

University of Indianapolis School of Business
MBA 505-50 – Organizational Management Syllabus
Fall 2009

Instructor: Ronald E. Dow
Telephone: 317-788-6166 (Office)
E-Mail: rdow@uindy.edu

Office/Office Hours: Esch Hall, Suite 033, School of Business, Graduate Programs Office, Center for Business Partnerships - Due to appointment schedule it is suggested that you call in advance and/or schedule an appointment in advance. If you are going to be late or need to cancel, please call your instructor in advance of your scheduled appointment.

Textbook: Organizational Behavior *Eighth Edition* by Robert Kreitner and Angelo Kinicki, McGraw Hill/Irwin, 2008

Class Room/Time: Esch Hall, Second Floor, Room 202,
Time: (5:45 pm – 8:45 pm)

Purpose:

This syllabus provides an overview of the course purpose and plan. This course will focus on areas necessary for effective organizational management, interpersonal skills required in the communication process, team development and organizational culture. The purpose is to provide broad overview of both concepts and skills within a meaningful context to be developed by participants in the class.

Course Requirements:

Reading: Textbook - Each student will be responsible for reading the assigned chapters and other materials prior to each class session. Please refer to the class outline when provided (please note the outline may change throughout the semester). Class meetings will sometimes involve experiential learning activities.

Articles – Students are required to review conventional and current literature on various organizational management subjects. (See “Outline for Summary of Articles” on page 3) **A paper will be submitted along with a verbal presentation to the class.**

Class Discussion/Participation: Each student will be responsible for sharing questions and insights with other class members. **Each class member will be evaluated on the quantity and quality of their participation.**

Student Sourced Materials: Students are encouraged as a part of their class participation to bring to class items from literature, media, work environment, etc. that relate to class topics. Students may be asked to share these items during the class period. Each student is expected to bring in and share at least one item during the semester. If you plan to present an article to the class please contact your instructor first to review the article and to schedule a time to present your item. This will be graded under “class discussion and participation”.

Attendance: Attendance will be taken into account. If you will be unable to attend class, please contact your instructor by phone or e-mail at the earliest possible time. A deduction of (-10) points will be taken for each absence. Each student is allowed one “personal day” to be used if an emergency arises. To utilize this option and to not receive the (-10) points for an absence the student is to telephone the instructor as soon as possible and then follow up with an email. ***** (Please note: though you may use your one personal day to miss a class you are still responsible for the material and information covered in class that session.)**

Interview Projects: Each student will be responsible for conducting at least two interviews with business leaders. Your first assignment will be with an internal leader of your choice and the second assignment will be with an external leader. The goal of these projects is to expose you to current examples of what you have read in your text and we have discussed in class.

Guest Lecture Participation: To enhance the learning experience guest speakers may be invited to address our class. Additional guest speakers will be on campus through out the academic year as guests of the School of Business. Some of these will be required as a part of your class attendance. Each student should prepare in advance for each speaker. This will include researching the background of the speaker as well as developing questions in advance to ask the speaker. This will also count towards your class participation grade.

Grading:

| | |
|--|--------------|
| <i>External-Community (Non-profit) Interview Project</i> | 100 Points |
| <i>Class Discussion and Participation</i> | 50 Points |
| <i>Summary of Articles and Presentation</i> | 50 Points |
| <i>External Interview Project</i> | 100 Points |
| <i>Group Project</i> | 100 Points |
| <i>Attendance – 10 points will be deducted per absence</i> | (-10) Points |

Grading Scale:

| | |
|----|-------------|
| A | = 95%-100% |
| A- | = 90%-94.9% |
| B+ | = 85%-89.9% |
| B | = 80%-84.9% |
| B- | = 75%-79.9% |

Please note that the topics cited in this outline may and probably will change based on the needs identified and input provided by class participants.

