Constructing an Integrated Course using Essential Learning Outcomes: The Management Skills Course

Diane Holtzman
Evonne Kruger
Management Skills Course

- Required for management concentration juniors and seniors and is an elective for all Business majors

- Contextualizes knowledge, skills, and competencies within management theory
  - Provides opportunities for students to master the skills the economy demands in the global workforce
Learning Activities in the Management Skills Course

- Teachers in a Critical Skills Classroom (Partnership for 21st Century Skills) states that learning activities should be designed to be carefully connected and built on one another.

- This is achieved in the course through
  - the course design—assignments build on one another
  - and the e-Portfolio assignments that engage students in active learning.
Learning Goals

- College Learning for the New Global Century describes the skills students need for what the economy demands in the global workplace and in life as the blending of content knowledge, with specific skills, expertise, and literacies with an emphasis on

  - Critical Thinking
  - Problem Solving
  - Communication
  - Collaboration
Learning Goals—Management Skills

- Selected from: Business Studies Learning Goals—guided by the AACSB (The Association to Advance Collegiate Schools of Business) Assurances of Learning
- Goals reflected in *College Learning for the New Global Century*

- Learning Goals selected for Management Skills:

1. *Communication Skills*
   a. Oral communication: public presentations
   b. Written Communication
   c. Computer literacy
   d. Information literacy
Selected Learning Goals

2. Ethics
3. Problem-Solving
4. Critical Thinking—Analysis and Synthesis
5. Team work (collaboration)
6. Current management and administrative practices
7. Professionalism—reflection
Students should be able to demonstrate the following knowledge, skills, and competencies:

- Information literacy skills in searching for information related to the theory and practice of management
  [Goal: Information Literacy]
  [Assessment: Library Literacy Assignment]

- Professional business writing
  [Goal: Written Communications]
  [Assessment: Business Letters, Reports]
Learning Outcomes, Goals & Assessments

- Interviewing skills: interviewing a practicing manager and presenting written and oral reports that integrate information literacy, analysis and synthesis of the manager’s activities, critical thinking, and reflections within the framework of Henry Mintzberg

[Goals: Oral Communications, Written Communications, Computer Literacy, Information Literacy, Critical Thinking, Collaboration, Professionalism Goals] [Assessment: Interview with a Manager Project]
Learning Outcomes, Goals & Assessments

- Documenting and orally addressing disciplinary and conflict issues in the workplace
  
  [Goals: Communication—Written/oral, Problem Solving]
  
  [Assessments: FOSA written project on Workplace Discipline; Collaborative Video Project]

- Writing and critiquing resumes and cover letters
  
  [Goals: Critical Thinking, Written Communication, Analysis/Synthesis]
  
  [Assessments: Written Resumes and Cover Letters]
Interviewing skills as a job applicant and interviewer of job applicants


[Assessments: Team project: Human Resources Video–Project and Written Packet]
Learning Outcomes, Goals & Assessments

- Critical thinking skills used in analyzing video managerial situations and making recommendations that include recognition of ethical implications

[Goals: Critical Thinking, Problem Solving, Ethics]
[Assessments: Manager’s “Hot Seat” case projects]
Learning Outcomes, Goals & Assessments

- Information literacy skills—the ability to research and analyze managerial positions and prepare professional job descriptions and candidate interview rating sheets

[Goals: Information Literacy, Problem Solving, Critical Thinking, Collaboration, Written Communications]

[Assessments: Team project: Human Resources video-project and written packet]
Learning Outcomes, Goals & Assessments

Social responsibility/volunteerism through participation in service learning in a non-profit agency in the community (optional)

[Goals: Problem Solving, Ethics, Professionalism, Information Literacy, Computer Literacy]  
[Assessments: Student's reflection paper and agency feedback]

Professional attitudes, behaviors, and conduct of managers in the workplace

[Goal: Professionalism] [Assessment: Team project: Human Resources Video]
Reflection on personal development as a student and as a manager – requires synthesis and personal integration of the knowledge, skills, and competencies addressed throughout the course

[Goals: Critical Thinking, Professionalism, Written Communication]

[Assessments: Professional development reflection assignment for the e-Portfolio]
Learning Outcomes, **Goals & Assessments**

- Developing a professional career e-portfolio (assessment and basis for life-long learning)

  *Goals: Professionalism, Computer Literacy, Written Communications, Critical Thinking*

  *Assessment: e-Portfolio*
Closing the Loop: Continuous Improvement

- Sources:
  1. Student e-Portfolios [DVD/CD]
  2. Reflective papers integrating skills and analysis [included in the e-Portfolio]
  3. IDEA evaluations [Ex: applying course material, team, analysis and critical thinking, oral/written communication, developing specific skills]
  4. Feedback
     - from regional employers and RSC business alumni on the knowledge, skills, and competencies required for workplace success
     - benchmarked to employer feedback in the AACU, College Learning for the New Global Century (2008) report
Tying it Together

