

# MSA 698 Directed Administrative Portfolio

## Fall 2020 Course Syllabus



### IDENTIFYING INFORMATION

<b>Course:</b>	MSA 698 Directed Administrative Portfolio
<b>EPN:</b>	22386186
<b>Term:</b>	Fall 2020
<b>Location:</b>	Rowe Hall, Room 214
<b>Course Days &amp; Times:</b>	Wednesdays, 5:30-8:20 PM.
<b>Course Dates:</b>	19 August 2020 – 18 November 2020
<b>Class meetings:</b>	19 Aug, 2 Sept, 16 Sep, 7 Oct, 21 Oct, 11 Nov, 18 Nov
<b>Prerequisites:</b>	Completion of 27 hours of graduate credits, including MSA 600, 601, 602, 603 or 604 (with grade of "C" or better).

**All students must wear a face covering or mask and maintain social distancing while attending face-to-face classes. Face masks/coverings are required in all public spaces on campus.**

<b>Instructor</b>	Dr. Yucel T. Henderson
<b>Office</b>	Rowe Hall 214, CMU, Mt. Pleasant, MI 48859
<b>Cell Phone</b>	213-500-1590
<b>E-Mail Address</b>	<a href="mailto:hendely@cmich.edu">hendely@cmich.edu</a>
<b>Office Hours.</b>	Tuesday & Wednesday 2-5 PM
<b>Availability</b>	Always available to assist via e-mail or WebEx

### Academic Biography:

Dr. Yucel Henderson received her Doctorate degree in Organization Management with a specialty in Global Leadership from Colorado Technical University. She holds an MA degree in Management and Leadership from Webster University with a comparative analysis thesis on the American and Arab business management practices. Her Bachelor's degree is in Architecture and Design from Bilkent University in Turkey with a minor in Environmental Design. For over a decade Dr. Henderson served in a variety of increasingly responsible positions with the Department of Defense programs in Europe and the U.S. and she spent the last few years working at executive levels with the Marine Corps. Previously, she taught as a part-time faculty member for Central Michigan University, Webster University, Southern New Hampshire University, and American College of Education. Her area of expertise includes international business, organization behavior, gender and generational issues in work place, multiculturalism, and cross-cultural leadership. Dr. Henderson's research interest is in initial trust formation between socio-culturally diverse work groups and cross-cultural marketing. Dr. Henderson is proud to be part of the MSA team at Central Michigan and takes this opportunity as the next step in her colorful career. Central Michigan University's core values - "integrity, respect, compassion, inclusiveness, social responsibility, excellence and innovation" - align with her

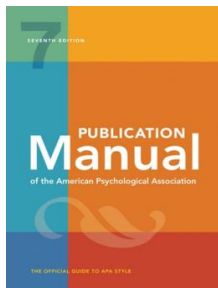
own and they were the driving force behind her decision to join this exceptional academic community.

## Blackboard

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you before the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser, and enter <https://blackboard.cmich.edu/webapps/login/>. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at <https://blackboard.cmich.edu/webapps/login/>

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## TEXTBOOKS AND INSTRUCTIONAL MATERIALS



**Title:** Publication Manual of the American Psychological Association : 7th Edition  
**Publisher:** American Psychological Association (APA)  
**ISBN/EAN:** 9781433832178  
**Required:** Yes

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**Textbooks for MSA 600, 601, 602, 603, and 604**

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Click on the following links to learn how to setup your paper as per APA 7<sup>th</sup> Edition guidelines.

<https://www.youtube.com/watch?v=a9hXY1xiZjo>

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## COURSE DESCRIPTION

Intensive writing course integrating MSA core and concentration courses by developing a series of significant papers germane to current administrative issues. This course may be offered in an online or hybrid format. The course format is classroom instruction and student research/writing supported by

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instructor-student conferences scheduled as necessary. The classroom portion leads to the development of five comprehensive papers, covering MSA 601, 602, 603, and 604, and a Final critical analysis paper. Central to each paper is the integration of the student's area of concentration. This research is then folded into a fifth critical analysis paper which summarizes the learning that has taken place throughout the degree program, and includes a brief presentation to the class.

