2012

MGMT 300-07 Managerial Behavior

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Williams College of Business Mission. We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition. Part of our mission is to focus on sustainability as a necessary and essential part of all effective organizations.

Course Description: This course introduces the management functions of planning, organizing, leading, and controlling. These topics are discussed in application to current organizations and their complex social and industrial environments, examining the historical development of management and organizations and the latest developments, including social and ethical responsibility of managers and their organizations. In keeping with our university and college missions, our goal will be to learn how to manage in ways that improve organizations and society, focusing on ethical decision making and the impact on society of the choices made by managers, particularly with respect to sustainability over time. This course contributes to one’s becoming a manager who is capable of creating and maintaining sustainable organizations.


Instructional Techniques. The course will be taught using a variety of methods, including lectures, videos, cases and experiential exercises as a basis for class discussion and team work. All of these methods work best when students have prepared by carefully reading the assigned materials and giving the materials serious consideration and thought. In addition, serious participation in class exercises, presentations, and discussions will also aid in each student’s learning. Generally, the professor will discuss key chapter points in one class session, with discussion of homework for the chapter and in-class exercises done the following session.

Grading.
Examinations 2 exams, 100 points each.
Individual Written Homework 10 short papers, 20 points each.
Documented In-Class Team Exercises 10 activities, 12 points each.
Course Participation-Note-Taking 12 possible, min. 10 for full credit, 50 points total

Examinations. Each exam will be a combination of objective and subjective items. There will be 40 multiple choice questions on each exam, each worth 2 points for a total of 80 points. The remaining 20 points will come from short-answer essay questions worth 10 points each. I will include 3 essay questions from which each student must respond to only 2 of her/his choosing. I will base all questions on discussion questions from the end of each chapter in the text. You will be
tested on your knowledge of textbook definitions of terms, theories, and methods, as well as on your ability to compare and contrast the material and use it in applications questions.

**In-Class Team Exercises.** Each student will be assigned to a team by the professor. Each team will have 3 or 4 members. All teams will participate in activities with their teammates, as directed by the professor. There will be 8 activities in the semester worth 12 points each. These activities cannot be made up if a student is absent, as this will count as course participation. The only excused absence for the teamwork assignments will be a written doctor’s excuse or required participation of a student in an activity that is University-sponsored and the student’s participation is required—this must also be documented. Each team will hand in one team-prepared document containing their answers to the exercises. The exercises will either be drawn from the text or distributed by the professor.

**Individual Written Homework.** Each student must prepare answers to a set of questions related to an assignment from the text or one developed and distributed by the professor. These assignments will be made by the professor in class. Your responses to the questions must be word-processed with one-inch margins on all sides. You must use complete sentences in responding to questions, but the format does not have to reflect a “formal paper”—you can just respond directly to the questions asked, even numbering them. The content will be graded for correct application of material from the text, demonstrating correct usage of theories and methods, as well as vocabulary. The purpose of this assignment is to give you experience applying the material in short scenarios. Each paper is worth 20 points total, including participation in discussion of the solutions in class.

**Participation—Note-taking.**
Participation is expected on all in-class exercises and team activities. Beyond that, participation in the lecture process will be rewarded via this participation score. A total of 50 points can be earned simply by taking notes—only by hand—in each of the classes in which I lecture. While you may print out the “slides” and take notes on them, you must take complete notes in order to earn these points. While this may seem like “punishment” to you, I have found in my own research over the 25 years I’ve been teaching at universities that students perform better on exams and papers if they have been actively engaged in the lecture process via taking extensive notes on the lectures. In particular, taking notes on the “extra” material I present (explanations and examples, for instance) gives you a better understanding for the material I think most important (i.e., most likely to be on exams and expected to be used in your papers). This is especially true since I will not necessarily lecture on each of the PowerPoint slides that I will give you access to via Blackboard. Furthermore, if you are taking extensive notes, you have to work more actively in class, thus processing the material at least twice (listening to it, and writing it down). If you also read the assigned pages in the text and study it and your notes, you will have processed the material 4 times before an exam—thus, you’ll remember more, and your grades will improve! To earn the 50 points, you must turn in the notes immediately at the end of the lecture, for EACH lecture. This applies only to the first day of lecture for any given chapter, so if we have 2 days allocated to lecture for 1 chapter, only the first day of lecture notes will be used for this Participation credit. To get full credit, you must take and turn notes for a minimum of 12 of the 15 chapters I have scheduled for lecture days. You may not turn them in later, as this is a PARTICIPATION grade!
Course Grades. Final course grades will be determined by percentage of total available points earned by each student, using the following cuts:

\[
\begin{align*}
93\% & = A \\
90 \text{ to } 92 & = A- \\
87 \text{ to } 89 & = B+ \\
83 \text{ to } 86 & = B \\
80 \text{ to } 82 & = B- \\
77 \text{ to } 79 & = C+ \\
73 \text{ to } 76 & = C \\
70 \text{ to } 72 & = C- \\
60 \text{ to } 69 & = D \\
\leq 59 & = F
\end{align*}
\]

Course Policies. By virtue of enrolling in this class, you are committing to be present, particularly on days of scheduled activities, such as exercises and exams. Because your attendance and participation are fundamental to your gaining the fullest appreciation for and understanding of the material, as well as to your classmates' learning, you are expected to attend. If you must miss class, for whatever reason, you are personally responsible for the material covered and exercises done in class, obtaining notes from a classmate, and for contacting the professor prior to class if you will miss a scheduled assignment or exam. To make up ANY work without late penalty, you must have a documented excused (illness or university business) absence. For illness, documentation is a doctor’s excuse from a LOCAL physician. Any student with university-sponsored business that results in a missed class must present documentation of such prior to missing class. You must contact me on my cell phone PRIOR to the exam to notify me of your inability to attend. You must then present your doctor’s excuse from a local physician to verify your illness in order to be given a make-up exam. Any work missed during an excused absence must be made up within two weeks of the absence. Late class notes are not accepted unless for an excused absence, as those are for class participation credit. While late homework will be accepted even without an excused absence, such work will be penalized 2 points for each day late and will not be accepted once a homework assignment is two weeks past its original due date. There will be no extra credit or revisions of graded work.

If there are cancellations of class due to weather or business or health reasons that I cannot meet class, I will convey alternative instructions via email through Blackboard.

All announcements, changes to the syllabus, changes to scheduling for the class, and additional instructions will be posted to the Course’s Blackboard page, and I will send the class an email to notify you of such.

Cheating will be dealt with per University Policy.

**Approximate Course Schedule**

**Week 1**

Jan. 10  Introduction

Chapter 1  Lecture

**Week 2**

Jan. 17  No class tonight
**Week 3**
Jan. 24 Chapters 2  
Lecture; Homework due for Ch 1;  
Homework assigned; Team exercise

**Week 4**
Jan. 31 Chapter 3  
Lecture; Homework due for Ch. 2;  
Homework assigned; Team exercise

**Week 5**
Feb. 7 Chapter 4  
Lecture; Homework due for Ch. 3;  
Homework assigned; Team exercise

**Week 6**
Feb. 14 Chapter 5  
Lecture; Homework due for Ch. 4;  
Homework assigned; team exercise

**Week 7**
Feb. 21 Chapter 6  
Lecture; Homework due for Ch. 5;  
Homework assigned; team exercise

**Week 8**
Feb. 28 Exam 1  
6-7:30; you are excused when you are done with the exam or at 7:30.

**Week 9**
Mar. 5 – 9 Spring Break

**Week 10**
Mar. 13 Chapter 7  
Lecture; Homework due for Ch. 6;  
Homework assigned; Team Exercise

**Week 11**
Mar. 20 Chapter 8  
Lecture; Homework due for Ch. 7;  
Homework assigned; Team exercise

**Week 12**
Mar. 27 Chapter 9  
Lecture; Homework due for Ch. 8;  
Homework assigned; Team exercise

**Week 13**
Apr. 3 Chapter 10  
Lecture; Homework due for Ch. 9;  
Homework assigned; Team exercise

**Week 14**
Apr. 10 Chapter 11  
Lecture; Homework due for Ch. 10;  
Homework assigned; Team exercise
Week 15
Apr. 17 Chapters 12 and 13 Lecture

Week 16
Apr. 24 Chapter 13 cont’d and Chapter 14 Lecture—no notes accepted/required

Week 17
May 1 Exam 2

Our exam will be during our regular meeting day/start time, per the University Final Exam Schedule. As with Exam 1, you will have only from 6 to 7:30 to take the exam. You are excused when you turn in your exam.