

## Dr Santo D Marabella

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<b>Office Hours</b>	Tues: 4:15pm - 5pm Wed: 1:30pm - 2:30pm Thurs: 11:30am to 12:00pm

### 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 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, any group presentation is being made or any scheduled class session held on the last class day before a holiday or break (e.g. Tuesday before Thanksgiving, Thursday or Friday before Spring Break, etc.).

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%
<b>TOTAL</b>	<b>100%</b>

#### 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:

##### Section A

- ways/strategies to approach or manage people, situations, goals
- better strategies to become more organized -> more efficient
- ways of motivating people to get them to do things
- how to develop good public relations; n-f-ps, use this to attract funding
- how to assign tasks/duties - who should be assigned to do what
- improve presentation skills to get your point across better
- appropriate protocol in businss - e.g. email

##### Section B

- basic intro to managing business and one's own business
- theories businesses use to manage money and invest their interest in
- learn how major corporations last long/endure

- manage difficult personalities, and personalities in general (i.e. passive or strict)
- how to start and keep a business going
- what are the qualities/characteristics that make the best managers
- managing the relationship between managers and their employees
- building resume and interviewing skills

Expectations of the Instructor:

Section A

- available for questions
- return assignments in reasonable time
- make sure students understand the material
- have patience (in general)
- review sessions before tests
- start and end on time (or earlier)

Section B

- give clear explanations of the ideas and material
- flexibility in meeting students outside office hours
- starting and ending class at the allotted time
- being open to questions during lectures/discussions

**Be the Consummate Student...**

**Take responsibility** for your performance:

- complete all assignments - with care and on time.
- study for exams - start at least one week prior to the exam date.
- Observe the “no excuses” policy (i.e. the only excuse is serious (in the hospital or confined to bed) illness or death – yours or a member of your family)

**Be a participant:**

- Read, watch and listen to news related to the course material, and report on what you have learned in class.
- Answer questions or offer comments in class on reading assignments.
- Ask questions when you need more clarification or information repeated.

**Aspire to be your best:**

- Adopt a “sponge” strategy as part of your learning philosophy (i.e. soak up as much information and knowledge as you can, whether or not you have an interest in the topic).
- Acquire and hone your style of professionalism.

- Identify and incorporate your ethics and values into your decision-making and MO (i.e. method of operating).
- Find your passion – and never let it go.

## 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). Tests will be administered online through Blackboard.

#### Presentation Info

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

### 4MM Presentation Topics

#### Fall 2008

Each student needs to select one of the topics below. There will be a limit of two students per topic.

#### **Part 1: Introduction (Chapters 1-2)**

Entrepreneurship  
 Knowledge management & Learning Organizations  
 Management competencies  
 Management roles  
 Older workers  
 Roles of managers  
 Workforce diversity

#### **Part 2: Defining the Manager's Terrain (Chapters 3-5)**

Corporate environmentalism  
 Corporate social responsibility  
 Customer-responsive culture  
 Organizational culture  
 Workplace spirituality  
 Workplace violence

#### **Part 3: Planning (Chapters 6-8)**

Ambiguity and decision-making  
 Global perspectives: parochialism, ethnocentric, polycentric, geocentric (pick one)  
 Intuitive v. rational decision-making

Paradigm shifts  
Reengineering  
Scenario planning  
Shared vision  
Strategic thinking  
Uncertainty or risk and decision-making  
**Part 4: Organizing (Chapters 10, 11 & 13)**  
Change management  
Creativity in the workplace  
Managing resistance to change  
"Politically correct" communications  
Professional communications (email)  
Delegating effectively  
Stress management  
**Part 5: Leading (Chapters 14-17)**  
360° feedback  
Coaching & mentoring  
Conflict management  
Emotional intelligence  
Empowering employees  
Group facilitation  
Managing negative behavior in the workplace  
Personality preferences and motivation  
Situational leadership  
Social networks at work  
Transformational-transactional leadership  
**Part 6: Controlling (Chapters 18)**  
Balanced scorecard  
Benchmarking  
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.

Develop a 4MM Question - a research question that narrows the general topic and gives a specific focus to your presentation. Questions must be approved by the professor prior at least one week prior to the date of your presentation.

Prepare a 2 to 3 page, typewritten research paper (in outline format) and a 4 minute maximum (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; this is not a summary of each individual article, but rather a summary of the content of all the articles together; it may include what content is similar, different or surprising among the articles you read

Reaction (40% of the paper's content)- discuss what you think about what the articles stated; the key point here is to give *your opinion, perspective and/or viewpoint* about the content and information you researched.

Application (40% of the paper's content) - suggest how you might apply what you have learned to a familiar situation; in this part of the presentation, show how you have or would use the learning in situations related to school, work or community activities in which you are involved.

#### IMPORTANT NOTES:

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

Your Name

Topic: Presentation Question

MGMT 223 A or B

Dr. Marabella

Date of Presentation

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)

See the MM Topics above for your assigned topic (names are in **red**).

