

MGMT 223 A&B: Management & Organizational Theory

Syllabus – Fall 2013

Dr. Santo D. Marabella

The following sub-sections are contained in this syllabus: course description, learning objectives, expected outcomes, course expectations, accommodations, required materials, research guidelines, grading policies assignments overview and schedule.

Course Description

Presentation of foundational knowledge of the management processes of planning, leading, organizing and control, along with study of classic and emerging organizational theory. 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.

Learning Objectives

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.

Expected Outcomes

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 Expectations

1. Read all assigned readings.
2. Attend all classes (be physically present).
3. Be on time, and stay for the entire class.
4. Proactively participate in all classes (be emotionally, psychologically and socially present).
5. All electronic communication, entertainment and information devices such as cell phones, tablets, iPods, laptops and pagers must be turned off or silenced during class (unless there is a family member health issue) ; refrain from sending/receiving/reading text messages and emails during class sessions
6. You have a right to use a laptop/tablet 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.
7. Each student has one Free Pass (one permissible absence) to use at their discretion; notify the professor by email before using a Free Pass; Free Passes may not be used during any scheduled exams or final presentations, or when you have an individual presentation or assignment due.
8. Excused absences are at the discretion of the professor and typically include serious illness, a medical or family emergency; a scheduled athletic game/match, a professional obligation; notify the professor by email beforehand; or, in the case of emergency, an email or phone call as soon as possible is acceptable.

9. Any 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.
10. Grammar and spelling count – proof your work.
11. Use APA (revised 6th edition) for citing all research done for written and presentation assignments.
12. Conserve resources as much as possible – no title pages, no binders or fancy covers, 2-sided printing, staples instead of paper clips.
13. Email is best used to communicate absences, being late, request an appointment or express a concern; questions about course material, tests, or assignments usually are best handled through an in-person meeting or phone call.
14. It is within the Instructor's purview to apply qualitative judgment in determining grades for an assignment or for a course
15. 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.

Accommodations

Students who wish to request accommodations in this class for a disability should contact Elaine Mara, assistant director of learning services for academic and disability support at 1307 Main Street, or by calling 610-861-1510. Accommodations cannot be provided until authorization is received from the Academic Support Center.

Required Materials

Required Course Textbook:

MGMT, Chuck Williams, 6 edition, 2014

Required Course Resource:

CourseMate

Required Reference:

Publication Manual of the American Psychological Association, 6th edition, 2009 (corrected version of this edition should be referenced and is found in our Blackboard coursesite). This reference is essential in preparing all written assignments for this course, and should be helpful in preparing assignments for other courses as well.

Quick Guide Link:  [APA QuickGuide by Reeves Library](#) (15.735 KB)

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

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

Research Guidelines

It is important that classroom and textbook learning are augmented by **outside sources**. **Outside sources** are literature, data and information that has been obtained or developed by credible, quality practitioner, professional or academic publication sources AND not already being used in the course (i.e. the textbook are articles assigned for class).

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 2009 (6th edition) of the APA Publication Manual as revised.

Important Note: 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).

Sample Citation

Sample APA citation format for the articles in the Article Reading sections of this course website, when you cite them in any assignments:

Osborne, R. (1995). Company with a soul. Industry Week/IW, 244(9), 20-26. Retrieved [insert today's date without brackets], from Business Source Elite database.

Grading Policies

Measurement & Grading:

Quizzes (5)	25%
Teamwork (team, presentation)	25%
5-Minute Management (individual, presentation)	20%
What Would You Do? Case Analysis (individual, written)	15%
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, 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.

Chapter Preparation & Coverage

For each textbook chapter, student preparation and chapter coverage will go like this:

Before Class

Students need to:

1. Watch the Management Workplace/Reel to Real Video
2. Do the Self-Assessment
3. Read the assigned Chapter
4. Identify a Weekly News Update item from the radio, TV, newspaper (see Weekly News Update at the end of this syllabus)

It is recommended that you complete the tasks above in the sequence in which they are presented (i.e. first, watch the video, second, do the self-assessment, etc.).

During Class

We will:

1. Discuss Weekly News Updates
2. Discuss the Management Workplace/Reel to Real Video
3. Discuss the Self-Assessment
4. Review the Chapter material
5. Conduct an Activity, Discussion or Case Review
6. Complete a Chapter quiz

Assignments Overview

The following Assignments are required for this course:

- Quizzes (5) – 25%
- Teamwork (team, presentation) – 25%
- 5-Minute Management (individual, presentation) - 20%
- What Would You Do? Case Analysis (individual, paper) – 15%
- Total Quality Participation - 15%

Quizzes (25%)

There will be a quiz following each chapter – a total of 15 quizzes. Every student is required to take 5 quizzes. The quizzes will be administered online through Blackboard. While each quiz will be graded on a scale of 0 to 100, each quiz will only contribute 5% to your final grade. Together, all five quizzes will account for 25% of the final course grade.