### **COURSE GOALS AND OBJECTIVES**

Upon successfully completing this course, the student will be able to:

1. Conduct applied research in the field of Administration.
2. Analyze administrative issues and problems critically and creatively.
3. Identify, collate, synthesize, and use primary scholarly research sources to generate research questions to examine a professional work-related problem.
4. Apply quantitative and/or qualitative research methods to examine a professional work-related problem.
5. Develop research findings and make recommendations based on literature and data analysis.
6. Effectively present findings and recommendations to solve or improve upon a professional work-related problem.
7. Integrate concepts from MSA core and concentration courses into meaningful research

### **METHODOLOGY**

In this face-to-face course it is vital that students (and the instructor) fully participate and engage. This means "bringing" your work/life/academic experiences to the classroom. Rich classroom dialogue is foundational to your success in the course. In order to have rich dialogue, read the material, contemplate the concepts and how they relate to your experiences and career goals, and fully engage. See the "evaluation" section for further guidance regarding how you will be graded. This is the capstone class for the CMU MSA degree program. Students are expected to effectively solve an administrative problem by applying concepts learned in all MSA core courses including: MSA 600 Foundations of Research Methods in Administration, MSA 601 Organizational Dynamics and Human Behavior, MSA 602 Financial Analysis, Planning and Control, MSA 603 Strategic Planning for the Administrator, and MSA 604 Administration, Globalization and Multiculturalism. Students will search for and apply scholarly literature to assist with solving the problem. The course consists of a series of class meetings which will provide an overview of the course expectations, writing requirements, and Library guidance. Instructor-student interaction occurs throughout the semester as needed.



\*\* The course outline, while complete, maybe modified slightly at the discretion of the instructor \*\*

### COURSE OUTLINE/ASSIGNMENTS

Week	Dates	Assignments	Class Meeting
0	Up to 17 Aug	Review the Syllabus and Blackboard Obtain your textbooks	No
1	17-23 Aug	Research Proposal: Main problem and main question <b>due on Sunday 23 August</b>	Yes, Wednesday August 19, 2020
2	24-30 Aug	Research Proposal: Full "Mind Map" <b>due on Sunday 30 August</b>	No
3	31 Aug- 6 Sep	"Slim" Annotated Bibliography for 601 paper <b>due on Sunday, 6 September</b>	Yes, Wednesday September 2, 2020
4	7-13 Sep	601 paper <b>due on Sunday 13 September</b>	No
5	14-20 Sep		Yes, Wednesday September 16, 2020
6	21-27 Sep	603 paper <b>due on Sunday 27 September</b>	No
7	28 Sep- 4 Oct		No
8	5 -11 Oct		Yes, Wednesday September 30, 2020
9	12-18 Oct	604 paper <b>due on Sunday 18 October</b>	No
10	19-25 Oct	602 paper <b>due on Sunday 25 October</b>	Yes, Wednesday October 21, 2020
11	26 Oct- 1 Nov	Critical Analysis draft paper <b>due on 1 November</b>	No
12	2-8 Nov	Critical Analysis paper <b>due on 8 November</b>	No
13	9-15 Nov		Yes
14	16-20 Nov	Student Presentations <b>due on 18 November</b>	Yes, Wednesday November 18, 2020

\* A week starts on Monday and ends on Sunday in this course with the exception of Week 14.

\*\*All Assignments must be submitted via the Assignment Blackboard by Sunday 11:59 PM of week noted unless otherwise specified.

\*\*\* APA 7<sup>th</sup> Edition guidelines apply to all writing assignments.

### CRITERIA FOR EVALUATION

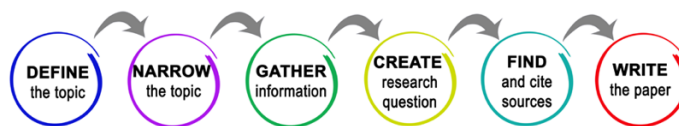
#### Evaluation:



Assignment	Points	Percentage
601 paper	100	20
603 paper	100	20
604 paper	100	20
602 paper	100	20
Critical Analysis Paper	80	15
Presentation	20	5
<b>Total</b>	<b>500</b>	<b>100</b>
<b>You must submit all assignments in order to potentially pass the course</b>		

\*\*Check your grades and feedback under "My Grades" periodically throughout the course.

### The Research Process



### ASSIGNMENT DETAILS

Students will produce 4 papers and a final critical analysis paper all related to their area of concentration. Your papers must reflect master's level writing. You can expect the 5 papers will require a minimum of 150-clock hours of work for completion. Cognitive tasks must be specifically designed to relate directly to the student's professional work assignments, or the approval of the instructor. The papers should be of sufficient depth to deal completely with the issue.

Minimum length is 8 to 10 pages for each of the 4 papers, and 7 to 8 written pages for the final critical analysis, excluding tables, graphs, and appendices. The papers address the same main problem question, and each paper has a unique sub-question.

