

MORAVIAN COLLEGE

Course:	MGMT 223: Management Organizational Theory Fall 2011
Time/Day:	(A): T/R: 1:10pm - 2:20pm & (B): T/R 2:35-3:45
Location:	Comenius Hall, 218
Instructor(s):	Katie P. Desiderio, Ph.D. Section: (A) James P. West, Ph.D. & (B) Gary R. Wright, Ph.D.
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Office:	<i>Desiderio: Comenius Hall 202 * West: 215 * Wright: 211</i>
Hours:	Please see each instructor for office hours!
Phone:	<i>Desiderio: 610.861.1376 * West: ext. 1381 * Wright: ext. 1413</i>

Required Text: Robbins, S.P., Coulter, M. (2012). *Management* (11th ed.). Upper Saddle River, NJ: Pearson Prentice Hall. ISBN-978-0-13-216384-2

Course Description: This course was designed to analyze the fundamental managerial process of organizations. The presentation of foundational knowledge of management processes including planning, leading, organizing, and controlling, along with study of classic and emerging organizational theory will be assessed. Management roles, functions, competencies, and practice are studied in businesses and not-for-profit organizations and grounded in business ethics, multiculturalism, and quality in the global business environment.

Student Learning Objectives:

- Summarize the basic concepts of management and the challenges faced by organizations
- Recall the most important and relevant terms, concepts, processes, and competencies necessary to effectively plan, lead, organize, and control organizations
- Analyze the role of managers and how it relates to business operations
- Identify and critically assess managerial perspectives and skills necessary
- Describe organizational change and a basic process for managing change
- Integrate technology, media and interpersonal competencies to effectively communicate a message to the class
- Improve written expression and communication through the use of formal and informal writing as tools for learning
- Enhance presentation and teamwork skills
- Identify, define and apply the correct management models, concepts, and processes to “real world” buzz
- Explore management, collaborate with peers, interact with the community, and organize a team-based learning venture

“You can’t make a great play unless you do it first in practice.” ~ Chuck Noll



Course Procedures: Learning is most effective when the students are *actively* involved and responsible for the experience. The major approach to gaining mastery in management will be individual study, reflection, and teamwork combined with class discussions and sharing of ideas, projects, and reports. This is your class—your learning experience. Make the most of it by:

1. Reading all assignments prior to class
2. Coming to class prepared with the required text
3. Utilizing the online tools available to you
4. Being alert to current *management* news
5. Attending and participating in class seminars and discussions
6. Completing the exercises which involve opinion generation, analysis, observation, and library research
7. Fully participating in a team-based, semester long learning venture
8. Completing the two examinations
9. Maintaining and sharing your *Management Buzz* each class
10. Participating fully in our cooperative learning adventure

Mission Relevance: The course will provide students with an enriched learning environment to aid in the understanding and application of management concepts. Examples of current *management* practices will be reviewed as a basis for learning how companies employ the strategies taught. The understanding of management principles and organizational theory, grounded in a business ethics framework, will better prepare students for a vocation in business.

Course Activities to Meet Objectives: The student will read the text and understand the material presented through class lectures, exams, guest speakers, exercises, asking questions, and a team-learning venture. In order to fully meet the course objectives, you must be present in class!

Attendance: Students demonstrate their responsibility in the regularity and punctuality of their attendance. Please plan to arrive on time and remain the entire class period. Leaving class at the break will constitute an absence. As part of this policy, 3 days tardy constitutes 1 absence. Absences due to illness or other reasonable causes may entitle the student to make up missed work if communicated to course facilitator. Absences beyond 3 *for exceptional reasons* may be excused only upon presentation of a letter from a physician or other acceptable documentation. If the number of absences exceeds 3, the student's grade will be lowered by one letter. If the absences exceed 6 in a semester, the student will be issued an "F" for the course. YOU are responsible for all information, assignments, revisions, announcements, and etcetera. Arrange for a few peers that you can rely on to assist you in the case of your absence.

Attendance is Mandatory ☺

Grading: You will have the opportunity to demonstrate your learning through scheduled examinations, active participation, exercises, and projects. Students will be assessed both qualitatively and quantitatively in this class. **Excessive absences will lower your final grade evaluation.** In addition, expect a penalty of one half letter grade per day for late assignments.

