



Staff Information



Dr Santo D Marabella

Email santo@moravian.edu
Work Phone 610-625-7903
Office Location Room 203 Comenius
Office Hours Tues: 4:00pm - 4:45pm
Wed: 1:30pm - 2:30pm
Thurs: 11:00am to 11:45am

Notes

Other times available by appointment. While students may "drop in" at any time during office hours, scheduled appointments are highly recommended. Please contact me by phone or email 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:

Management, Robbins & Coulter, 10th edition, 2009

Required Course Supplement:

My Management Lab

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>

Additional APA Link: <http://owl.english.purdue.edu/owl/resource/560/01/>

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%
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:

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



QuickGuide to Success in MGMT 223

If you read nothing else in this syllabus, READ THIS...

1. **Be There or Be Square.** Attend all classes – call or email if you cannot attend before your absence (whenever possible)

2. **Ferris Buehler's (insert your name here) Day Off.** You get one "free pass" – a chance to blow off class without any hassles; BUT, like a day off from work, you must still notify your "boss" (professor) that you will not be coming in to "work" (class)
3. **The "Fine Print" about Free Passes.** No free passes may be taken:
 - a. Day you have a presentation
 - b. During all Personal Model presentations
4. **Go Outside, It's Fun.** You are intelligent and creative, but you need some "outside" help now and then, especially when you are preparing papers, cases, presentations; so, cite "outside" sources – that is, information written or prepared by a knowledgeable source (other than the professor) not already being referenced in this course
5. **Give Credit Where Credit is Due.** You have to recognize your outside source. The only way to do that in this class is APA, as APA is the only approved, sanctioned, permitted, (are you getting the picture?); if you don't know it, time for some new learning
6. **Picky Paper Procedures.** In preparing written assignments:
 - a. No title pages – save trees
 - b. Name, date, course section, title of assignment on page 1 – helps in assigning grades
 - c. Number every page after the first – easy reference (e.g. "Great job on page 3...")
 - d. Staple, not clip, pages – I lose things too easily
7. **Cell Phones & PDAs.** Your cell phone/PDA must be silenced or off and may not be used during class (if there is an extenuating circumstance, please consult with the Instructor).
8. **Laptops.** You have a right to use your laptop to take notes during class. With that right comes the responsibility to use it appropriately. Students who surf the Internet, IM or engage in activities other than note-taking will lose their right to take notes electronically.
9. **Academic Honesty.** Please refer to the Student Handbook for policies on academic honesty.
10. **Other Issues.**
 - a. It is within the Instructor's purview to apply qualitative judgment in determining grades for an assignment or for a course
 - b. This syllabus is my best effort at presenting a definitive statement on the course's policies, assignments and schedule; however, circumstances may arise that necessitate changes; if this occurs, students will be given as much advanced notice as possible.



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



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.



Term Project



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.

1	9/01/09	Course Overview			Review syllabus; discuss 4 MM topics, daily news articles related to topic of the day & MyManagement Lab assignments
	9/03/09	Part I: Defining the Manager's Terrain Management & Organizations	Chapter 1	"The Management Myth" (found in the Handouts section of our course site on Blackboard)	Getting Started in My Management Lab
2	9/08/09	Management History	Chapter 2		Assign Term Project groups; schedule group meetings with professor; Select 4 MM topics
	9/10/09	Organizational Culture & Environment	Chapter 3		Announce 4 MM schedule; Groups: topic, meeting schedule, group member contact info on Blackboard Group Page SA: III.B.1
3	9/15/09	Managing in a Global Environment	Chapter 4		Submit Term Project abstract 4 MM Presentation: A: ____ B: ____
	9/17/09	Social Responsibility & Managerial Ethics	Chapter 5		SA: I.D.2 4 MM Presentation: A: ____ B: ____
4	9/22/09	EXAM #1 (Chapters 1-5)			Submit Term Project outline & references
	9/24/09	Discussion Session: TBA			4 MM Presentation: A: ____ B: ____
5	9/29/09	Part II: Planning Decision-Making	Chapter 6		4 MM Presentation: A: ____ B: ____ Submit Term Project outline & references

	10/01/09	Foundations of Planning	Chapter 7		SA: I.C.5 4 MM Presentation: A: ____; B: ____
6	10/06/09	Strategic Management	Chapter 8		SA: I.E.2 4 MM Presentation: A: ____ B: ____
	10/08/09	<i>Part III: Organizing</i> Organizational Structure & Design	Chapter 9		SA: III.A.1 4 MM Presentation: A: ____ B: ____
7	10/13/09	FALL BREAK – No Class			
	10/15/09	Managing Teams	Chapter 11		SA: III.A.2 4 MM Presentation: A: ____ B: ____
8	10/20/09	Managing Change & Innovation	Chapter 12		SA: III.C.1; III.C.2 4 MM Presentation: A: ____; B: ____
	10/22/09	EXAM #2 (Ch. 6, 7, 8, 9, 11 & 12)			
9	10/27/09	Discussion Session: TBA			4 MM Presentation: A: ____; B: ____
	10/29/09	<i>Part IV: Leading</i> Understanding Individual Behavior	Chapter 13		SA: I.A.2; I.E.1 4 MM Presentation: A: ____ B: ____
10	11/03/09	Managers & Communications	Chapter 14		SA: III.A.3 4 MM Presentation: A: ____ B: ____
	11/05/09	Motivating Employees	Chapter 15		SA: I.C.1 4 MM Presentation: A: ____ B: ____
11	11/10/09	Managers as Leaders	Chapter 16		SA: II.B.1

					Group Project Paper draft due: Introduction & Background Research & References 4 MM Presentation: A: ____; B: ____
	11/12/09	Part V: Controlling Introduction to Controlling	Chapter 17		4 MM Presentation: A: ____; B: ____
12	11/17/09	EXAM #3 (Ch. 13, 14, 15, 16 & 17)			
	11/19/09	Term Project Work Session			
13	11/24.09	Discussion Session: TBA			Term Project final paper due
	11/26/09	THANKSGIVING – No Class			
14	12/01/09	Group Presentations			
	12/03/09	Group Presentations			
15	12/08/09	Group Presentations			



Handouts



A Professor's Passion

[Passion Essay.doc](#) (22 Kb)

This is my passion essay. Enjoy the read!



Chapter 7 Notes

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

For Class Session: TBA



Emotional Intelligence

[Goleman Article](#) (2.095 Mb)



Cultural Competence

All attached articles are **DUE: TBA**



Article: The Management Myth

[Management Myth PDF](#) (3.902 Mb)

[The Management Myth](#) **DUE: 9/03/09**



Ways Women Lead

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

DUE: TBA



Facilitation

[Facilitation Notes](#) (82 Kb)

Review this PowerPoint presentation: **TBA**



Coaching and Mentoring

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



Change Strategies

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



Leadership

[Conceptualizing Leadership](#) (19.5 Kb)



Conflict