- Paper 1 applies content and theory from **MSA 602** to an issue/problem/research **related to the student's concentration**.
- Paper 2 applies content and theory from **MSA 603** to the **same issue/problem/research developed in paper 1** and is related to the student's concentration.
- Paper 3 applies content and theory **from MSA 604** to the same issue/problem/research developed **in papers 1 and 2** and is related to the student's concentration.
- Paper 4 applies content and theory from **MSA 602** to the same issue/problem/research developed in **papers 1-3** and is related to the student's concentration.
- The final critical analysis paper draws conclusions and makes recommendations **based on the insights discovered in papers 1-4**.



Each of the 5 papers must include the following:

- Title Page (should be descriptive and suggest the paper's purpose).
- Table of Contents contain an introduction, body of the paper, and conclusion.
- Appendices (if applicable)
- Reference List (every citation, in the text, must be correctly listed in the Reference List) The References in the back of this Syllabus are in correct APA format. There must be 6 to 10 scholarly references per paper.
- If you have more than one Table, a List of Tables Page follows the Table of Contents
- If you have more than one Figure, a List of Figures Page follows the Table of Contents or the List of Tables Page (if there is a List of Tables Page).

\*APA 7<sup>th</sup> Edition guidelines apply to all your assignments.

Paper format:

- Blank page
- Executive Summary (Abstract)
- Title Page
- Table of Contents List of Tables (optional)
- List of Figures (optional)

- The Text: Introduction (organizational background, the research problem, the main research question, and the sub-question for the paper), Literature Review, Conclusions, Recommendations.
- References
- Appendices (if applicable)

The student must submit all five papers electronically to the instructor via the submission links in Bb. Students should always retain a copy of any materials submitted to the instructor.

**Individual Feedback:** The instructor reviews the student's individual papers, notes any concerns and returns them to the student with appropriate feedback in Blackboard.

**The Final Synthesis Report Presentation:** You will present during the last course meeting (approx. 15 minutes w/ student Q/A). You should prepare a short PowerPoint

**Late Assignments:** 20% penalty for each day late. **No work accepted after 18 November 2020.**

**Make-ups and Rewrites:** Make-ups and Rewrites are NOT accepted. There will be no extra-credit assignments or extra-credit work accepted at any time during this course.

**Attendance Policy:** Students may be divided into groups for in-person and online participation in class meetings to prevent the spread of COVID-19. Students are expected to attend all online and in-person class sessions. Lively discussions make for lively learning. Online class attendance does not mean passive observations of a class video stream. It is rather a safe alternative for fully interactive engagements. Absences due to personal choice will impact the grade received for the course. You are expected to participate in the course with me and class members, by reading assigned material(s), supplying comments during discussions in a timely fashion and participating in the assignments. Students are expected to effectively maintain email communication and check the Course Website at levels that ensure timely awareness of course requirements and expectations - no exceptions. It is expected that students will demonstrate mutual respect to one another during class discussions. Under no circumstances will personal demeaning discourse be acceptable.

**Grading Scale:**

- 94-100 A
- 90-93 A-
- 87-89 B+
- 84-86 B
- 80-83 B-
- 77-79 C+

74-76 C  
<74 E



## **Instructor Responsibilities and Expectations:**

As your instructor, I will serve as your instructional guide, learning partner, and industry resource. My goal is to help students succeed, and I expect that mutual respect, responsibility, and proactive communications are essential. Throughout this course, I encourage student questions, resource sharing, and course feedback.

Students can expect the following of this instructor:

- 1) Instructor contact information is listed in the course syllabus. You may contact me anytime by email. If a conversation is needed, please note availability and a phone meeting will be arranged at a mutually agreed upon time.
- 2) I will respond to emails within 24 hours on Mondays through Fridays and within 36 hours on the weekend unless there are situations beyond my control, e.g. loss of Internet connectivity.
- 3) Evaluations will be conducted and grades will be posted in a timely manner. All grades will be posted on Blackboard. Feedback and progress notes will be provided on Blackboard with the assignments and/or email as needed.
- 4) Evaluations will be completed for individual assignments within three business days of the deadline unless there are situations beyond my control.
- 5) Discussion board will be evaluated at the end of each week for that week's topic questions. Discussion board grades will be posted by the following Tuesday. The evaluation will be based on the discussion board guidelines and rubric listed above.
- 6) All announcements, including updates, will be posted in the announcement section of Blackboard. All course materials, task lists, updates, supplemental readings, assignments, and related resources will be posted on Blackboard.

## **Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism, and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (<https://bulletins.cmich.edu/>).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at <https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx>

**ADA:**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or [sds@cmich.edu](mailto:sds@cmich.edu). Please see additional ADA information and forms at <https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

**Selected Bibliography:**

See individual courses MSA 610,602,603,604

