



## 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:

Management, Robbins & Coulter, 9th edition, 2007

#### Required Course Supplement:

Prentice Hall's Self-Assessment Library

#### 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)



**Dr Santo D Marabella**

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**Work Phone** 610-625-7903  
**Office Location** Room 203 Comenius  
**Office Hours** Tues: 1:30am - 2:00pm  
Wed: 11:30pm to 12:00pm  
Thurs: 1:30pm to 2:00pm

**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.



## Assignments

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### 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



#### 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



## Handouts

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**Emotional Intelligence**  
[Goleman Article](#) (2.095 Mb)



**Cultural Competence**  
All attached articles are **DUE: 9/20/07**



**Article: The Management Myth**  
[Management Myth PDF](#) (3.902 Mb)  
[The Management Myth](#) **DUE: 8/30/07**



**Ways Women Lead**  
[Women Leadership Article](#) (1.225 Mb)  
**DUE: 11/15/07**



**Facilitation**  
[Facilitation Notes](#) (82 Kb)  
Review this PowerPoint presentation for **10/23/07**



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



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



**Leadership**  
[Conceptualizing Leadership](#) (19.5 Kb)



**Conflict**

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
1	8/28/07	Course Overview			Review syllabus; discuss 4 MM topics, daily news articles related to topic of the day & Self-Assessment Library assignments
	8/30/07	<b>Part I: Introduction</b> Management & Organizations	Chapter 1	“The Management Myth” (found in the Handouts section of our course site on Blackboard)	
2	9/04/07	Management Yesterday & Today	Chapter 2		Assign Term Project groups; schedule group meetings with professor; Select 4 MM topics
	9/06/07	<b>Part II: Defining the Manager’s Terrain</b> Organizational Culture & Environment	Chapter 3		Announce 4 MM schedule; Groups: topic, meeting schedule, personal info on webpage (Blackboard)
3	9/11/07	Managing in a Global Environment	Chapter 4		Submit Term Project abstract 4 MM Presentation:
	9/13/07	<b>Social Responsibility &amp; Managerial Ethics</b>	Chapter 5		SAL: #I.B.1 4 MM Presentation:
4	9/18/07	<b>EXAM #1 (Chapters 1-5)</b>			Submit Term Project outline & references
	9/20/07	Discussion Session: Human Diversity		“Cultural Competence”	SAL: #I.B.4 4 MM Presentation:



WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
5	9/25/07	<b>Part III: Planning</b> Decision-Making	Chapter 6		SAL: #I.A.4  4 MM Presentation:
	9/27/07	Foundations of Planning	Chapter 7		
6	10/02/07	Strategic Management	Chapter 8		4 MM Presentation:
	10/04/07	<b>Part IV: Organizing</b>  Organizational Structure & Design	Chapter 10		4 MM Presentation:  SAL: #III.A.1
7	10/9/07	<b>FALL BREAK – No Class</b>			
	10/11/07	<b>Communication &amp; Information Technology</b>	Chapter 11		SAL: #II.A.1  4 MM Presentation:
8	10/16/07	Managing Change & Innovation	Chapter 13		SAL: #III.C.2  4 MM Presentation:
	10/18/07	<b>EXAM #2 (Ch. 6, 7, 8, 10, 11 &amp; 13)</b>			

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
9	10/23/07	Discussion Session: Group Facilitation			4 MM Presentation:
	10/25/07	<b>Part V: Leading</b> Foundations of Behavior	Chapter 14		SAL: #I.E.1 & I.A.2
10	10/30/07	Understanding Groups & Teams	Chapter 15		SAL: #II.C.5 & II.C.6
	11/01/07	Motivating Employees	Chapter 16		SAL: #I.C.1 & I.C.2  4 MM Presentation:
11	11/06/07	Leadership	Chapter 17		SAL: #II.B.1 & II.C.2  Group Project Paper draft due: Introduction & Background Research & References
	11/08/07	<b>Part VI:</b> <b>Controlling</b> Foundations of Control	Chapter 18		4 MM Presentation:
12	11/13/07	<b>EXAM #3 (Ch. 14, 15, 16, 17 &amp; 18)</b>			
	11/15/07	Discussion Session: Women in Leadership		Ways Women Lead	4 MM Presentation:
13	11/20/07	Term Project Work Session			
	11/22/07	<b>THANKSGIVING – No Class</b>			
14	11/27/07	Discussion Session: Topic Selected by Class (possible choices: coaching/mentoring,			Term Project final paper due
	11/29/07	Group Presentations			
15	12/04/07	Group Presentations			

			READINGS		
WEEK	DATE	TOPIC	<i>TEXT</i>	<i>Articles</i>	ASSIGNMENTS
	12/06/07	Group Presentations			
16	12/12/07	<b>FINAL EXAMS</b>			