Organizational Management Projects:

Each student will be asked to prepare the following papers and projects:

- 1. Initial Organizational Management Interview** – Select “an external community leader” (this should be a person of at least middle management level and up). It is suggested that you seek to interview a CEO, COO, CFO, CIO, CMO or person of similar position. An example of this may be United Way of Central Indiana, Junior Achievement, etc. Interview them regarding organizational management. Develop questions and conversation points from the first three chapters and one additional chapter of your choice. Please feel free to ask additional questions that will enhance your educational experience. **REPORT:** Your report will be submitted in the form of a PowerPoint presentation. You should prepare PowerPoint slides in handout form to be turned in for your grade as well as copies for your fellow classmates. (Remember this is not just another assignment, but an opportunity to learn from each other.) Suggested slide topics should include: name, title/position and company of person interviewed, organization history, organization products and/or services offered, text chapters selected, questions asked, responses to questions, advice given, and lessons learned and key points that you want your classmates to remember. ***Describe what you have learned through this experience in contrast to your textbook.*** **PRESENTATION:** Each student will present their PowerPoint slides in a presentation to the class of approximately five to ten minutes in length. Please make enough photo copies of your slides for handouts for each of your class members. Be prepared as your classmates may ask questions of you.
- 2. Outline for Summary of Articles**
Review conventional and current literature on one of the following subjects:
 - Leadership traits, motives, characteristics, behaviors, attitudes, styles, etc.

- Power, politics, ethics, creativity, innovation and leadership
- Communication and leadership
- Conflict resolution strategies
- Leading organizational change
- Teamwork, team building, leading teams
- Cultural diversity and leadership
- Empowerment
- Other topics (*upon approval from course instructor*)

Select two articles, written by different authors, on the same topic. Write a four to six page (content) paper using the following format:

Compare/Contrast the Articles

Compare and contrast the main points, themes, etc. of each article. What was different? What was similar?

Conclusions

State the conclusions drawn from your analysis of the two articles. Do you agree or disagree? State your feelings, inferences, judgments, etc. Support your position.

Application

Associate/apply the principles learned to an individual, team or organizational situation.

PRESENTATION: Each student will present their paper to the class (Power Point slides and handouts optional) of approximately five to ten minutes in length. Your presentation should mirror the above format. Be prepared as your classmates may ask questions of you.

Paper Format Requirements: APA style – For additional information regarding APA style contact the university writing lab located within the Krannert Memorial Library. To investigate, sign on to Uindy website, click on to “Academic Resources”, and then click on the Writing Lab within the Resource Hub section. Email for an appointment. Office Number: 788-3554 or Dawn Hershberger at 788-6180. Printable material located within their website.

3. **External Organizational Management Interview** – Select “an external leader” (this should be a business person in a high level position such as a CEO, COO, CFO, CIO, CMO, etc.) outside of and not connected to your organization. Interview them regarding their leadership philosophy, style, viewpoints and actions. Select at least 5 chapters of our text for interview questions and discussion points.

REPORT: Prepare a PowerPoint slide presentation (similar to the

“internal interview” as noted above) as your summary of your interview experience, what chapters you selected, note what you learned, what advice was given, etc. At this point you will have gained knowledge on the various aspects of organizational management. Describe what you have learned through this experience in contrast to your textbook.

PRESENTATION: Each student will present their PowerPoint slides in a presentation to the class of approximately ten minutes in length. Be prepared as your classmates may ask questions of you.

4. **Group Project** – “A Corporate exploration into organizational management”

The assignment will require you to work in a group, preferably of two or three classmates. You are then to select a leader and come up with a team name. As a group you are to select an industry and/or profession you would like to learn more about for example: banking, finance, logistics, or medical, etc. Ideally this should mirror your major and career interests. Then as a group select one Indiana based (headquarters) company to research. This company is to be based in Indiana preferably with at least 100 employees. You are to research what service/product the company produces, their history, and discuss their structure/organizational chart. When describing the company utilize the chapters that we have covered so far or will cover at the point of presentation. **Based upon your group size you should cover at least four different chapters (subject material) per person in your group as it would relate to the company.**

The company that you select needs to meet the following criteria:

