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Class of 2019
Individual Major Advisor: Sian Muir
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Management and Leadership Studies

I would like to explore leadership strategies for managing and leading the next generation in a changing world of technology. This course of study integrates learning how to understand people in order to create a positive and effective work environment, and how able to effectively communicate in a digital age. In addition, I would like to acquire specific management and leadership skills and explore how contemporary organizations lead and motivate employees and communicate with customers.

Important Questions:

- How can I as leader or manager of a company, help promote positive life skills?
 - How to help individuals develop effective strategies for managing stress, coping with change, and time management
 - Helping understand employees purposes to balance the demands of high-pressure jobs and a busy home life and promoting positivity within work settings
- What are the most important components of understanding the people you manage?
- What leadership strategies will work best when leading the millennial generation?
 - The current generation is faced with challenges brought forth by technology. Communication is changing due to technology. How will the ever-changing technology environment affect the way in which we communicate with each other, within the organization, and internationally with all countries of the world?
- In what ways do media outlets affect organizations and how they do business?
- What drives successful leaders and managers?
- How does moral integrity affect a company?
- What are common challenges that modern business leaders face?
- What are examples of current successful communication in organizations? What makes them successful?

Courses

- Group 1: Understanding People in Social Environments
Understanding different components of person in a professional career is a key factor in being able to manage and lead a team effectively. This is important to not only create a positive work environment, but also a successful and efficient one.
 1. PSYCH 249: Social Psychology (in progress)
 2. PHIL 256: Friendship Love and the Good Life (Fall 2017)
 3. PSYCH 250: Industrial/ Organizational Psychology (Fall 2017)
 4. FAMST 232: Introduction to Family Studies (Spring 2018)
 5. SOAN 261: Gender In Cross Culture Perspective (Fall 2017)
 6. PSYCH 390: Psychology of Leadership (Spring 2018)
- Group 2: Components of Management
Successful managers must have excellent understanding and application of technical skills needed for business. These learned skills will be used to make the best decisions for a team of employees and the company.
 7. MGMT 251: Management (in progress)
 8. MGMT 260: Innovation in New Zealand (completed Interim 2017)
 9. MGMT 383: Management Policy and Strategy (Spring 2019)
 10. MGMT 225: Principles of Accounting (completed sophomore fall)
- Group 3: Communicating in a digital age
Communicating in a digital age can bring forth challenges that modern business leaders will deal with. It is important to be aware of these challenges and to learn how one could solve them.
 11. MEDIA 160: Mass Media (Spring 2018)
 12. ART 104: Foundation New Media (Fall 2017)
 13. ENGL 285: Digital Rhetorics and New Media Literacies (Fall 2018)
 14. STAT 110: Principles of Statistics (in progress Spring 2017)
 15. MGMT 250: Marketing (Spring 2019)
- Other Courses and Experiences:
 - Member of Women in Business Club
 - Member of Student Athlete Advisory Board, Executive Board Secretary
 - Planner and organizer for Dance Marathon (community based group)
 - ECON 121: Principles of Economics (completed sophomore fall)
 - PSYCH 125: Intro to Psychology (completed sophomore fall)
 - PSYCH 254: Psychology of Culture and Place- would also fulfill- MCG GE (Spring 2018)
 - MGMT 252: Legal Aspects of Business (Spring 2019)
 - Independent Studies

- Cross-cultural leadership strategies, effects media has had on millennial generation

Note: small font is description found in the class and lab

- **Group 1: Understanding People in Social Environments**

PSYCH 249: Social Psychology (in progress)

This course will focus on ways people interact with each other, what emotions are behind these actions, and how this actions influence others. These concepts can be applied when managing and leading a variety of different people in the workplace. It will help me better understand conflicts when they arise and think of innovative ways to communicate with employees.

Why are people prejudiced and how can we reduce prejudice? Why do people help others? What is self-esteem and how do we defend it? How does romantic attraction develop? What are emotions and how do they influence us? In this introduction to the ways people interact and think about each other, students design their own theories of social behavior.

PHIL 256: Friendship Love and the Good Life (Fall 2017)

Understanding what comprises valuable relationships in and outside of a business will be incredibly valuable when working with a variety of people. It will be important to understand how to reconcile and work with those you disagree with. This course will cover multiple topics that will be beneficial to becoming a better leader.

Moral issues concerning friendship and love are analyzed from the perspective of various theories of value. Issues may include friendship and the moral life, exploitative versus fulfilling relationships, the conflict between altruism and self-love, forgiveness, reconciliation and civic friendship. Since loving is itself a form of valuing, value theory is approached by investigating philosophical and theological works concerning the basic types of love: philia, eros and agape. Students are introduced to normative ethical theories.