Teamwork (25%)

Each student will participate in a Team Project. There will be 4 to 5 students participating in up to five teams. Teams will select their topic from the following list:

- A. Cultivating a Creative Culture – creativity, innovation, passion
- B. Doing “Good” at Work – ethics, social responsibility, volunteerism
- C. Managing Resistance to Change – overcoming resistance, understanding resistance
- D. Working Productively in Teams – group v. team, individual egos, blocks to teamwork
- E. Building Trust as a Manager – integrity, confidentiality, supportive of co-workers/subordinates
- F. Clear Corporate Communications – openness, respectful, directness
- G. Promoting Wellness at Work – physical and mental, beyond healthcare insurance
- H. Sustaining the Workplace – conservation, “green” strategies

Preparation and Format

These are the steps your team needs to take to prepare your project:

1. Recognize that 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. Students may form their own group, but final group membership is determined by the professor.
3. As a group, select one of the topics listed above.
4. Prepare a written report that includes the following explicit headings:
 - a. Topic – state your Topic from the list above
 - b. Project Title – state your group’s Title
 - c. Research Question – identify the specific focus that your project will take in the form of a question
 - d. Research (2 to 3 pages) - present the research (i.e. journal articles, publications and interviews with managers) about the Topic, your Research Question and information that responds to your Question
 - e. Response to the Research Question (3 to 5 pages) – organize the research you presented above in to a coherent response to the research question you posed
 - f. Learning (1 to 2 pages) - summarize what you learned from the research you did and from working in a group
 - g. Appendices (varying page lengths) - include References, exhibits, etc. in this section
5. Prepare a presentation of your report. The presentation may take the form of a short film, one-act play, interactive workshop or case study. If you choose to create a case study, you need to submit it to the class one week before you present, along with discussion questions. Regardless of the medium you choose, be sure that the research question, response to the question and learning components of the Written Report are clear to the audience.

For the Written Report, do not create a Title Page, but there should be a header at the top of Page 1 with the following information; be sure to number all pages, after page 1:

Group # (include section, e.g. A-1)

Last Names (in alpha order) of all Group Members

Project Title

Dr. Marabella - MGMT 223 A or MGMT 223 B

Date Submitted

Grading:

Project Grading Written Report	=	10 points
Presentation (Play, Film or Workshop)	=	7 points
Audience Reviews	=	4 points
References & Sources	=	<u>4 points</u>
TOTAL	=	25 points

Complete the Peer Evaluation form (found on our Blackboard coursesite) which is an Excel document. You must complete this form online so all of the calculations are done correctly - forms completed by hand will not be accepted.

Rate each of your team members from 1 to 4 - 4 is the highest rating. Note: you may only use whole numbers (not 2.5, 3.5, etc.). After you complete the evaluation form, save it to your network drive or jump drive, print the form and bring it to class the day your group presents. Your final grade will be adversely impacted if you do not submit this form, correctly completed, to me on the day of your group's presentation. Thanks for your cooperation.

5 Minute Management Presentation (20%)

Each student is responsible for preparing an individual oral presentation that is presented in PowerPoint (or similar presentation software). Each student will select one of the topics from The Practical Prof monthly newspaper column (authored by the professor). All articles can be found at this link: <http://businessweekly.readingeagle.com/?s=marabella>. There are currently 16 columns (two additional articles are not part of the monthly columns), so no more than 2 students may select the same topic. The topics are listed below:

Chapter	5 MM Topic
1	No 5 MM for this Chapter
2	Transition from entrepreneur to manager (5/22/12)
3	Bullying in the workplace (6/26/12) Humor in the workplace (6/18/13)
4	Charity solicitations at work (1/29/13)
5	Deal with work problems (7/24/12)
6	Customer service – make it an act (9/25/12)
7	Cyber-loafing (4/16/13)
8	Celebrating people (7/16/13)
9	The case for sabbaticals (12/25/12)
10	BFFs in the WP (8/20/13)
12	Culture competence or diversity dancing (10/16/12)
13	Passion in your job (4/17/12)
14	Women leaders are essential to productivity (11/20/12)
15	Being good at bearing bad news (5/21/13) Think before you “send” (8/21/12)
16	Mixing work and romance rarely a good idea (3/5/13)

