

### **Format:**

Students majoring in Business are expected to follow the citation format of the American Psychological Association (APA). Students majoring in other disciplines may follow the citation format used in their respective disciplines. The important part is to format and cite.

### **Assignment Dates:**

Assignments are due on the Sunday (by midnight) in the week in which the assignment is posted in the course calendar. If unable to make the deadline, reach out to Professor and provide the new date in which you will submit.

Paper # 1 required content, example PDP.

## Performance Development Plan

Student / Employee's Name:	Leader's Name:
Employee's Title:	Performance Year: 2020

**Directions:** Employee should draft his or her development plan based upon performance expectations and feedback. Three to four objectives at any given time are adequate. Focusing upon the appropriate objectives, defining measures of success, and identifying the various actions that will help the employee to achieve his or her goals. Consider the PDP a collaborative, "working document" driven by the employee that may be amended and updated at any time.

Development Objective	Measure of Success	Specific Actions/Activities	Timeframes	Notes
		•	•	
		•	•	
		•	•	
		•	•	