- An Indiana based company (headquartered here at the time of your project) - **If it is not an Indiana based company no credit will be given**
- A company that meets your groups criteria in which they would want to learn more about (If the majority of the students in your group are accounting professionals or have an interest in accounting then you should seek a company that provides accounting services for example.)
- Have at least 100 employees

Describe in your report at least the following items:

- Describe how this company relates to the career interests of each team member and what was hoped to be gained by researching this company.
- Describe the product and/or services offered
- Who are their customers
- What is the company history

For your report you will need to:

- **Interview at least one professional at this company per each class team member**
 - Each team member should participate in at least one of the interviews
- Include the interview questions and responses at the end of the report in the appendix
- The actual report that you turn in as a group will be written in a summary form that should be between 6 and 12 pages long written in APA style.
The report should include material from all team members, all interviews, lessons learned, advice given and note the chapters that your group decided to cover.

Grading Criteria:

- A total of 100 points can be awarded and the breakdown is as follows:
 - 20 points – Company research and selection – Does the company or organization selected truly meet the career needs and interests of the team. Was the company or organization selected because it is close by and easy to research or was an appropriate amount of time and research spent to locate a company that meets the team’s future career interests and needs?
 - 30 points – 6 – 12 page summary write up - Did the write up meet the points as noted above. Did the summary appropriately cover the knowledge gained by the research and interviews?
 - 30 points – Interview Portion - This will include the caliber of persons selected, caliber of questions asked, and information gained.
 - 20 points – Presentation Portion – Similar to the “internal and external interviews” the group is to prepare a PowerPoint slide presentation and present to the class. Group presentations should be approximately ten to twenty minutes in length. Allow for some “Q and A” time.

COURSE SCHEDULE

| DATE: | CHAPTER: | SUBJECT: | ACTIVITY: |
|-------|--------------|---|-----------------------------|
| 8/26 | Introduction | Syllabus Overview Class expectations | Introduction discussions |
| 9/02 | Ch. 1 | The Quest for People-Centered Organizations | Video Case Study: Wild Oats |

| | | | |
|-------|----------------|---|--|
| 9/09 | Ch. 2 | Managing Diversity | Video Case Study: Police Chief Nunn |
| 9/16 | Ch. 3 | Organizational Culture | Video Case Study: Pike Place Fish Market |
| 9/23 | | Initial Organizational Management Interview (Internal) - Project and Presentations Due | Project presentations |
| 9/30 | Ch 4 | International Culture | Video Case Study: Cirque du Soleil |
| 10/07 | Ch 10 Ch 11 | Group Dynamics Teams and Teamwork | 10/8 – Jerry Greenfield, (Ben & Jerry’s) presentations |
| 10/14 | Ch 12 Ch 14 | Individual and Group Decision Making Communication in the Internet Age | Student chapter review presentations – at least 4 teams |
| 10/21 | | Summary of Articles - Project due and presentation | Bill Wendling, Bedel Financial, Career Series, guest speaker, Schwitzer, room 010, 6pm – 7pm Project presentations - part one |
| 10/28 | Ch 16 Ch 15 | Leadership Influence Tactics, Empowerment and Politics | Summary of Articles - Project presentations – part two |
| 11/4 | Ch 13 | Managing Conflict and Negotiation | Mark Cooper, U.S. Commercial Service, MBA Leadership Speaker Series, 11/9, 6pm – 7pm, room: UIndy Hall “C” |
| 11/11 | | External Interview Project - Project due and presentations | Project presentations |
| 11/18 | Ch 17 Ch 18 | Creating Effective Organizations Managing Change and Stress | TBA* |
| 11/25 | | Thanksgiving holiday schedule | No class meeting |

| | | | |
|-------|--|---|---------------------------|
| 12/3 | | Group Project - Project and presentations due | Last Class Session |
| 12/10 | | Jerry Greenfield, Mark Cooper or OneAmerica/AUL guest speaker presentation for class credit for this evening** | No class meeting |

* Please note guest speakers may be scheduled upon speaker availability.

*****Write a one to two page paper on the lessons learned and advice given by the speaker that you attended.***

NOTES: