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August 21, 2006 - August 28, 2006



Mon, Aug 28, 2006 -- Welcome!

Posted by Santo Marabella

Hello and welcome to our course site for MGMT 223B - Management & Organizational Theory for Fall 2006!



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Office Hours Tues: 11:30am - 12:00pm

Wed: 1:30pm to 2:30pm

Thurs: 4:00pm to 5:00pm

Notes

Other times available by appointment. While students may "drop in" at any time during office hours, scheduled appointments are highly recommended. Please contact Ms. Matuczinski, 610-861-1591, to make an appointment.





Course Information



Course Description

Fundamental managerial process of organization. Analysis of the internal organization structure and of management roles and functions in the business enterprise and other goal-directed institutions. Exploration of the science and art of organizational structure and managerial behavior.



Course Goals

1. Provide the student with an enriched course in management principles and organizational theory that is grounded in a business ethics framework, and incorporates the study of global, multicultural and quality dimensions and issues.
2. Use lecture, discussion, case analysis, technology, readings, presentations, experiential learning and group work to advance the student's understanding of the course material and to promote student participation and class discussion.
3. Demonstrate application of theory to successful business practices and behavior in the for-profit, public and not-for-profit (NFP) organization sectors.



Course Outcomes

The outcomes that are sought upon completion of this course are:

1. knowledge of the most important and relevant terms, concepts, processes and competencies necessary to effectively plan, lead, organize and control organizations.
2. awareness of emerging trends and theories in management.
3. enhanced ability to conduct research, create and give presentations, and work in peer groups.



Course Materials

Required Course Textbook:

Fundamentals of Management, Robbins & Decenzo, 5th edition, 2005

Required Reference:

Publication Manual of the American Psychological Association, 5th edition, 2001.

This reference is essential in preparing all written assignments for this course, and should be helpful in preparing assignments for other courses as well.



Research Guidelines

APA Link: <http://www.psywww.com/resource/apacrib.htm>

It is important that classroom and textbook learning are augmented by literature, data and information that has been obtained or developed by credible, quality outside (in the field or from the "academy") sources.

The Internet is an excellent tool for identifying and acquiring research effectively and efficiently. It can save time and connect you with quality sources of literature and information. However, websites sponsored by organizations or individuals normally have

little credibility or value in providing literature or information about anything other than the sponsoring individual or organization. The exception is if the website contains data from professional research studies or projects sponsored by the website owner, in which case it will be clear that the information is research rather than opinion or propaganda.

All research that students do needs to be cited according to the 2001 (5th edition) of the APA Publication Manual.

The research you consult should be listed as citations for References. Unlike citations for Bibliographies that may permit all consulted sources, References include only those sources you **have actually used**. Citations are listed in a References list at the end of a written work or paper in alphabetical order, with the second line of text indented.

Citations listed in the text of your work are listed as (last name and year) e.g. (Smith, 2005) or last name (year) e.g. Ramirez (2005).



Course Expectations

Readings

Students will be responsible for preparing the assigned Reading(s) for each class. Assigned readings are indicated in the "Assignment" column of the Course Schedule. Students should be prepared to discuss Readings on the date listed for that particular topic.

Total Quality Participation

Students are expected to attend all class sessions and participate in class discussions. Participation quality is measured by a student's classroom activity (e.g. responsiveness to questions) and initiative (e.g. preparing additional reading and sharing this with the class).

Students begin the semester with the maximum points possible for Quality Participation. Attendance will be taken and absences recorded. Points will be deducted for each session a student does not attend and does not have an Excused Absences (an illness, a medical or family emergency; a scheduled athletic game/match, a professional obligation). Students are not penalized for Excused Absences which are approved by the Instructor and accompanied by appropriate documentation. Each semester, students are permitted one free pass (absence from class without excuse and for any reason). A free pass may not be used during a class session in which an exam is given, or any group presentation is being made.

In any case, a student should inform the Instructor of anticipated absences in advance (whenever possible) so that it can be determined if an absence will be excused. A student using a free pass should inform the instructor before or after the absence. Also, a student who misses a class session for any reason is responsible for preparing readings, obtaining discussion notes and handouts and completing and submitting (on time) assignments for the session missed.