Exam 1	25%
Exam 2	25%
Team-Learning Venture	25%
Energy, Ideas, Exercises, & Involvement	<u>25%</u>
	100



Grading Schedule:

Grades will be determined as follows:

Superior Achievement	A (4.0)	93-100	<p>Attention Students!</p> <p>* You are responsible for your grades and are encouraged to question every aspect of your grade and/or performance throughout the course of the semester.</p>
Great Performance	A- (3.67)	90-92.9	
Very Good Work	B+ (3.33)	86-89.9	
Good Work	B (3.0)	80-85.9	
Above Average	C+ (2.33)	76-79.9	
Average Performance	C (2.0)	70-75.9	
Below Average	D (1.0)	60-69.9	
Failure	F (0.0)	59.9 & below	

Definition of Assignments: Your work is a reflection of your commitment to this learning adventure and you are all capable of great things! Take pride in your work, but most of all take the time to have fun and enjoy the ride. All exercises must be typed, proofread, and delivered on or before the due date. Delivery may be in hard copy or via e-mail attachment as a Word document depending on the assignment from your instructor. *Please use a left justified header with your name, exercise name, course #, and date unless otherwise specified.*

- ◆ **Exercises:** In an effort to enhance your understanding of the components included in management, be prepared to use writing to explore your reactions to both contemplated and learned materials. You will be reacting to scenarios, case studies, as well as to peer-work. You will use writing to explore your thinking, feeling, and learning. These informal, exercises will also serve as formative assessments (identifying the areas that you and I can take action on to improve both instruction and learning) for our class.
- ◆ **Management Buzz.:** As a value-add to build on our class discussions, you will contribute to our learning environment by sharing interesting, effective, ineffective, and stimulating “buzz” pertaining to management. Each class, **you will be randomly called upon** to share personal and professional reactions to your findings as well as those discussed in class. Your goal is to watch the news, listen to the radio, read relevant journals and/or magazines, and surf the web for the latest and greatest management buzz. *Hint: set a Google alert for MGMT buzzwords!*
 - Record a thought-provoking question on each *piece of buzz* you share using progressive critical examination as your learning increases. Start a folder (that may be collected at varying points of the semester) containing all of the articles and findings shared each week. **Please bring to each class for discussion.**
- ◆ **Exams:** The non-cumulative, in-class, session-long, examinations are a combination of multiple-choice (specific terminology recognition, knowledge, and application) and essay (application, analysis, and synthesis). Test questions will be derived from the text and lectures. Tests are intended to ensure that students have grasped the fundamentals of management and are ready to build on that knowledge. Thus, *you need to be present in class* to benefit from the knowledge shared both from lectures and from your peers! Some of the richest discussions will be those shared among classmates; your discussions to the class as a whole are encouraged. *Note: Exams will be administered in class via blackboard by Dr. Desiderio and in hard copy by Dr’s West & Wright.*



- ◆ Team-Learning Venture: In an effort to holistically develop your skills as a student learner and aspiring professional, it is imperative that your experiences extend beyond the classroom. Your team (4-5 students) will prepare a creative presentation on a business leader (of your choice), where your class learnings, your research, and your exploration of this leader's life will inform your final presentation.
 - Task. The team-learning venture involves having student-teams choose an effective business leader to research from August through December 2011 in partial fulfillment of this course. Each student-team is responsible for fully participating in this learning venture focusing on the *one* leader chosen to explore over the course of the semester. In an effort to fully enhance your experience, please be certain you can research your chosen leader for the *entire semester* as changing is not permitted; no duplicate leaders may be researched among groups.
 - Role and audience. Based on our learnings in class, students will be asked to **explore management concepts in action** in this real-world applied learning experience. The exploration of your team's approved business leader will encourage your exploration of management concepts while not only enhancing your knowledge, but also in developing critical thinking skills that will drive the creation of a comprehensive, team-presentation.
 - Format of Project Presentation Mandatories. Each team-member is responsible for contributing to the following 5 core areas: 1.) Create a **scrapbook** that highlights *important* details about pivotal events in your leader's life. 2.) Create a **family tree** for your leader including pictures and text (names, dates, family relationships, & important details). You may download a family tree template or draw/create a family tree. 3.) Create and perform a **skit** illustrating important events in your leader's life; you may perform this live or via video. 4.) Prepare an **oral report w/ visuals** that communicates your overall message of this leader (i.e.: collage, poster, original artwork). 5.) Using concepts learned in this class, prepare a **PowerPoint presentation** that comprehensively communicates important aspects and events in your chosen leader's life.
 - PLEASE USE YOUR MANAGEMENT LENS WHEN CREATING ALL 5 ASPECTS OF YOUR FINAL PROJECT PRESENTATION. BE SURE TO APPLY CONCEPTS LEARNED IN CLASS TO YOUR LEADER'S LIFE – POINTS WILL BE DEDUCTED IN AREAS LACKING A CONNECTION TO OUR LEARNINGS IN CLASS.
 - Expectations about the Process. Did you know that **learning is a process**? "If the process is sound, the product will take care of itself" (W. Zinsler). You will explore themes, alternative approaches, and new perspectives. Be prepared to write, evaluate, give and receive peer and instructor feedback and then discuss learnings in an end of semester team-presentation of your work. In fact, our goal is to create an independent, peer-supported learning environment for sharing struggles and insights, heights and depths, and learning through our mutual adventure. Please be prepared to informally present your work and experience(s) over the course of the semester. All components of the final presentation shall be well written, free of grammatical errors, supported by research, and professionally developed as if you were going to present the project to your boss.
 - Criteria for Evaluation. The final product will be graded holistically with a single letter grade, as per the grading schedule listed in this syllabus. An 'A' final project meets all the criteria for this assignment. **STUDENT(S) WILL SHOW AN UNDERSTANDING OF THE KEY CONCEPTS LEARNED IN THIS CLASS BY**