Presentation Preparation and Format:

There are five steps to prepare your 5MM presentation:

1. Read the article from The Practical Prof column that corresponds to your topic. Click on the link above and locate the article by publication date which is indicated above in ().
2. After reading The Practical Prof column article, consider what aspects of the article interest you or you would like to know more about and develop a 5MM Research Question . The research question should narrow 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.
3. Once you have a Research Question (that has been approved by the professor), find and read at least five (5) additional 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 on the appropriate slide in the presentation paper and listed at the end in a "References" slide. All citations must be listed according to the APA style.
4. Prepare a presentation (using PPT) that you can deliver within 5 minutes - you will be timed! A hard copy of the presentation must be submitted to the professor on the day you present. The presentation needs to be organized according to the following format, and the written outline should also contain the headings listed below:

Topic & Research Question – identify the general topic and your specific research question.

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.

5. Submit a hard copy (black-and-white is fine) of your PPT presentation in the “Notes Pages” format. This format has one slide per page, with the slide at the top and the notes below. As long as the Notes section provides sufficient detail, no additional written paper is required.

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

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Date of Presentation

Number all pages *after* page 1. Your presentation will be submitted to the Professor and presented to 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 previously in this syllabus.

Grading:

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, relevance and quality of outside sources	=	4 points
TOTAL	=	20 points

What Would You Do? Case Analysis (15%)

Each student is responsible for preparing one What Would You Do? Case Analysis. The cases are found on the CourseMate website connected to our textbook. There is one case in each of the fifteen chapters we will be covering – for a total of 15 cases. We will analyze the case in Chapter 1 in class, so that leaves 14 cases available for students to select. No more than two students may select the same case. The case topics are listed below:

Chapter	Company
1	NetFlix (in class)
2	ISG Steelton
3	Waste Management
4	American Express
5	DuPont
6	Walt Disney
7	3M
8	Groupon
9	Eli Lilly
10	Cessna
12	Circuit Court, Macomb County, MI
13	SAS
14	Apple
15	Google
16	Caterpillar

The case analysis is a written paper, two-page maximum. The content is based on responding to the end-of-case questions that come under the broader question “What Would You Do?” If you find and cite (according to APA) additional research (i.e. articles, news), you will improve your grade.

Grading:

The components of this grade are:

Quality of Response to Case Questions	=	10 points
Additional Research	=	3 points
Professionalism	=	2 points
<ul style="list-style-type: none"> • Respect Page Limits (2 page max) • Proofing • Number pages at bottom 		
TOTAL:	=	<u>15 points</u>

Participation (15%)

As outlined in the Expectations section of this syllabus, you are expected to attend all classes, come to class prepared and on time and participate as much as possible in all class sessions. All of these factors are considered in calculating your participation grade which is 15% of your final course grade.

Weekly News 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; Daily Show, Colbert Report, 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. A roster of possible topics can be found on our Blackboard coursesite.

MGMT 223A – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
1	8/27/13	Course Overview Part 1: Introduction to Management Management	Chapter 1		Review syllabus Discuss student expectations Discuss class session format Discuss Weekly News Updates Register on CourseMate Select 5MM Presentation topics Form Teamwork Project groups and select topic WWYD: NetFlix (class) SA: #1; #17
2	9/03/13	History of Management Organizational Environment & Culture	Chapter 2 Chapter 3	Entrepreneur Bullying; Humor	WWYD: NetFlix (Chap 1); Waste Management 5MM: Bullying; Humor SA: #2; #3 Teamwork: meeting schedule, roles, contact info on BB
3	9/10/13	Ethics & Social Responsibility	Chapter 4	Charity	WWYD: American Express 5MM: None SA: #4 Teamwork: Research Question Class Activity
4	9/17/13	Quiz: Part 1 Part 2: Planning Planning and Decision-Making	Chapter 5	Deal with problems	WWYD: DuPont 5MM: Deal with Problems SA: #5 Teamwork: Project Summary
5	9/24/13	Organizational Strategy Innovation and Change	Chapter 6 Chapter 7	Customer service Cyber-loafing	WWYD: Disney; 3M 5MM: Customer Service; Cyber-loafing SA: #6; #7 & #11 Teamwork: Research Clusters