PSYCH 250: Industrial/ Organizational Psychology (Fall 2018)

There are multiple parts to becoming a successful leader in a business setting. This course would further educate me on the skills I need to learn how to best motivate employees to create and promote a positive and productive work environment. Applying principles of psychology would allow me to think critically and prepare me to solve problems in the business industry.

Students apply psychological facts and principles to the problems that permeate business and industry. Topics include organizational structure, personnel management, employee-supervisor relationships, job satisfaction and motivation, communication and leadership.

FAMST 232: Introduction to Family Studies (Spring 2018)

A crucial part of a person's life is the family. This course would be beneficial to learn more about how family life operates. Family life can bring challenges, which in turn affects the employee and the organization. Observing these stressors that may affect the employee would allow me to understand an additional component of those I will be working with to become a more empathetic leader.

Students examine American families through the life cycle in relation to personal and professional life, with the major emphasis on communication and commitment in interpersonal relationships. Students study courtship, marriage, adjustment to parenthood, and aging. They examine stressors that affect families such

as family violence, divorce, grief and loss, and socioeconomic challenges. This course takes an interdisciplinary approach; students have opportunity for a broad range of individualized study.

SOAN 261: Gender In Cross Culture Perspective (Fall 2018)

As a successful manager, it is important to know the different issues the company and the employees may encounter. This course will be applied to working in a setting with both female and males, and how they can best work together. Looking at gender interactions throughout history and countries would provide me with the opportunity to see the successes and be aware of those that were not successful. It will be important to understand various strengths that each gender can bring to their work and how the genders may compliment each other to aide in the most productive results.

This course compares gender patterns and issues in various cultures around the world, such as Latin America, the Middle East, India, the U.S., and East Asia. How do cultural expectations for women and men vary? Why do some societies have more gender equality than others? How does economic and political change, including globalization, impact gender roles? How do U.S. and Third World feminism compare?

PSYCH: Psychology of Leadership- (Spring 2018) yet to be added to the college catalog

- **Group 2: Components of Management**

MGMT 225: Principles of Accounting (completed Fall 2016)

Being a manger involves understanding people, but it is also important to have expertise to make decisions for the well being of the company. After taking this course, I have an understanding of the financial statements and how they influence the success of a business.

This course focuses on four basic financial statements: the income statement, statement of retained earnings, balance sheet, and statement of cash flows. Students learn how business events are recorded and represented on the financial statements and how to use the information to make sound economic judgments. Cases and current articles supplement traditional textbook readings and problems

MGMT 251: Management (in progress)

This course will accurately demonstrate the major concepts of being not only a successful manager, but a successful and influential leader. By working in teams during class, this would give me a great opportunity to further my management and communication skills to be ready to apply it to a future career in management. In addition, the online business simulation would mimic business decisions that managers would be expected to make with exceptional knowledge.

This course familiarizes the student with the major management functions of planning, organizing, leading, and controlling. The study of management theory is linked with application exercises. Students begin to develop the management skills necessary in any organization, whether it be a for-profit or not-for-profit venture, a small business, or a large corporation

MGMT 260: Innovation in New Zealand (completed Interim 2017)

This interim course provided me with an opportunity to understand what it takes to work in business, specifically be an entrepreneur. The attributes that are held by entrepreneurs are also key characteristics that successful leaders should also hold. By traveling through the country, I was able to see different factors that effect the success of the business and it's employees. In addition, it was extremely beneficial to be able to visit with established

business leaders and owners as well as start-ups to observe and learn from their way of doing business and starting a company.

New Zealand is recognized as one of the world's most entrepreneurial countries. This course explores the unique innovation eco-systems that have developed to support entrepreneurship and economic development in New Zealand. Students will have site visits to both incubators and start-up organizations to meet with entrepreneurs while traveling from Auckland to Dunedin. Assignments will focus on idea generation and implementation.

MGMT 383: Management Policy and Strategy (Fall 2018)

This course will allow me to put the skills I have learned through classes and outside experiences to the ultimate application. Gaining additional decision-making and problem solving skills through applicable case studies will prepare me for similar challenges I may face as a manager.

This is a capstone course for students with a management studies concentration or management area of emphasis in the economics major. Students have the opportunity to further develop their planning and decision-making skills through focused study of the management literature and case analysis exercises. Emphasis is given to identifying, analyzing, and solving organizational problems, which are strategic in nature and cut across all functional areas of the organization.

- **Group 3: Communicating in a digital age**

MEDIA 160: Mass Media (Spring 2018)

Living in world of ever changing technology has changed how we communicate. This effects our communication with others, within a corporation, and internationally.

