

MGMT 223 A&B: Management & Organizational Theory

Syllabus – Fall 2014
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.

Honor Society

Omicron Delta Epsilon (ODE) is the economics honor society. Its purpose is to recognize scholastic achievement in economics and to promote closer ties of students and faculty. To become eligible for induction into ODE, students must attain junior status and have a 3.0 GPA in three or more economics courses as well as overall.

Accommodations

Students who wish to request accommodations in this class for a disability should contact Elaine Mara, assist director of learning services for academic and disability support located on the first floor of Monacacy Hall, or by calling 610-861-1401. Accommodations cannot be provided until authorization is received from the Academic Support Center. Students with other needs/concerns are encouraged to make an appointment with Dr. Ronald Kline in the Counseling Center (all other disabilities). The Counseling Center is located at 1307 Main Street, 610-861-1510. Please refer to the Moravian College Student Handbook under Academic Resources for more information.

Required Materials

Required Course Textbook:

MGMT, Chuck Williams, 7 edition, 2015

The Practical Prof: Simple Lessons for Anyone Who Works, Santo D. Marabella, 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.

Fall 2014 Course Themes

This semester, as in the past, the College's InFocus topic will be used as the foundation for our course themes. This year's InFocus topic is: War, Peace-Building and Social Justice. Our course themes are: passion, courage, bullying, equality and spirit. Each will be viewed in a workplace context and they are listed below. Their definitions and conceptualizations will be developed throughout the semester through readings, research, presentations and discussion.

Individual Perspective

Passion

Courage

Inter-Employee Perspective

Bullying

Equality

Workplace as Community Perspective

Spirit

Grading Policies

Measurement & Grading:

Quizzes	10%
Teamwork (team, presentation)	30%
TPP Simple Lesson(2-person team, presentation)	25%
What Would You Do? Case Analysis (2-person team, 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, 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 – 10%
- Teamwork (4 to 5-person team, presentation) – 30%
- TPP Simple Lesson (2-person team, presentation) - 25%
- What Would You Do? Case Analysis (2-person team, presentation) – 20%
- Total Quality Participation - 15%

Quizzes (10%)

There will be a quiz following each chapter – a total of 15 quizzes. Every student is required to take a minimum of 10 quizzes. The quizzes will be administered online through Blackboard. While each quiz will be graded on a scale of 0 to 100, together, all quizzes will account for 10% of the final course grade.

Teamwork (30%)

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. Passion in the Workplace – identifying, creating, sustaining
- B. Courage at Work – finding your voice, honoring your voice, being courageous
- C. Workplace Bullying – understanding and intervening with the bully
- D. Equality in the Workplace – making ENDA a workplace norm
- E. Spirit Building at Work – inner self, meaningful work and connectedness at work

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 Topic
 Title
 Dr. Marabella - MGMT 223 A or MGMT 223 B
 Date Submitted

Grading:

Written Report	=	12 points
Presentation (Play, Film or Workshop)	=	10 points
Peer Reviews	=	4 points
References & Sources	=	<u>4 points</u>
TOTAL	=	30 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.

TPP Simple Lessons Presentation (20%)

The Practical Prof Simple Lesson assignment. Each student is responsible for working with one additional classmate to prepare an oral presentation that is presented in PowerPoint (or similar presentation software). Each team will select one of the topics from *The Practical Prof: Simple Lessons for Anyone Who Works* book (authored by the professor). All articles can be found at this link: <http://businessweekly.readingeagle.com/?s=marabella>. There are currently 13 columns, so one team may have 3 members or one team may be a single member, depending on the final class size. The topics are listed below:

Chapter	TPP Simple Lesson #
1	None
2	1
3	2
4	11
5	4
6	10
7	6
8	None
9	13
10	3
12	7
13	9
14	8
15	5
16	12

Presentation Preparation and Format:

There are five steps to prepare your 5MM presentation:

1. Read the article from The Practical Prof Lesson 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 Lesson, consider what aspects of the Lesson interest your team for additional research. 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). Be sure that all research (including your assigned Lesson) are 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.
3. Prepare a presentation (using PPT or Prezi) that you can deliver within 15 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:

Additional Research – research your team has done, which may include references at the end of the lesson

Personal Notes - summarize the content and your reaction to the lesson

Questions to Consider Responses - respond to the Questions at the end of the Lesson

Homework – discuss how you have implemented the Lesson by “doing” the homework

Professionalism – use care and attention to detail in preparing citations and proofing your grammar and spelling

- 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:

Put the following information on the first slide of your presentation:

- Team Members
- TPP Lesson # ____
- MGMT 223 A or B
- Dr. Marabella
- Date of Presentation

Number all pages *after* slide 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):

Additional Research	=	4 points
Personal Notes	=	6 points
Questions to Consider	=	6 points
Homework	=	6 points
Professionalism	=	3 points
TOTAL	=	25 points

What Would You Do? Case Analysis (20%)

Each student will participate in a team (same team for this and the TPP Lesson assignment) that 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 one team 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 presented (via PowerPoint, etc.) along with 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.