SYNTHESIZING WHAT HAS BEEN LEARNED IN CLASS WITH THE TEAM-LEARNING VENTURE. The final presentation will be organized, well-written, fully developed and will be free of ambiguity, grammatical and mechanical errors. This will be a professional communication to the class of your semester long experience. **Your team will have 20 minutes to present your work at the end of the semester!** All components of the project will be submitted to the professor on or before the designated due date.

The team-learning venture is the culmination of your learning, thinking, problem solving, and executions. The experience *should be* exciting, frustrating, fun, difficult, and an excellent learning adventure. *Be certain to reference specific learnings from class, concepts discussed, and material covered in class in your writing. It will be fascinating to reflect back on what you have learned!!*

***The team-learning venture is a perfect candidate for inclusion in your learning portfolio.*

Assessments: In addition to summative assessment tools, (exams, exercises, completed projects, and completed presentations) we also will be engaging in formative assessment techniques (identifying the areas that you and I can take action on to improve both instruction and learning). **Together**, you and I will share responsibility for creating and maintaining a supportive, exciting learning environment in our classroom!

The team-based learning venture, discussions, exercises, and presentations are opportunities for you to enhance your conceptual and practical skills. They are also opportunities to develop and enhance your written and oral communication skills. You will participate in workshops and peer-group meetings to evaluate and revise assignments and develop strategy. Both the exercises and the team-learning venture will require out-of-class meetings.

- ❖ Please use a word processor program for all assignments and keep your personal copy on file. All members of this class should have a personal copy of all individual and team-based assignments for their portfolio.

Resources:

1. Library Materials include (but are not limited to):

<i>Harvard Management Update</i>	<i>Journal of Human Resources</i>
<i>Journal of managerial issues</i>	<i>Journal of ethics</i>
<i>Journal of Behavioral Studies in Business</i>	<i>Wall Street Journal</i>
<i>Journal of behavioral and applied management</i>	<i>New York Times</i>
<i>Journal of business and management</i>	<i>Journal of business ethics</i>
<i>Journal of gender, race and justice</i>	<i>Journal of applied management studies</i>
<i>Journal of business and psychology</i>	<i>Journal of conflict resolution</i>
<i>Journal of Business Issues</i>	<i>Journal of business systems, governance and ethics</i>

- Most of the listed journals are not available in hard copy in the Reeves Library but are available on-line or through inter-library loan. The Reeves Library Web site can be accessed at <http://home.moravian.edu/public/reeves/>. EbscoHost and Lexis-Nexis are excellent resources and bibliographic instruction is available upon request.



