

Course Syllabus & Outline
MGMT – 223PM: Management & Organizational Theory
Spring Term, 2006

Instructor: Dave Woods, MBA

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Phone: (215) 855-9450, e-mail: dwoods@moravian.edu

Course

Description: This course will focus on the fundamental management processes of organizations. We will analyze the internal structure of organizations, the roles of management, and the various functions in business enterprises and other goal-directed institutions. The course will also explore the science and art of organizational structure and managerial behavior. We will consider how management accomplishes key tasks of managing strategy, structures, people and systems. We will frame our course around the key roles of management today, which include innovating, planning, organizing, leading, and controlling.

Please bring your book and related notes to all classes; the textbook is Fundamentals of Management, 5th edition, by Robbins & DeCenzo. The ISBN number is 0-13-148736-1.

Course

Management: The following are the goals for this course:

- Provide the student with an enriched course in management principles and organization theory that is grounded in a business ethics framework, and incorporates the study of global business issues, including diversity.
- Teach the basic functions of management; describe their component activities and their inter-relationships.
- Use lecture, games, team competitions, readings, presentations, and company research and analysis to advance the student's understanding of the course material, promote business writing capability, develop personal presentation skills, and encourage interactive group learning.
- Demonstrate application of theory by analyzing real-world companies and having students present their analyses for class discussion.

The following are the planned outcomes for this course:

- Knowledge of the most relevant terms and processes to effectively manage an organization.
- Awareness of contemporary management practices and issues at select, major companies around the globe.
- An enhanced ability to write and present business concepts and ideas, and a more developed ability to work in small teams.

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Structure: We will begin each class with a lecture/discussion/competition related to the chapter content for that evening. After we discuss these concepts, we will apply them to organizations and discuss the issues, challenges and rewards of effective management. Students will be assigned to teams and in conjunction with the professor, select a management topic for a group research project. In addition to this group project students will choose a company, approved by the professor, for an individual research project related to this topic. Examples of management topics are found throughout the text; some examples include supply chain management, the strategic management process, and cultural diversity. These team and individual research projects will be presented at various times throughout the course. There will be three (3) interim exams and a final, cumulative exam for this course.

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Requirements & Grading: The requirements for this course include solid preparation of chapter content prior to each class, effective and consistent classroom participation, preparation and presentation of both team and individual research projects, and successful testing on chapter and classroom content. Students should plan to attend all classes; any unexcused miss will negatively affect your final grade. Grading will be based on:

- Three (3) interim exams each worth 10%; a final exam worth 15%
- Group research project – 20%
- Individual research project – 15%
- Quality participation in and out of class – 20%

Academic honesty is assumed in this class; deviations will result in failure of the class. There will be no extra credit given; make-up exams will only be given under the most serious of circumstances. Grades for distinguished performance (93-100) will result in an A; (90-92) an A-; (86-89) a B+; (80-85) a B; (76-79) a C+; (70-75) a C; (65-69) a D; 64 and below is a failure.

The group research project will be a small-team effort, analyzing a current-day management issue/topic. The team will define the topic, indicate why it is a significant business issue today, describe the current state and offer creative yet realistic suggestions on what needs to be done to improve this issue. The paper should include references to at least five (5) articles from journals and business periodicals, as well as references to primary sources. All references should be properly cited. The paper should be 8-12 numbered pages, and include an executive summary. The team will present their topic to the class, with immediate feedback to the presenters. The research will be the basis for a 10-15 minute presentation to the class, followed by 10-15 minutes of class discussion. Visual aids and handouts are expected.

Based on the group research above, students will choose a company to complete an individual research project. Students will choose a company who is facing and addressing this issue effectively. This company must be pre-approved by the professor. This individual research should quickly summarize the issue, explain the company approach to solving the issue, and explain their progress and current state of implementation. This paper should be 4-6 pages in length, and include an executive summary. The research will be the basis for a 5-7 minute presentation.

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January 17th	Class introductions, administration, and definition of expectations. Chapter 1 – Introduction: Managers and Management. Learning Point: You and Your Preferences.
January 24th	Chapter 2 – Introduction: The Management Environment. Company Discussion: Ben & Jerry’s Ice Cream. Introduction to Planning & The Balanced Scorecard. Assign team and individual research projects.
January 31st	Chapter 3 – Planning: Foundations of Planning. Breakout Exercise: Planning at Moravian. Real-world planning approaches.
February 7th	Chapter 4 – Foundations of decision-making. Team management topic outlines due. Breakouts: Quantitative decision-making aids.
February 14th	Exam #1: Introduction & Planning modules. Individual company selections due. Chapter 5 – Basic organization designs.
February 21st	Chapter 6 – Staffing and HR Management. Staffing and careers discussion.
February 28th	Chapter 7 – Managing change, stress, and innovation. Team management topic presentation. Breakouts: Innovation and competitive advantage.
March 7th	Spring Break!
March 14th	Exam #2: Organizing and innovation module. Chapter 8 – Foundations of individual and group behavior. Team management topic presentation.
March 21st	Chapter 9 – Understanding work teams. Breakouts: Teamwork and diversity. Team management topic presentation.
March 28th	Chapter 10 – Motivating & rewarding employees. Breakouts: Reward and recognition role playing. Team management topic presentation.
April 4th	Chapter 11 – Leadership and trust. Chapter 12 – Communication and interpersonal skills. Breakouts: Communication and trust exercises.
April 11th	Exam #3: Leading module. Chapter 13 – Foundations of control. Corporate governance discussion.
April 18th	Individual company presentations.
April 25th	Individual company presentations. Class summary and review.
May 2nd	Final exam.