Grading Policies

Measurement & Grading:

Tests (3)	40%
Term Project (team, presentation)	25%
4-Minute Management (individual, presentation)	20%
Total Quality Participation	15%
TOTAL	100%

Numerical & Corresponding Letter Grades:

93 and above - A [Distinguished performance]

Exceptional performance in all aspects of the course; highest level of learning, effort and participation are consistently demonstrated

90 - 92 - A-

86 - 89 - B+ [Very Good]

High levels of learning, effort and participation are often demonstrated

80 -85 - B [Good]

Sound performance in all aspects of the course

76 - 79 - C+

70 - 75 - C [Average Performance]

Acceptable level of learning, effort and participation are frequently demonstrated

65 - 69 - D [Marginal Performance]

Low or inconsistent levels of learning for most course topics; however, effort and/or participation is demonstrated consistently

64 and below - F

Little or no evidence of an acceptable level of learning, effort or effort

Academic Honesty:

Integrity and honesty are qualities considered to be the "norm" among students.

However, any students who choose to deviate from that "norm," risk automatic failure in the course.



Managing a Marabella Course

For Class:

- Always notify the Instructor in advance if you will be absent from class (if advance notice is not feasible, as soon as possible).
- Ask the Instructor, rather than assume, if anything in class or in this syllabus is unclear.

For Written Assignments:

- Do not use title pages or fancy covers.
- Always number pages, beginning with page two.
- Type section headings as described in the syllabus.
- Staple pages. Do not use paper clips.
- Use APA style of citing sources correctly .

If any of the above guidelines are not followed, the paper will be returned and points deducted.



Student Expectations

Expectations of the Course:

Expectations of the Instructor:



Be the Consummate Student

[The Consummate Student](#) (22 Kb)

 **Assignments****Assignments Overview**

The following Assignments are **required** for this course:

- (1) FOUR-MINUTE MANAGEMENT [individual, written, presentation, 20 points].
- (3) TESTS [three, format includes multiple choice, short-answer, essay, 40 points].
- (1) TERM PROJECT [group, written, presentation, 25 points]
- PARTICIPATION [class attendance, contribution to class discussion, 15 points].
- CLASS READINGS [textbook, Manager's Bookshelf readings - both are listed in Schedule].

**Four-Minute Management**

COURSES > FALL 2006 MANAGEMENT & ORGANIZATION THEORY - MGMT 223B > ASSIGNMENTS > FOUR-MINUTE MANAGEMENT

[EDIT VIEW](#) **Four-Minute Management****Presentation Info**

Each student will be responsible for preparing an individual oral presentation, with an accompanying 2-3 page written outline.

**4MM Presentation Topics**

Each student needs to select one of the topics below:

Part 1: Introduction (Chapters 1-2)

Competencies of managers
Corporate environmentalism
Corporate social responsibility
Cultural diversity
Engendered organization
High performance organization
Information-based organization/Knowledge management/Knowledge workers
Learning organization
Older workers
Roles of managers

Part 2: Planning (Chapters 3-4)

Balanced scorecard
Benchmarking

Decision-making:
· Risk assessment/uncertainty reduction theory
· Chaos theory
Mission
Paradigm shifts
Reengineering
Scenario planning
Shared vision
Strategic thinking
Systems thinking

Part 3: Organizing (Chapters 5-7)

360° feedback
Change management
Networked organizations
Organization culture
Radical innovation
Workplace violence

Part 4: Leading (Chapters 8-12)

Coaching & mentoring
Conflict management
Emotional intelligence
Facilitating groups
Motivating employees
Transformational leadership

Part 5: Controlling (Chapters 13-14)

Efficiency v. effectiveness
Project management
Six sigma
Supply chain management



Presentation Format

Read at least five (5) articles from at least three different journals (e.g. Academy of Management Review, Harvard Business Review) or selective business periodicals (e. g. US News & World Reports, Business Week); consult with the Instructor for any clarifications) related to the specific topic you selected above (e.g., most appropriate leadership style for managing engineers); articles must be cited in the paper and listed in the "References" according to the APA style.

