

## **MGMT 101: INTRODUCTION TO ORGANIZATION & MANAGEMENT Fall 2009**

All Mon/Wed/Fri sessions meet 10:00-10:52 a.m.

in the Elaine Langone Center Forum unless otherwise instructed.

All Tues/Thurs sessions meet in Taylor 12. Times vary by company:

Company A (Sec 1) – 8:00-9:22 am	Company C (Sec 3) – 1:00-2:22 pm
Company B (Sec 2) – 9:30-10:52 am	Company D (Sec 4) – 2:30-3:52 pm

### **BOARD OF DIRECTORS**

**Co-Chairs:** Professors Jamie Hendry and John Miller co-chair the MGMT 101 Board of Directors and are active consultants to all companies.

**Other Members:** Two TA Board Members (Company TAs) are assigned to each MGMT 101 Company to assist with project activities, both under the guidance of company professors and in response to company needs. Other TA Board Members (Tech TAs) are available to consult with all companies on websites and other computer technology issues. Your TAs will be your first-line information sources. Get to know them! Their contact information is listed on your **Board Roster**.

### **PROFESSORS' OFFICE HOURS**

**Prof. Jamie Hendry:** Taylor 304; x73745 (office); (570) 713-5154 (cell); jhendry@bucknell.edu – Wed 11:00 a.m.-1:00 p.m. - or by appointment.

**Prof. John Miller:** Taylor 20; x71303 (office); (352) 391-9357 (cell); jmiller@bucknell.edu – Tues 11:00 a.m.-1:00 p.m. - or by appointment.

In addition to regularly scheduled office hours, please feel free to stop by either of our offices any time. We're in our offices most of the time when not teaching and can almost always stop what we're doing to meet with you.

### **COURSE MISSION**

By giving you real management experiences, MGMT 101 aims to provide you with a solid foundation for *critical thinking* about Organization and Management, for *competent action* as practicing managers, and for *learning from* your own and others' *experiences*. Many of you will one day assume leadership positions and managerial responsibilities in community, governmental, professional, social, and business organizations where you will be able to make real differences in our world. MGMT 101's general purpose is to make sure that your foundation for performance and learning in those roles is solid. The clients of MGMT 101 are not only you but also the people and institutions that will ultimately come to depend on your knowledge, skills and leadership. MGMT 101's mission is thus very broad and ambitious, taking seriously an obligation to help prepare society's leaders.

## REQUIRED READING

Miller, John A. & Hiller, Tammy Bunn. *Management 101: Live Introduction to Organization and Management* (51st edition), Fall 2009.

In addition to providing the conceptual framework for the course, this MGMT 101 textbook contains project activity and assignment summaries and explanations, extensive examples from past companies, and guidelines for the preparation of papers and reports. **Each student is responsible for following guidelines and meeting deadlines and performance standards described in this textbook. PINK PAGES CONTAIN ASSIGNMENTS for which students and companies will be held accountable, yellow pages = example documents from past companies, and blue pages = summaries and overviews of course phases.**

## RECOMMENDED SUPPLEMENTARY READINGS AND RESOURCES

1. MGMT 101 Company Reports and Archives – available in the MGMT 101 library (Taylor 23) and limited availability on the MGMT 101 website
2. The MGMT 101 website: <http://www.bucknell.edu/MGMT101.xml>.
3. MGMT 101 Documents (copies of PowerPoint briefings, etc.) – available in the *departments* section of Netspace: Follow this string of folders: *management > public > MGMT 101*.
4. News Media: *The Wall Street Journal, Business Week, The New York Times, Fortune, Time, Fast Company, Harvard Business Review, etc.*

## ACADEMIC RESPONSIBILITY – COLLABORATION AND INDIVIDUAL WORK

“Bucknell students are responsible for the preparation and presentation of work representing their own efforts. Acceptance of this responsibility is essential to the educational process and must be considered as an expression of mutual trust, the foundation upon which creative scholarship rests. Students are directed to use great care when preparing all written work and to acknowledge fully the source of all ideas and language other than their own.” (*Academic Regulations, BU Catalog*)

**We fully support these principles, based on mutual trust, and will not hesitate to initiate the institutional process that deals with violations of them.**

**Students are responsible for informing themselves of expectations regarding collaborative and individual work.** See, in particular, specific expectations regarding activities that may require **both** individual and collaborative work components, described in the *performance measures* section of this syllabus. When in doubt, ask.