MGMT 223A – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
6	10/01/13	Global Management	Chapter 8	Celebrating people	WWYD: Groupon 5MM: Celebrating People SA: #8 Teamwork: References List
7	10/08/13	Quiz: Part 2 Part 3: Organizing Designing Adaptive Organizations	Chapter 9	Sabbaticals	WWYD: Eli Lilly 5MM: None SA: #9 Teamwork: Outline
8	10/15/13	Fall Break – No Class			
9	10/22/13	Managing Teams Managing Individuals and a Diverse Workforce	Chapter 10 Chapter 12	BFFs Cultural competence	WWYD: Cessna 5MM: BFFs; Cultural Competence SA: #10 & #2; #12 Teamwork: Report Draft
10	10/29/13	Quiz: Part 3 Part 4: Leading Motivation	Chapter 13	Passion	WWYD: SAS 5MM: Passion SA: #13 Teamwork: Report Draft (rev)
11	11/05/13	Leadership Managing Communication	Chapter 14 Chapter 15	Women leaders Bad news Think before “send”	WWYD: Apple; Google 5MM: Women Leaders; Bad News; Think Before “Send” SA: #14; #15 Teamwork: References List (final)
12	11/12/13	Quiz: Part 4 Part 5: Controlling Control	Chapter 16	Mixing work/romance	WWYD: 5MM: Work/Romance SA: #16 & #18 Teamwork: Presentation Plan “Pitches”

MGMT 223A – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
13	11/19/13	Quiz: Part 5 Work Session: Teamwork Projects			Teamwork: Report (Final); Presentation Plan (Final)
14	11/26/13	Thanksgiving Break – No Class			
15	12/03/13	Team Project Presentations			
16	12/10/13	Final Exam			Comprehensive exam

MGMT 223B – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
1	8/29/13	Course Overview Part 1: Introduction to Management Management	Chapter 1		Review syllabus Discuss student expectations Discuss class session format Discuss Weekly News Updates Register on CourseMate Select 5MM Presentation topics Form Teamwork Project groups and select topic WWYD: (class) SA: #1; #17
2	9/05/13	History of Management Organizational Environment & Culture	Chapter 2 Chapter 3	Entrepreneur Bullying; Humor	WWYD: NetFlix (chapter 1 case); Waste Management 5MM: Entrepreneurship; Bullying SA: #2; #3 Teamwork: meeting schedule, roles, contact info on BB
3	9/12/13	Ethics & Social Responsibility	Chapter 4	Charity	WWYD: American Express 5MM: None SA: #4 Teamwork: Research Question Class Activity
4	9/19/13	Quiz: Part 1 Part 2: Planning Planning and Decision-Making	Chapter 5	Deal with problems	WWYD: DuPont 5MM: Deal with Problems SA: #5 Teamwork: Project Summary
5	9/26/13	Organizational Strategy Innovation and Change	Chapter 6 Chapter 7	Customer service Cyber-loafing	WWYD: Disney; 3M 5MM: Customer Service; Cyber-loafing SA: #6; #7 & #11 Teamwork: Research Clusters

MGMT 223B – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
6	10/03/13	Global Management	Chapter 8	Celebrating people	WWYD: Groupon 5MM: Celebrating People SA: #8 Teamwork: References List
7	10/10/13	Quiz: Part 2 Part 3: Organizing Designing Adaptive Organizations	Chapter 9	Sabbaticals	WWYD: None 5MM: Sabbaticals SA: #9 Teamwork: Outline
8	10/17/13	Fall Break – No Class			
9	10/24/13	Managing Teams Managing Individuals and a Diverse Workforce	Chapter 10 Chapter 12	BFFs Cultural competence	WWYD: Cessna 5MM: BFFs; Cultural Competence SA: #10 & #2; #12 Teamwork: Report Draft
10	10/31/13	Quiz: Part 3 Part 4: Leading Motivation	Chapter 13	Passion	WWYD: SAS; Apple 5MM: Passion; Women leaders SA: #13 Teamwork: Report Draft (rev)
11	11/09/13	Leadership Managing Communication	Chapter 14 Chapter 15	Women leaders Bad news Think before “send”	WWYD: Google 5MM: Bad News; Think Before “Send” SA: #14; #15 Teamwork: References List (final)
12	11/14/13	Quiz: Part 4 Part 5: Controlling Control	Chapter 16	Mixing work/romance	WWYD: Caterpillar 5MM: None SA: #16 & #18 Teamwork: Presentation Plan “Pitches”

MGMT 223B – Course Schedule Fall 2013

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	5 MM	
13	11/21/13	Quiz: Part 5 Work Session: Teamwork Projects			Teamwork: Report (Final); Presentation Plan (Final)
14	11/28/13	Thanksgiving Break – No Class			
15	12/05/13	Team Project Presentations			
16	12/12/13	Final Exam			Comprehensive exam