Prepare a 2 to 3 page, typewritten research paper (in outline format) and a 4 to 5 minute (you will be timed!) oral presentation. The presentation and written outline should be organized according to the following format, and the written outline should also contain the headings listed below:

Summary (20% of the paper's content) - present a synopsis of the information presented in the articles.

Reaction (40% of the paper's content)- discuss what you think about what the articles stated.

Application (40% of the paper's content) - suggest how you might apply what you have learned to your own professional situation or to a business situation.

IMPORTANT NOTES:

To conserve paper, do not create a title page; instead include the following information at the top of page 1:

Your name
Dr. Marabella
Date Due
MGMT 223B

Your presentation will be submitted to the Instructor and the Class on the date this particular topic is to be discussed in class.

The research you consult should be listed as citations for References described in the Course Information section of this course website.

Number all pages after page 1.



4 MM Topic Assignments (Section B)

[4 MM 2005 Assignments](#) (47 Kb)

Click on the above link to view your 4 MM topic assignment.



Presentation Grading

Presentations will be graded according to the following criteria (20 points total):

CONTENT - the amount and quality of information presented [8 points].

ORAL COMMUNICATION - how well the content is communicated - i.e. getting & keeping the audience's attention, clarity of points made [8 points].

REFERENCES - use and quality of outside sources [4 points].



Test Info

Three (3) tests will be given. Format may be short answer, multiple choice, essay. The three tests - together - will constitute 40% of the final grade (i.e. each test will contribute about 13% toward the final grade).



Term Project

[COURSES](#) > [FALL 2006 MANAGEMENT & ORGANIZATION THEORY - MGMT 223B](#) > [ASSIGNMENTS](#) > TERM PROJECT

[EDIT VIEW](#)



Term Project



Project Topics

As a group, select one of the topics listed below:

1. Women in Leadership
2. Enhancing Emotional Intelligence
3. Planning & Leading Change
4. Manager as Coach or Mentor
5. Managing Conflict
6. Working Ethics



Project Format

1. This Project will count as the FINAL EXAM. Therefore, all students must attend all presentations of the Term Project, or risk failing the Final Exam.
2. The Term Project will be completed by each student participating in a group assigned by the professor.
3. Prepare a written report (no more than 10 pages, excluding appendices, exhibits, etc.) according to the following format and with the following "headings" (10 points total):

Format No title page, but the header for the first pages should include: Group #, last names of all group members and project title, in addition to instructor name, submission date and course number & section.

Headings

INTRODUCTION - state the Topic you have selected, describe it and explain why it is important to effective management. Pose the research question that you will address in your report and presentation. Describe the managerial competency or skill that relates to the issue and the "practice" you will present to help the class develop this competency.

BACKGROUND RESEARCH - research journal articles, publications and current managers about the Topic [issue]; identify the importance it has for the manager and the organization, the challenges managers face in dealing with the issue(s), and strategies for building and enhancing a manager's effectiveness as it relates to this issue(s).

THE MANAGER'S CHALLENGE - select one aspect, situation or condition in which a manager needs "mastery" to effectively deal with the issue(s); present an exercise, interactive activity [practice] that would enhance the manager's knowledge and awareness [learning the theory] and advance the manager's potential to become more proficient and effective in dealing with the issue(s).

CONCLUSION - summarize what you have learned and developed about this Topic; demonstrate and discuss its application in the business workplace.

4. Present an oral presentation of The Manager's Challenge section of your written report (7 points total).



Group Rosters (Section B)

FINAL LISTING:

B-1: Jones, Barrett, Peters, Boyd, Applegate

B-2: Howell, Dieser, Miller, Plunkett, Abruzzo

B-3: Rosario, Nguyen, Augustus, Hammock-El,

B-4: Mann, Swartz, Wyant, Kline, Hill

B-5: Kratz, Garges, Hart, Ryan, Moore

B-6: Scheneman, Chermyak, Satterfield, Sirico



Project Grading

Written Report = 10 points

Oral Presentation = 7 points

Peer Assessment = 4 points

References & Sources = 4 points

TOTAL = 25 points



Peer Assessment

[Peer Eval Form](#) (14.5 Kb)

Click on the link below for the Peer Evaluation form which is an Excel document.