2. The MORAVIAN COLLEGE WRITING CENTER is an excellent resource. The Writing Center is located on the 2nd floor of Zinzendorf and the phone number is 610.861.1592. Become a regular visitor to the writing center, as it is a great tool readily available to you!
3. The MORAVIAN OFFICE OF LEARNING SERVICES is another great resource available to ALL students; the center exists so that any student (not just those who are struggling) can work with a learning support professional in order to improve his/her academic performance. A series of support workshops that focus on many academic skills and strategies useful for students at any stage in their academic career are offered. This office also supports students who wish to request accommodations in this class for a documented disability. Please reach out to Mr. Joseph Kempfer at 610.861.1510 or stop by the office at 1307 Main St.
4. *I am one of your resources* so please contact me at any time to arrange a personal or telephone conference. *Please see me as soon as possible if you are having any difficulties!*

Middle States Association of Colleges and Secondary Schools Accreditation: The Middle States Commission on Higher Education accredits Moravian College based on an evaluation of the school as a whole rather than on just one program; this designation acknowledges our commitment to educational excellence.

Statement on Academic Integrity: Moravian College exists to educate our students. Since Moravian is a community whose purpose is the pursuit of knowledge and holistic development, the entire campus is committed to the principles of academic integrity and honesty.

In our class, academic integrity is the responsibility of everyone – students and teacher. We are responsible for an honest effort in the pursuit of knowledge. In taking this class you are responsible for attending class, being alert in class, completing all assignments to the best of your ability, contributing to a nurturing learning environment both in and out of class, and researching and studying with the spirit of discovery and competence building. I am your resource person in this endeavor and I am always willing to work with you.

Classroom Ethics: We are all expected to respect the learning environment of others; supportive, constructive comments are encouraged and humor is welcome. Harassment, cheating¹, plagiarism², and other similar behaviors will not be tolerated. Anyone who engages in such behavior may be removed from the class and earn a grade of 0 for the course.

¹ In this class, cheating is defined as intentionally using or attempting to use the words, ideas, or answers of another student or using unauthorized materials in any academic exercise. Please protect your work from unauthorized use.

² In this class, plagiarism is using the words or ideas of another without clearly acknowledging the source of that information. To avoid plagiarism, you must give credit or give a citation whenever you use another person's idea, opinion, or theory or use facts, statistics, graphs, drawings, and/or quotations.

Cellular Phone and Pager Policy: To provide an optimum environment for learning, all cellular phones and pagers must be kept on silent alert (vibration or visible flash) while in the classroom. Any calls must be answered outside the classroom. Please refrain from text messaging, checking email or searching the web during class time. **Additionally, cell phones are to be off your desks while taking exams.**



Inclement Weather Policy: In hazardous weather conditions, the College may be closed and classes cancelled, or the college may opt to run on a two-hour delayed schedule (see below). The decision to close or delay the opening of classes will be announced on the inclement weather hotline, 610 625-7995, and will be communicated on the following radio and TV stations: WLEV-FM 100.7, WAEB-FM 104.1, WAEB-AM 790, WCTO-FM 96.1, WRFY-FM 102.5, WBYN-FM 107.5, WODE-AM 99.9, WWYY-FM 107.1, WKFB-FM 107.5, WSBG-FM 93.5, WZZO-FM 95.1, and WFMZ-TV (Channel 69).

These closings or delays will also appear at the top of the login page on the College’s internet portal AMOS (amos.moravian.edu) as well as the College’s website (www.moravian.edu <<http://www.moravian.edu/>>). College-wide cancellations *after the start of the class day* will be announced on the public-address system of the HUB, the campus e-mail system, the radio and TV stations mentioned above, and AMOS and the College’s website.

Two-Hour Delay: If the decision has been made to open with a two-hour delay, the day does not begin with third-period classes; it begins with first-period classes on a shortened schedule. When following the delayed schedule, please note that there will be no "A" or "B" periods. A 2-hour delay does not affect courses, which begin at 4PM or later. Those courses would run on their normal schedule, if the college is open. Morning and afternoon science labs and studio art classes have their own schedule. Music lessons and practice are cancelled for the day when the delayed schedule is in effect. The class schedule in these circumstances is as follows:

	<i>Normal start time</i>	<i>2-Hour Delay Begins</i>	<i>2-Hour Delay Ends</i>
1st Period	7:30 (7:50 or 8:30) a.m.	10:00 a.m.	10:40 a.m.
2nd Period	8:50 a.m.	11:00 a.m.	11:40 a.m.
3rd Period	10:20 (or 10:00) a.m.	12:00 p.m.	12:40 p.m.
4th Period	11:45 a.m.	1:00 p.m.	1:40 p.m.
5th Period	1:10 (or 12:30) p.m	2:00 p.m	2:40 p.m
6th Period	2:35 p.m.	3:00 p.m	3:40 p.m.