Through this course, it will provide me with an opportunity to consider the impact of social and ethical perspectives present while considering them in a business setting.

This introductory-level course encourages students to assess and shape their personal relationship to mass media. Its premise is that we are all, to some extent, uninformed and uncritical consumers of media products and services rather than conscientious and socially-minded users of them. In this spirit, the course provides a comprehensive historical overview of the various print and electronic media that have shaped, and continue to shape, our lives. By examining the issues that have influenced the development of the mass media, the course considers ideological, cultural, aesthetic and ethical perspectives.

ART 104: Foundation New Media (Fall 2017)

This class will be a great example of innovation and divergent thinking, two qualities that successful leaders and managers can use to make their organization thrive. Through this course, I will learn art related skills, and also be able to be creative in how I apply them.

In a future career I may be asked to create a demonstration, presentation, or video ad that I would be able to apply these skills with innovative and good taste. Being able to be creative, innovative, and be a divergent thinker are skills I would gain from this course.

Communicating visually can often have the most powerful and long- lasting impressions.

This foundation-level studio course introduces the aesthetic, conceptual, and technical foundations of new media art-making. Students explore creative approaches to digital, time-based, and interactive art processes; examples include digital photo-montage, 3D printing, video art, and web-based art. Idea generation and development is central to the course, with an emphasis on experimentation and divergent thinking. Students engage in dynamic activity, spirited investigation, and thoughtful creative expression.

ENGL 285: Digital Rhetorics and New Media Literacies (Fall 2018)

Social media is a driving force in our day-to-day lives. With this in mind, it would be important to learn about how to accurately criticize and interpret any sort of digital texts. By learning how to most efficiently use these outlets of media to communicate, it would be a great advantage to an organization. These new media ways of communication arise in our day-to-day lives, as well as in business settings.

Students explore what it means to be literate in an age of new media by reading critical scholarship and comparing the ways they read, interpret, and learn from digital texts, such as fan fiction websites, social media, and video games, to ways they read, interpret, and learn from printed media (e.g., books, poems, or plays). In their final, digital project, students critically examine the use of new media to make humanities scholarship more "public."

STAT 110: Principles of Statistics (in progress)

This course will be essential to learning reasoning and problem solving. Through applicable examples of designing studies and best interpreting them, I would be able to further my problem solving skills in a different realm. Being able to think critically will come into play in this course. In a business setting, a manager would be expected to assess a wide range of variables.

This is an introductory course for the liberal arts. Students learn study design principles and develop statistical literacy and reasoning. They learn to describe distributions, assess if known distributions fit their data, estimate population values with confidence intervals, and assess statistical significance with hypothesis tests (e.g., chi-square, z -, and t -tests, ANOVA, correlation, and regression). In addition to lectures, there is a weekly computer lab.

MGMT 250: Marketing (Spring 2018)

This course will enable me to learn the concepts of marketing, a key component in any business. To have knowledge about marketing would be important as it affects all aspects of the company that a manager would be leading. I will be able to put these abilities to the test by being challenged to think about real world marketing issues by working in groups and doing case studies.

This course introduces the key elements of marketing principles. Topics include evaluating market opportunities; buyer behavior; market segmentation, targeting, and positioning; market strategy and planning; development of marketing mix; and marketing organization and control. Students are challenged to apply the principles learned in class to current and real world marketing issues. The course includes readings, case study analysis, in-class exercises and group projects.

Rationale

Creating the *Management and Leadership Studies* major allows me to harness the benefits of a liberal arts education by bringing together ideas from different disciplines into a cohesive major. This major will prepare me for this changing world and also will enable me to take advantage of my strengths. Courses from psychology, social anthropology, family studies, management studies, media studies, English, statistics, philosophy, and art will provide me with a variety of skills for understanding people at a deeper level and leading effectively.

Dynamic managers and leaders have the ability to positively influence a multitude of people; customers, investors, employees, media, government, and communities. The influence of one person can be powerful, but the ability of that one person to motivate and drive others is what makes a leader and manager truly successful. I have arranged my

courses into three categories that will guide my learning to be a successful manager and leader.

The first category focuses on understanding people. People can either drive the team of employees and the company's success or have a negative effect. A successful manager will be able to understand the people to drive them to positively influence a company and its outcomes. Understanding a variety of people is especially important today, living in a world where communication skills have been greatly changed by technology. Leaders today must possess effective communication skills to better prepare the world for the challenges ahead. The second category highlights components management that managers need to make the best technical decisions for the company. These skills range from being able to analyze a balance sheet to using the best marketing strategy. The last category is important in the digital age that we are living; communicating in a digital age. Leaders need to be aware of the challenges and benefits that technology has brought into our world.