IMPORTANT NOTES:

Put the following information on the first slide of your presentation:

- Team Members
- WWYD Case Company/Organization
- MGMT 223 A or B
- Dr. Marabella
- Date of Presentation

Number all pages *after* slide 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:

The components of this grade are:

Summary of Case	=	3 points
WWYD Response to Case Questions	=	10 points
Presentation	=	<u>3 points</u>
TOTAL:	=	20 points

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. It is recommended that you sign up for Quartz or NY Times news briefings – they are free and sent to your email inbox.

MGMT 223A – Course Schedule Fall 2014

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	TPP	
1	8/26/14	Course Overview Introduction to The Practical Prof & Lavo (web conference) 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	9/02/14	History of Management Organizational Environment & Culture	Chapter 2 Chapter 3	#1 #2	Quiz: Ch 1 due Mon night 9pm WWYD: ISG Steelton, Waste Management TPP: #1 & 2 SA: #3 Teamwork: meeting schedule, roles, contact info on BB
3	9/09/14	Ethics & Social Responsibility	Chapter 4	#11	Quiz: Ch 2 & 3 due Mon night 9pm WWYD: American Express TPP: #11 SA: #4 Teamwork: Research Question Class Activity
4	9/16/14	Part 2: Planning Planning and Decision-Making	Chapter 5	#4	Quiz: Ch 4 due Mon night 9pm WWYD: DuPont TPP: #4 SA: #5 Teamwork: Project Summary
5	9/23/14	Organizational Strategy	Chapter 6	#10	Quiz: Ch 5 due Mon night 9pm

MGMT 223A – Course Schedule Fall 2014

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	TPP	
		Innovation and Change	Chapter 7	#6	WWYD: Disney; 3M TPP: #6 SA: #6; #7 & #11 Teamwork: Research Clusters
6	9/29/14	Global Management	Chapter 8		Quiz: Ch 6 & 7 due Mon night 9pm WWYD: Groupon TPP: None SA: #8 Teamwork: References List
7	10/07/14	Part 3: Organizing Designing Adaptive Organizations	Chapter 9	#13	Quiz: Ch 8 due Mon night 9pm WWYD: Eli Lilly TPP: #13 SA: #9 Teamwork: Outline
8	10/14/14	Fall Break – No Class			
9	10/21/14	Managing Teams Managing Individuals and a Diverse Workforce	Chapter 10 Chapter 12	#3 #7	Quiz: Ch 9 due Mon night 9pm WWYD: Cessna, Circuit Ct, MI TPP: #3 & 7 SA: #10 & #2; #12 Teamwork: Report Draft
10	10/28/14	Part 4: Leading Motivation	Chapter 13	#9	Quiz: Ch 10 & 12 due Mon night 9pm WWYD: SAS TPP: #9 SA: #13 Teamwork: Report Draft (rev)
11	11/04/14	Leadership Managing Communication	Chapter 14 Chapter 15	#8 #5	Quiz: Ch 13 due Mon night 9pm WWYD: Apple; Google TPP: #8 & 5

MGMT 223A – Course Schedule Fall 2014

WEEK	DATE	TOPIC	READINGS		ASSIGNMENTS
			TEXT	TPP	
					SA: #14; #15 Teamwork: References List (final)
12	11/11/14	Part 5: Controlling Control	Chapter 16	#12	Quiz: Ch 14 & 15 due Mon night 9pm WWYD: Caterpillar TPP: #12 SA: #16 & #18 Teamwork: Presentation Plan "Pitches"
13	11/18/14	Class Planned Session Catch Up Session			Teamwork: Written Report (Final)
14	11/25/14	Work Session: Teamwork Projects			Teamwork: Presentation Plan (Final)
15	12/02/14	Team Project Presentations			
16	12/09/14	Final Exam			Comprehensive exam