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
1	8/29/06	Course Overview			Review syllabus; discuss 4 MM topics, daily news articles related to topic of the day & Self-Assessment Library assignments
	8/31/06	Defining Management Discussion: Business ethics	Chapter 1		
2	9/05/06	History of Management	History Module		Assign Term Project groups; schedule group meetings with professor; Select 4 MM topics
	9/07/06	The Management Environment	Chapter 2		Announce 4 MM schedule; Groups: topic, meeting schedule, personal info on webpage (Blackboard)
3	9/12/06	Discussion: Management Education		"The Management Myth"	
	9/14/06	<i>Managerial Functions: Planning</i> Foundations of Planning	Chapter 3		Submit Term Project abstract; 4 MM Presentation: SAL: #25, p. 91
4	9/19/06	Decision-making	Chapter 4		Submit Term Project outline & references; 4 MM Presentation: scenario planning, system thinking SAL: #20, p. 135
	9/21/06	Decision-making Tools	Quantitative Module		4 MM Presentation: decision-making, networked organization
5	9/26/06	EXAM #1 (Ch. 1, History Module, Ch. 2, 3, 4 Quant. Module)			

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
	9/28/06	Discussion: Human Diversity		“Cultural Competence”	4 MM Presentation: benchmarking, diversity, older workers
6	10/03/06	<i>Managerial Functions: Organizing Organization Designs</i>	Chapter 5		4 MM Presentation: violence
	10/05/06	Change, Stress & Innovation	Chapter 7		4 MM Presentation: change management, radical innovation SAL: #5, 50 (not in text)
7	10/10/06	FALL BREAK – No Class			
	10/12/06	<i>Managerial Functions: Leading</i> Discussion: Transformation in Leadership; Discussion: Women in Leadership			4 MM Presentation: transformational leadership, chaos theory
8	10/17/06	Discussion: Facilitation			4 MM Presentation: group facilitation
	10/19/06	Individual & Group Behavior	Chapter 8		4 MM Presentation: high performance organization SAL: #2, 23 (not in text)
9	10/24/06	Work Teams	Chapter 9		4 MM Presentation: project management
	10/26/06	EXAM #2 (Ch. 5, 7, 8, & 9)			
10	10/31/06	Motivation & Rewards	Chapter 10		SAL: #10, p. 321
	11/02/06	Discussion: Emotional Intelligence			4 MM Presentation: emotional intelligence
11	11/07/06	Leadership & Trust	Chapter 11		SAL: #29, p. 360, 32 (not in text); 4MM Presentation: re-engineering
	11/09/06	Discussion: Coaching & Mentoring			4 MM Presentation: coaching/mentoring

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
12	11/14/06	Communication & Interpersonal Skills	Chapter 12		SAL: #27, p. 398, 39 (not in text); 4 MM Presentation: 360 feedback
	11/16/06	<i>Managerial Functions: Control Foundations of Control</i>	Chapter 13		4 MM Presentation: conflict management, six sigma
13	11/21/06	EXAM #3 (Ch. 10, 11, 12, & 13)			
	11/23/06	THANKSGIVING – No Class			
14	11/28/06	Discussion: Pursuing Excellence, Six Sigma			Term Project final paper due
	11/30/06	Group Presentations			
15	12/05/06	Group Presentations			
	12/07/06	Group Presentations			
16	12/12/06	FINAL EXAMS			

Handouts



Article: The Management Myth

[The Management Myth](#) Please read this article in prepare for class session of 9/12/06.



Ways Women Lead

[Women Leadership Article](#) (1.225 Mb)



Facilitation

[PowerPoint Presentation](#) (78.5 Kb)



Coaching and Mentoring

[Coaching and Mentoring Notes](#) (31.5 Kb)



Change Strategies

[Effective Change Strategies](#) (115 Kb)



Leadership

[Conceptualizing Leadership](#) (19.5 Kb)



Conflict