#### 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].

#### Term Project

#### Project Topics

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



1. Valuing Human Diversity - Gender, Ability, Orientation, or Religion :
2. Enhancing Emotional Intelligence:
3. Effective Change:
4. Manager as Coach or Mentor:
5. Managing Conflict:
6. Doing the "Right" Thing:
7. Leaders as Facilitators:

### 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 A & B)

FINAL LISTING:

Section A:

Section B:

### Project Grading

Written Report = 10 points

Oral Presentation = 7 points

Peer Assessment = 4 points

References & Sources = 4 points

TOTAL = 25 points

### Peer Assessment

[Group Peer Evals 2008](#) (17.5 Kb)

Click on the link below for the Peer Evaluation form which is an Excel document. There is forced ranking - this means you may use each number only once (i.e. only one person can get a ranking of #1, etc)

### News Item Update

For each class session, students should be prepared to present a news item relevant to the course. You may use the following sources: NPR Radio; KYW Newsradio; CNBC, CNN; ABC, CBS, NBC and Fox News; Time, Newsweek and Atlantic Monthly; New York Times, Washington Post, Los Angeles Times, Wall Street Journal and The Morning Call. You must cite your source, but no written paper is required.

			READINGS		
WEEK	DATE	TOPIC	TEXT	Articles	ASSIGNMENTS
1	8/26/08	Course Overview			Review syllabus; discuss 4 MM topics, daily news articles related to topic of the day & Self-Assessment Library assignments

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
	8/28/08	<b>Part I: Introduction</b> Management & Organizations	Chapter 1	"The Management Myth" (found in the Handouts section of our course site on Blackboard)	
2	9/02/08	Management Yesterday & Today	Chapter 2		Assign Term Project groups; schedule group meetings with professor; Select 4 MM topics
	9/04/08	<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	9/09/08	Managing in a Global Environment	Chapter 4		Submit Term Project abstract  4 MM Presentation: <b>Entrepreneurship, Corporate Environmentalism</b>
	9/11/08	Social Responsibility & Managerial Ethics	Chapter 5		SAL: #I.B.1  4 MM Presentation: <b>Roles of Managers, Corporate Social Responsibility</b>
4	9/16/08	<b>EXAM #1 (Chapters 1-5)</b>			Submit Term Project outline & references
	9/18/08	Discussion Session: Human Diversity		"Cultural Competence"	SAL: #I.B.4  4 MM Presentation:

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
					<b>Workforce Diversity, Older Workers</b>
5	9/23/08	<b>Part III: Planning</b> Decision-Making	Chapter 6		SAL: #I.A.4  4 MM Presentation: <b>Workplace Violence, Intuitive/Rational Decision-Making</b>  Submit Term Project outline & references
	9/25/08	Foundations of Planning	Chapter 7		4 MM Presentation: <b>Uncertainty/Risk Decision-Making</b>
6	9/30/08	Strategic Management	Chapter 8		4 MM Presentation: <b>Strategic Thinking, Scenario Planning</b>
	10/02/08	<b>Part IV: Organizing</b>  Organizational Structure & Design	Chapter 10		4 MM Presentation: <b>Creativity, Resistance to Change</b>  SAL: #III.A.1
7	10/07/08	<b>FALL BREAK – No Class</b>			
	10/09/08	Communication & Information Technology	Chapter 11		SAL: #II.A.1  4 MM Presentation: <b>Politically Correct Communications, Delegating Effectively</b>
8	10/14/08	Managing Change & Innovation	Chapter 13		SAL: #III.C.2  4 MM Presentation:

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
					Stress Management
	10/16/08	<b>EXAM #2 (Ch. 6, 7, 8, 10, 11 &amp; 13)</b>			
9	10/21/08	Discussion Session: Group Facilitation			4 MM Presentation: <b>Coaching/Mentoring</b>
	10/23/08	<b>Part V: Leading</b> Foundations of Behavior	Chapter 14		SAL: #I.E.1 & I.A.2  4 MM Presentation: <b>Conflict Management, Managing Negative Behavior</b>
10	10/28/08	Understanding Groups & Teams	Chapter 15		SAL: #II.C.5 & II.C.6  4 MM Presentation: <b>Emotional Intelligence</b>
	10/30/08	Motivating Employees	Chapter 16		SAL: #I.C.1 & I.C.2  4 MM Presentation: <b>Empowering Employees, Personality Preferences</b>
11	11/04/08	Leadership	Chapter 17		SAL: #II.B.1 & II.C.2  Group Project Paper draft due: Introduction & Background Research & References
	11/06/08	<b>Part VI: Controlling</b> Foundations of Control	Chapter 18		4 MM Presentation:

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	Articles	
12	11/11/08	<b>EXAM #3 (Ch. 14, 15, 16, 17 &amp; 18)</b>			
	11/13/08	Discussion Session: Women in Leadership		Ways Women Lead	
13	11/18/08	Term Project Work Session			
	11/20/08	Discussion Session: Topic Selected by Class (possible choices: coaching/mentoring,			
14	11/25/08				Term Project final paper due
	11/27/08	<b>THANKSGIVING – No Class</b>			
15	12/02/08	Group Presentations			
	12/04/08	Group Presentations			
16	12/09/08	Group Presentations			

[Chapter 7 Notes](#)

[Chapter 7 Notes \(Fall 2007\)](#) (35.5 Kb)

**For Class Session: 9/27/07**

[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

Conflict Strategies

[Conflict Presentation](#) (65.5 Kb)

Using Conflict Strategies

[Conflict Document](#) (30 Kb)