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CAREER CENTER IMPORTANT DATES FALL 2011

JUST HELPING YOU USE YOUR RESOURCES ☺

Etiquette Dinner

9/20/11

5:00pm-7:00pm

HUB, UBC

What fork do you use for your salad? What if there is no salad?! This upbeat, enlightening meal will show you how to make the most of your dining interview. Even if you have the best table manners possible, you will learn something new...guaranteed! Sign up on the Career Center website and enjoy a dinner of good food, great company and information that you'll use whether you're interviewing or just having lunch with your boss!

Lehigh Valley Law Day

TBD

TBD

TBD

Students considering applying to law school should attend this valuable event. Visit with representatives from various institutions and get inside information on what you need to gain admission to these competitive programs. See your pre-law advisor or the Career Center for more information.

Resume Marathon/Career Hound Info Session

9/27/11 & 9/29/11

11:30am-1pm

TBD

No need for an appointment today! Drop by any time between 11:30 & 1 for an on the spot resume critique and approval for Career Hound postings. You will also be shown how to use Career Hound for your job/internship search.

Coffee & Connections Alumni Career Networking Event

10/04/11

7:00pm

HUB

Mingle with alumni in various occupations that want to help you as you plan a career path. Lots of great food and conversation will be had. Business dress is encouraged.

Kaplan Practice Entrance Exams

TBD

10am-1:00pm

Lehigh University

You must sign up for this in advance, but Kaplan Test Prep is offering FREE practice entrance exams to everyone interested. All students considering graduate or professional school must take entrance exams and this is a great way to know how much you'll need to hit the books before the big test. The best part: Kaplan comes back to campus on the next week to personally review your score and offer pointers for improvement! Sign up for the practice exams at kaplantestprep.com.

Hands-on Learning Success Workshop

10/6/11

11:30am-1pm

TBD

Thinking of doing an internship/field study? This workshop will provide you with information on how to find a great experience to add to your resume.

Mock Interview Fishbowl Session

10/25/11

TBD



TBD

Have you ever wondered what an interview looks like? What do they ask? How should I dress? Watch this "mock" interview by an actual employer and learn the answers to all your questions.





TENTATIVE CLASS SCHEDULE
(SUBJECT TO CHANGE)

** Note: Come prepared for *Management Buzz* in each class meeting **

MEETING DATE	TOPIC	READINGS & ASSIGNMENTS
<i>August</i> 30	**INTRODUCTIONS** Management & Organizations Management History	Set Google alerts! Chapter 1
<i>September</i> 1	Understanding Mgmt's Context	Chapter 1 Chapter 2
6	Understanding Mgmt's Context Managers as Decision Makers	Chapter 2 Chapter 7
8	Managers as Decision Makers	Chapter 7
13	Foundations of Planning	Chapter 8
15	Strategic Management	Chapter 9
20	Individual Behavior	Chapter 14
22	Managers & Communication	Chapter 15
27	Motivating Employees	Chapter 16
29	Managers as Leaders	Chapter 17
<i>October</i> 4	Managers as Leaders Mid-term Peer Evaluation!	Chapter 17 <i>Study! Study! Study!</i> And have some fun too...
6	EXAM #1 	Chapter(s) 1-2, 7-9, 14-17
11	FALL RECESS NO CLASS	<i>Fall</i> 
13	Transitions & Review	
18	Managing in a Global Environment	Chapter 3
20	Managing Diversity	Chapter 4
25	Managing Social Responsibility & Ethics	Chapter 5
27	Managing Change & Innovation	Chapter 6
<i>November</i> 1	Basic Organizational Design	Chapter 10
3	Adaptive Org Design	Chapter 11
8	Managing Your Career Managing Teams	Chapter 12 Chapter 13
10	Managing Teams	Chapter 13
15	Introduction to Controlling	Chapter 18
17	Managing Operations	Chapter 19 <i>Study! Study! Study!</i> And have some fun too...



22	EXAM #2  Final Peer Evaluation!	Chapter(s) 3-6, 10-13, & 18-19
24	HAPPY THANKSGIVING! NO CLASS	
<i>December</i>		
1	PRESENTATIONS	Final Projects Due
6	PRESENTATIONS	
9, 12-16	FINAL EXAMS	

* Please note that the contents of this syllabus are subject to change.