COURSE NUMBER: MG 301 ZA

COURSE TITLE: Principles of Management and Organizational Behavior

CLASS MEETING TIME: This online (Blackboard) class is operational
May 12, 2012 through July 17, 2012

PREREQUISITES: Junior Standing

INSTRUCTOR: Dr. Raffaele DeVito

OFFICE: CH 404

OFFICE HOURS: Arranged

COMMUNICATIONS: Telephone: (620) 341-5384
FAX: (620) 341-6345
E-MAIL: rdevito@emporia.edu

Authors: Angelo Kinicki and Brian K. Williams
Publisher: McGraw-Hill/Erwin

SUPPLEMENTAL MATERIALS: Additional required material will be distributed online. A team evaluation form must be completed. Students will be required to locate and study relevant information from the library, the Internet and other outside sources. The document section of Blackboard will contain the following:
- 1) PowerPoint Slides
- 2) Videos

The assignment section will contain the following:
- 1) Abstract guidelines
- 2) Individual report guidelines (format/content)
- 3) Team report guidelines (format/content)
- 4) Team evaluation form
- 5) Discussion board/Forum guidelines (in syllabus)
- 6) Mid-term exam guidelines
- 7) Final exam guidelines
**COURSE DESCRIPTION:** This course introduces the functions of management in business organizations as well as the behavior of individuals and groups in organizational settings. Concepts such as authority, decision-making, diversity, power, ethics, responsibility, and accountability are included. This text provides additional insights concerning E-business and entrepreneurial activities, and international business.

**CREDIT:** Three (3) Semester Hours

**COURSE OBJECTIVE(S):**

1. **Written Communication Skills**
   Each student will prepare one written assignment during the term. The assignment is to be double-spaced, 12-point type, edited to approximately five pages of content with a separate cover sheet. Professional appearance, proper spelling, grammar, usage, and appropriate content are expected norms. Proper citations and references must be applied. MLA format is required. Papers will be graded and returned with feedback. (See assignment section of Blackboard.)

2. **Teamwork Skills**
   Each student will be part of a team project during the term. Chapter 13 of the text is devoted to teamwork and group dynamics. Evaluation includes ability to develop a team, provide leadership and completion of team objectives. (See assignment section of Blackboard.)

3. **Management’s Social Responsibilities**
   Chapter 2 is specifically designed to address issues in the social environment. Chapter 3 deals with the demographic aspects, and provides a definition of social responsibilities. The arguments for and against are discussed and examples are drawn from corporations such as Wal-Mart and Costco.

4. **Ethical Framework in Decision-Making**
   Ethical issues will be covered with specific discussion of ethics throughout the text. These issues will be discussed in class and included in examinations. Examples will be drawn from as far back in history as the robber baron period of the 1800's to more recent questions facing multinational corporations and financial intermediaries.

5. **Impact of Political-Legal Environment**
   Two key points for managers are the politicizing of management and increased personal legal accountability. Issues in these discussions will include examples drawn from Enron, Arthur Andersen, and the recent problems facing U.S. Financial institutions.

6. **Impact of Global Environment**
   Examples are used throughout the course to point out global issues. In addition, Chapter 4 focuses on global issues. Students will be expected to have a basic awareness of topics such as NAFTA and its importance to Kansas, the WTO, the EU and other significant topics.
7. Demographics of Diversity in Management of Organizations
   Diversity issues are used at several points in the text, including Chapters 3 and 4.

8. Planning and Decision Making
   Chapters 5, 6, and 7 each have sets of objectives listed for the planning and decision making functions. These will be discussed and subsequently evaluated in the course examinations.

9. Motivation and Leadership
   Motivation is the focus of chapter 12. It will be evaluated by examination questions. Leadership is included in chapter 14 of the text.

10. Use of Technology in the Classroom
    Each student will use the appropriate software program to prepare their written assignments for the course. The Internet and library resources will be important sources of reference materials used by each student in their class preparation. Most students will use additional technology options in the preparation of the required presentations.

**SPECIAL FEATURES OF THE COURSE:**

*Chapter Abstracts.* Each student will complete an abstract for each of the 16 chapters and one for the appendix. Your abstract should contain a summary of key points covered in each chapter and the appendix. Abstracts should be succinct so that they don’t exceed two pages. Abstracts must be submitted to me through the assignment page by 11 p.m. on the date indicated in the class schedule on pages 6-7 of the course syllabus. Your responsibility is to complete the abstracts and apply the chapter content as we engage in forum discussions. See Abstract Guidelines.

*Team Project.* Teams will be appointed to complete a written report on an assigned topic. The teams will be formed and assignments given during week two of class. See the assignment section of Blackboard for report format and content information.

*Individual Report.* Each student will be required to complete a written research report on a topic to be assigned by the 2nd week of class. See the assignment section of Blackboard for report format and content information.

*Discussion Board Forums.* Each student will be responsible for posting their findings on the Blackboard discussion boards/forums. The instructor will establish seven (7) forums over the time frame of the semester. These forums are tied to the chapters we cover during the period indicated. You may interject any of your own related experiences or research findings. Your ideas, comments, and researched findings are to be shared with other students on these forums by means of the discussion board. You are encouraged to use researched material, such as YouTube videos, as shared items on the forums.

Students are expected to read remarks and comments posted by other students and respond accordingly. It is the purpose of the discussion board to promote a semblance of the regular classroom experience. Therefore, student interaction is expected and required.
Students’ discussion board/forum grade will be based on both the quantity (frequency) and quality (content) of participation.

Forum Expectations: The majority of interactions will involve student-to-student communication. However, from time-to-time the instructor will interject his thoughts on the topic and his reaction to the posted communications. We should be able to refine the discussion board process as we proceed over the first few weeks based on the needs of the class and the level of student involvement. We are attempting to simulate discussion, so be prepared to share your ideas. Where feasible, Blackboard’s Adobe Connect will be utilized to facilitate student-to-student and faculty interaction via webcam.

FORUMS (Discussion Boards):
The seven forums are designed as follows:

1) General “classroom” discussion (May 14-July 07): Use this forum to get acquainted with your classmates as you explore the course content. Give us an idea of your background. What town, state, or country are you from? What other countries have you visited or lived in? Do you have any work experience? You may use this forum throughout the semester. It should also be noted that those of you with access to a webcam may also have the opportunity for video interaction on Blackboard through our Adobe Connect access-point. We should know if this is possible by our third week of class. Please indicate if you do or do not have access to a webcam.

2) The Exceptional Manager (May 14-18): In this section you should familiarize yourself with the concepts of “Management” and “Management Theory.” What does a manager do and does he or she do it? Do you understand the evolution of management thought? You may provide YouTube video clip examples and comments. Be sure to include links.

3) The Environment and Management (May 19-30): You will explore the manager’s changing work environment and issues of ethical responsibilities. Your forum discussions will also move us into the area of global management. Finally, because Chapter 13 has been assigned early and you will be working with online teams, you will address issues of working cooperatively and reducing team conflicts. Again, use links and video clips where appropriate.

4) Planning (May 31- June 12): This section will permit you to explore and discuss planning strategic management and decision making. As in all of your forums (discussion boards), you should use input from your team and individual research findings.

5) Organizing (June 13-23): During this period, you should have discussions concerning organizational culture, structure and design of organizations and human resource aspects of the organization. Finally, address issues of change and innovation.

6) Leading (June 24-29): This section on leading will permit you to cover a wide-range of topics concerning motivation and power. You will also address the interpersonal and organizational communication processes.
7) Control (June 30- July 06): This last section ties most of the earlier pieces together. Why is control so important, and what are some of the techniques for enhancing organizational effectiveness?

COURSE EVALUATION PROCESS:

The final grade will be determined by the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Abstracts</td>
<td>25%</td>
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<tr>
<td>Individual Written Report</td>
<td>10%</td>
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<tr>
<td>Team Project</td>
<td>20%</td>
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<td>Examination I</td>
<td>10%</td>
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<td>Examination II</td>
<td>15%</td>
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<tr>
<td>Individual Evaluation of Team Members</td>
<td>06%</td>
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<tr>
<td>Posting to Discussion Board (Freq and Quality)</td>
<td>14%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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MAJOR FIELD TEST IN BUSINESS:

All students pursuing a Bachelor of Science in Business are required to earn a score of 135 (or higher) of a possible 200 on the Major Field Test in Business (MFT). The MFT is administered to students enrolled in MG 473 – Business Policy. Some of the content of this course (MG 301) is a portion of the material that is examined on the MFT. More information about the MFT is available at http://www.ets.org/mft. You are encouraged to learn this material in depth and remember it. Also, you are encouraged to keep your course materials to assist you in doing a quick review prior to taking the MFT. From this course, MG 301 – Principles of Management and Organizational Behavior – the following topics are included in the MFT:

A. Management Process
   1. History and Theory
   2. Functions (organizing, leading, planning, and controlling)
   3. Group/Team Dynamics
   4. Total Quality Management

B. Organizational Behavior
   1. Leadership and Motivation
   2. Communication
   3. Managing Diversity
   5. Strategy and Policy

C. Strategy and Policy
   1. Strategic Analysis
   2. Policy Determination

D. International/Cross Cultural Management

E. Entrepreneurship
GRADING SCALE:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>89.5% through 100%</td>
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<tr>
<td>B</td>
<td>79.5% through 89.4%</td>
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<tr>
<td>C</td>
<td>69.5% through 79.4%</td>
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<tr>
<td>D</td>
<td>59.5% through 69.4%</td>
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<tr>
<td>F</td>
<td>59.4% and below</td>
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ATTENDANCE POLICY:
Regular and frequent online participation is required. The option of an instructor to initiate student withdrawal for student absences applies to this course.

ADDITIONAL INFORMATION:
Any information, handouts, and assignments given online should be considered as course material. This course outline is subject to minor adjustments by the instructor.

STUDENT INPUT:
The instructor welcomes student input concerning the structure of this class. This is especially important during the first few weeks of class meetings.

ACADEMIC ACCOMMODATIONS:
“Emporia State University will make reasonable accommodations for persons with documented disabilities. Students need to contact the Director of Disability Services and the professor as early in the semester as possible to ensure that classroom and academic accommodations are implemented in a timely fashion. All communication between students, the Office of disability Services, and the professor will be strictly confidential.” Faculty Senate 7C-07

ACADEMIC DISHONESTY:
Academic Dishonesty Policy (Faculty Senate Bill 9600)
Academic dishonesty, a basis for disciplinary action, includes but is not limited to activities such as cheating and plagiarism (presenting as one’s own work, intellectual or creative accomplishments of another without giving credit to the source or sources).

The faculty member in whose course or under whose tutelage an act of academic dishonesty occurs has the option of failing the student for the academic hours in question.

Emporia State University may impose penalties for academic dishonesty up to and including expulsion from the university.

The student has the right to appeal the charge of academic dishonesty in accordance with the university’s Academic Appeals policy and procedure as set forth in section 9A-04 of the Faculty Handbook.
## CLASS SCHEDULE:

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Abstract Due Date</th>
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<tbody>
<tr>
<td>1</td>
<td>The Exceptional Manager: What you Do, How you Do It</td>
<td>5/15</td>
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<td>2</td>
<td>Management Theory: Essential Background For the Successful Manager</td>
<td>5/17</td>
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<td>3</td>
<td>The Manager’s Changing Work Environment And Ethical Responsibilities: Doing The Right Thing</td>
<td>5/19</td>
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<td>4</td>
<td>Global Management: Managing Across Borders</td>
<td>5/23</td>
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<td>13</td>
<td>Groups and Teams: Increasing Cooperation, Reducing Conflict</td>
<td>5/28</td>
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<td>5</td>
<td>Planning: The Foundation of Successful Management</td>
<td>5/31</td>
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<td>6</td>
<td>Strategic Management: How Star Managers Realize a Grand Design</td>
<td>6/05</td>
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<td>7</td>
<td>Individual and Group Decision Making: How Managers Make Things Happen</td>
<td>6/08</td>
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<td><strong>Midterm Examination</strong></td>
<td><strong>6/11</strong></td>
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<td>8</td>
<td>Organizational Culture, Structure, and Design: Building Blocks of the Organization</td>
<td>6/13</td>
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<td>9</td>
<td>Human Resource Management: Getting The Right People for Managerial Success</td>
<td>6/16</td>
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<td>10</td>
<td>Organizational Change &amp; Innovation: Lifelong Challenges for the Exceptional Manager</td>
<td>6/19</td>
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<td>11</td>
<td>Managing Individual Differences &amp; Behavior: Supervising People as People</td>
<td>6/21</td>
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<td>12</td>
<td>Motivating Employees: Achieving Superior Performance in the Workplace</td>
<td>6/24</td>
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<td>14</td>
<td>Power, Influence, and Leadership: From Becoming a Manager to Becoming a Leader</td>
<td>6/26</td>
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<td>15</td>
<td>Interpersonal and Organizational Communication: Mastering the Exchange of Information</td>
<td>6/28</td>
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<td>16</td>
<td>Control: Techniques for Enhancing Organizational Effectiveness</td>
<td>6/30</td>
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<td>Appendix: The Project Planner’s Tool-kit (Flow-charts, Gantt Charts, &amp; Break-Even Analysis)</td>
<td>7/03</td>
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<td>Individual Report Due</td>
<td>7/07</td>
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<td>Team Report Due</td>
<td>7/10</td>
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<td>Final Examination: Due</td>
<td>7/13</td>
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Please acknowledge that you have read this syllabus and understand all requirements including your responsibilities as a student in MG 301 ZA. This acknowledgment can be in the form of an email sent no later than Wednesday, May 16, 2012. These responsibilities include: active participation with my assigned team, adherence to ESU’s Academic Dishonesty Policy, and completion of all assignments in a timely fashion.