After completing the necessary courses, I am confident that I will gain important perspectives that will be crucial to my future in the world of business, and specifically management.

Learning and Life Experience

Before coming to St. Olaf, I was always interested in leading and directing people whether that was on a sports team, or having people come together for a community service project. While attending high school I enjoyed interacting with people of all ages. I was an ambassador for my high school giving tours of the building to politicians and community members. I was also involved with my tennis team, leading as captain for two years. In addition, I taught fitness classes ranging in age from elementary school to adults. Through my different experiences of interacting with people, I knew that one day I needed a job that allowed me to work with a variety of people. It was not until senior year that I joined a business club called DECA, which stands for Delta Epsilon Chi and Distributive Education Clubs of America. DECA explored the world of business through competing and gaining skills in events like interviews, mock presentations, and consulting. Here I was beginning to see the powerful connection between interacting with people and making important business decisions. Upon arriving on campus as a freshman, I was excited about the potential for gaining an incredible education in a field I was interested in. Being able to craft my courses, rational, and future projects in a field where I am excited to learn about gives me even more motivation for the future.

I have selected courses for my major across different disciplines to understand managing and leading in an ever-changing world. These courses will provide me an opportunity serve society as managing and leading people in a business setting. These skills are important to effectively communicate with those around you, and are necessary for be a leader in business. I will be knowledgeable in a diverse set of skills that will be applied in a business setting. These skills will mean very little if a manager cannot motivate others to lead around them. Learning how to lead can be difficult, but by cultivating these

courses in the context of situations that could occur as being a manager will provide greater insight into efficient and motivating ways to lead.

Potential Senior Projects

- Comprehensive study into the lives of successful business and management individuals to find any common threads(CEOs, leaders in their fields, managers, outstanding employees)
 - Would be required to discuss leadership and management skills from what I have learned with current business professionals
 - Final product: a documentary or media display of information I gathered, also being able to apply media and design skills from my major
 - What is the media's role on how the leaders are perceived?
 - How their persona and ethos are communicated
 - Leadership being beyond business
 - Resources needed: connections to alumni and business professionals
 - Presentation to a group of faculty and professors, and management studies students. How could they benefit from knowing this information?
- Analyzing communication within a sector of a company. Why is it successful? What could make it better? How did the identified type of communication affect the company?
 - The corporation of Vail Resorts has many sectors within its organization that must communicate effectively for the business to be successful, is this being achieved?
 - Participating in a business environment
 - Use my knowledge I have collected through my classes to critically think about communication
 - Final product: Documented analysis of different sectors of the company and how I see them working or not working well together
 - Resources needed: connection to Vail Resorts and permission to be an intern working within the company in some way
 - Present to St. Olaf members to give them a way to think about communication and how they might be able to apply different communication skills
 - Answering questions about the millennial workforce

Description of the structure of web portfolio

- Home page describing the outline of my major and why I chose this major
- About Me page that will relate my interests and goals to why I chose this major

- A Management and Leadership Studies page explaining more about the logistics of the major, including the proposal outline and key questions that have guided my study
- A coursework page organizing my classes into the 3 core areas
- A page explaining my capstone project
- A page with any other related experiences or internships relevant to my major
- A potential career path- how this major will prepare me for my future career

Summary of consultation with reference librarian

Meeting with Ken was helpful to be aware of the different databases and references I have access to. He took me through different components of the St. Olaf library website by showing me Catalyst, World Catalog, and strategies that I can find resources that I will need related to my field. These sources of information will be helpful as I continue to research more in the field of business, management, and leadership.

Summary of peer review session

My peers made valuable comments regarding class choices in the Social Anthropology and Psychology Department. They also prompted me to expand more on the ideas of technology and leadership. In doing this, I am more interested in an independent study in leadership and looking for ways that I can learn more about the way technology is changing. Both of my CIS peers felt that my proposal was well organized and had a strong rationale behind my classes and experiences.

Summary with one other faculty member

Meeting with Professor Huff in the psychology department was helpful in seeing an additional perspective in how to construct my classes and time at St. Olaf. His main suggestion was to look into some doing independent studies to be able to understand the millennial generation and what that means in more depth. His recommendation was to take fewer classes, but go more in depth with those concepts. Concepts we discussed for possible independent studies were cross-cultural leadership strategies cross cultural gender and how it relates to business, and affects the media has had on the millennial generation. We raised questions about the limit of independent studies allowed in a CIS major and suggested that if it would not work, it could be of use for a potential senior project.