- Management Skills grid
- Management Concentration Learning Outcomes Course Grid

- To view samples of the e-Portfolios and rubrics please contact Diane Holtzman or Evonne Kruger.
<table>
<thead>
<tr>
<th>Students should be able to demonstrate:</th>
<th>Teaching Methodologies</th>
<th>Management Skills Course Goals</th>
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</thead>
</table>
| Information literacy skills in searching for information related to the theory and practice of management | CL EL PBL OCOM WCOM COML INFOLIT ELG PROB CTLG | x
| Professional business written communications                                                           |                        | x
| The ability to interview a practicing manager and present written and oral reports that integrate information literacy, and analysis and synthesis of the manager's activities, reflections, with the framework of Henry Mintzberg | x x x x x | x
| The ability to document and address orally and in writing disciplinary and conflict issues in the workplace | x x | x
| Writing and critiquing resumes and cover letters                                                      |                        | x
| Interview skills as an applicant and interviewer                                                      | x x x x x x x x x x x | x
| The ability to research and analyze managerial positions and prepare professional job descriptions and candidate interview rating sheets | x x x x x x x x x x x | x
| Critical thinking skills used in analyzing video managerial situations and making recommendations that include recognition of all ethical | x x | x
| Social responsibility/volunteerism through participation in service learning in a non-profit agency in the community (optional) | x x x | x
| Professional attitudes, behaviors, and conduct of managers in the workplace                           | x x x x x x x x x x x | x
| Reflection on personal development as a manager – requires synthesis and personal integration of the knowledge, skills, and competencies | x | x
| Develop a professional career e-portfolio (assessment-basis for life-long learning)                   | x x | x

**Teaching Methodologies**

CL-Collaborative Learning
EL-Experiential Learning
PBL-Problem Based Learning

*All are standards driven*

**Course Goals**

OCOM-Oral Communications
WCOM-Written Communications
COML-Computer Literacy
INFOLIT-Information Literacy
ELG-Ethics Learning Goal
PROB-Problem Solving
CTLG-Critical Thinking Learning Goal
TEAM-Team Work
PROF-Professionalism

*All include current management & administrative practices goals*
## Management Concentration Learning Outcomes Course Grid

Management concentration graduates should be able to have acquired knowledge of current management and administrative practices and theory and be conversant in the language of business. Management Concentration Graduates will be able to:

<table>
<thead>
<tr>
<th>Knowledge</th>
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<tbody>
<tr>
<td>Demonstrate knowledge of the history of management</td>
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<td>Demonstrate an understanding of management as a profession.</td>
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<td>Demonstrate knowledge of the major theories about individuals and groups within organizations with regard to communications; personality, diversity and generations; motivation, job design and satisfaction; group process and conflict; leadership, power, influence, followership and empowerment; decision-making; ethics and culture.</td>
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<td>Demonstrate understanding of the importance of the human resource function in the growth and effectiveness of an organization.</td>
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<td>Demonstrate knowledge of the legal aspects of the human resource function</td>
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<td>Demonstrate knowledge of employee scheduling</td>
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<td>Demonstrate knowledge of the administrative function within the organization</td>
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<td>Demonstrate basic knowledge of the field of organizational theory</td>
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<td>Demonstrate basic knowledge of the role of the management information system in the organization</td>
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<th>Skills</th>
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<td>Demonstrate the application of appropriate behavioral theories to specific situations in the workplace</td>
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<td>Demonstrate the ability to conduct a job interview; perform a job analysis; development a job description; prepare recruitment and selection documentation; conduct a performance evaluation; document disciplinary action and termination</td>
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<td>Demonstrate ability to design a training program module</td>
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<td>Demonstrate ability to prepare a departmental budget using spreadsheets</td>
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<td>Demonstrate ability to prepare an industry analysis, an internal analysis of an organization, and a SWOT chart</td>
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<td>Demonstrate ability to make and justify a strategic recommendation</td>
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<th>Critical Thinking</th>
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<td>Analysis, Evaluation, Problem-Solving, Decision-Making</td>
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<td>Demonstrate the ability to evaluate a business management event or situation, identify the problem and alternative solutions, and make a recommendation</td>
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<td>Synthesis, Integration &amp; Creativity</td>
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<td>Demonstrate a business concept through an alternative medium (video, podcast, voice-over powerpoint)</td>
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<td>Demonstrate the ability to synthesize diverse viewpoints on a management topic</td>
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<td>Demonstrate understanding of the integrative role of the management information system in the organization</td>
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<th>Point-of-view – Stakeholder Analysis</th>
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<td>Demonstrate the ability to conduct a stakeholder analysis of an organizational issue</td>
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<td>Demonstrate ability to research scholarly articles in a library data base</td>
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