

MORAVIAN COLLEGE

| | |
|-----------------------|---|
| Course: | MGMT 223: Management Organizational Theory Spring 2016 |
| Time/Day: | (A): M/W 1:10pm - 2:20pm & (B): T/R 2:35-3:45 |
| Location: | |
| Instructor(s): | Gary R. Wright, Ph.D. Section: (A) & (B) Gary R. Wright, Ph.D. |
| E-mail: | megrw01@moravian.edu |
| Office: | : Comenius Hall 210 |
| Hours: | Please see the instructor for office hours! |
| Phone: | 610.861.1411 610 372 2372 |

Required Text: Bateman, Thomas, Snell, Scott (2014). *Management* McGraw Hill . ISBN-13-978-0077862541

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 discuss in class
- Explore management, collaborate with peers, interact with the community, and organize a management white paper

“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 all homework** which involve opinion generation, analysis, observation, and library research
7. Fully participating in a team-based, learning
8. **Completing the two examinations and the final**
9. **Composing a management research topic**
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 complete assignments. 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 | 20% |
| Exam 2 | 20% |
| Final exam | 20% |
| Research project | 20% |
| Participation and homework | 100 |

Grading Schedule:

Grades will be determined as follows:



| | | | |
|----------------------|-----------|--------------|---|
| Superior Achievement | A (4.0) | 93-100 | Attention Students! * 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. |
| 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. *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 discussion to explore your thinking, feeling, and learning.
- ♦
 - **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.

❖ .

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. Students who wish to request accommodations in this class for a disability should contact Ms. Elaine Mara, Assistant Director of Academic & Disability Support, located on the first floor of Monocacy Hall (extension 1401). Accommodations cannot be provided until authorization is received from the Academic Support Center **DISABILITY STATEMENT** “Students who wish to request accommodations in this class for a disability should contact the, Academic Support Center, located at the lower level of Monocacy Hall or by calling 610-861-1401 or by emailing disability.support@moravian.edu Accommodations cannot be provided until authorization is received from the Academic Support Center.
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.



1 7 4 2

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. |



CAREER CENTER IMPORTANT DATES SPRING 2016
JUST HELPING YOU USE YOUR RESOURCES ☺

~~~~~

***Etiquette Dinner***

**TBD**

**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***

**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***

**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](http://kaplantestprep.com).

***Hands-on Learning Success Workshop***



**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**

**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.

1305 Main St. or on the web at: [www.moravian.edu/careers](http://www.moravian.edu/careers)

*Moravian College encourages persons with disabilities to participate in its programs and activities. If you anticipate needing any type of accommodation or have questions about the physical access provided, please contact The Career Center at [thecareercenter@moravian.edu](mailto:thecareercenter@moravian.edu) or call 610-861-1509 at least one week prior to the event.*

## TENTATIVE CLASS SCHEDULE

(SUBJECT TO CHANGE)


---

\*\* Note: Come prepared in each class meeting \*\*

| MEETING DATE   |    | TOPIC                    | READINGS & ASSIGNMENTS        |
|----------------|----|--------------------------|-------------------------------|
|                |    |                          |                               |
| <i>January</i> |    | <b>**INTRODUCTIONS**</b> |                               |
|                | 18 | Orientation/overview     |                               |
|                | 20 | Managing and Performing  | Chapter 1<br>Questions 1 - 7  |
|                | 25 | Managing and Performing  | Chapter 1<br>Questions 8 - 13 |
|                | 27 | External and Internal    | Chapter 2                     |
| February       | 1  | External and Internal    | Chapter 2                     |



1 7 4 2

|                 |           |                                          |                                                                                               |
|-----------------|-----------|------------------------------------------|-----------------------------------------------------------------------------------------------|
|                 | 3         | Decision Making                          | Chapter 3                                                                                     |
|                 | 8         | Planning                                 | Chapter 4                                                                                     |
|                 | 10        | Research topic outline                   |                                                                                               |
|                 | 15        | Planning                                 | Chapter 4                                                                                     |
|                 | 17        | Exam # 1                                 |                                                                                               |
| <b>February</b> |           | <b>Ethics!</b>                           | Chapter 5                                                                                     |
|                 | 22        |                                          | ...                                                                                           |
|                 | 24        | <b>International Management</b>          | Chapter 6                                                                                     |
|                 | 29        | <b>Entrepreneurship</b>                  | Chapter 7  |
| March           | 2         | Entrepreneurship                         | <b>Chapter 7/8</b>                                                                            |
|                 | 7-----12  | <b>SPRING BREAK</b>                      |                                                                                               |
|                 | 14        | Organizational Agility                   | Chapters 8/ 9                                                                                 |
|                 | 21        | Presentations Begin                      |                                                                                               |
|                 | 23        | Human Resources Management               | Chapter 10                                                                                    |
|                 | 28        | Human Resources Management<br>PAPERS DUE | Chapter 10                                                                                    |
|                 | 30        | Human Resources Management               | Chapter 10                                                                                    |
| April           | 4         | Diversity                                | Chapter 11                                                                                    |
|                 | 6         | Exam # 2                                 |                                                                                               |
|                 | 11        | Leadership                               | Chapter 12                                                                                    |
|                 | 13        | Motivation                               | Chapter 13<br><i>Study! Study! Study!</i><br>And have some fun too...                         |
|                 | 18        | <b>Teamwork!</b>                         | Chapter 14                                                                                    |
|                 |           |                                          | Chapter 15                                                                                    |
|                 | 20        | COMMUNICATIONS                           |                                                                                               |
|                 | 25        | Control                                  | <b>Chapter 16</b>                                                                             |
|                 | 27        | Managing Change                          | <b>Chapter 18</b>                                                                             |
|                 | MAY 2---6 | FINALS                                   |                                                                                               |
|                 |           |                                          |                                                                                               |

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