## PRIVACY POLICY

No student may audio- or videotape any MGMT 101 lecture or lab without written permission of the instructor. If the instructor grants such written permission (e.g., for use by a student with a learning disability or serious injury that prevents taking notes in class), the instructor will notify the class any time such audio- or videotaping occurs.

## CELL PHONE POLICY

Students must turn off their cell phones in briefing sessions. Students must also turn off their cell phones in labs except when making a phone call for MGMT 101 company business or when expecting to receive a call during lab from an outside stakeholder such as your company’s supplier or service client.

## PERFORMANCE MEASURES

### A) Individual Performance Measures

#### 1) Names & Faces Quiz = 1%

The names and faces quiz is designed to help you quickly learn the names of your fellow company members, all of whom you will need to depend on for your company to succeed.

#### 2) Lab Report Papers – LRs = 20%

These assignments require you to describe critical events in the history of your organization and to demonstrate your abilities to use course concepts to understand those events. For specific guidelines, see your MGMT 101 textbook. The LR papers count as follows:

i) **Forming Phase (Team-building) = 5%**

ii) **Storming Phase (Policy Decisions) = 10%**

iii) **Norming Phase (Sticks and Boxes) = 5%**

Your professors will explain the submission process in class. Papers submitted late will incur a late penalty of a 5-point grade reduction (out of a 100-point scale) for each day late. If you have a valid reason for submitting a paper late (e.g., traveling for a sport or religious holiday, serious illness, death in the family), you may negotiate an extension without penalty if you contact your professor *in advance* of the due date.

#### 3) Post-Operating Plans Storytelling Sessions = 4%

These sessions, carried out over three consecutive lab periods, require you to come to lab prepared to meet with two other company members to share stories of your significant norming phase experiences and to discuss interpretations of your stories using management theories and concepts.

#### 4) Final Paper (Including participation in Storytelling sessions) = 25%

Your final paper is your final exam for this course. You will write a single, coherent, well-focused story, with the goals of making sense of your experience in MGMT 101, thinking critically about course theory and concepts in light of your experience, and drawing implications and conclusions about the challenges of integrating effectiveness, efficiency, and community in your future management activities.

#### 5) Individual Contribution: Participation and Leadership = 25%




Your professor and TAs determine individual contribution scores based on their observations of your participation, leadership, and attendance throughout the course and your performance evaluation ratings provided by all company members at several points during your company's performing and informing phases. Individual contribution scores are not necessarily related to students' formal positions in a company's hierarchy.

**B) Company Performance Measure: Company Score = 25%**

The MGMT 101 Board of Directors determines this score, which is common to all company members. The final written and oral report projects – company efforts designed to document the company's efficiency, effectiveness, and sense of community – help demonstrate to the Board the degree to which your company was run responsibly. The Board takes into consideration evidence from these final reports as well as its observations of project activities throughout the semester. For feedback purposes, the Board will assign a *tentative* Company Score after your Operating Plan presentation, based on that presentation as well as evidence from the early phases of your company history. **Company performance measures can significantly affect individual grades: *Your fates are in each other's hands!***

**GRADING POLICIES**

- There will be **no** forced distribution of grades, such that a specific percentage of students receive As, Bs, etc. The following grading scale will be used, although individual grades may be adjusted in borderline cases:

93-100	A	
90-92	A-	
87-89	B+	
83-86	B	
80-82	B-	
77-79	C+	
73-76	C	
70-72	C-	
60-69	D	
0-59	F	

**ASSIGNMENT SCHEDULE**

**You should always read assigned readings and prepare other assignments *BEFORE* each indicated class session.**

**CODES USED IN ASSIGNMENT SCHEDULE**

- **L** = Lab Session
- **B** = Briefing Session
- **V** = Versatile Session
- **TEXT** = Miller, John A., & Hiller, Tammy Bunn. *Management 101: Live Introduction to Organization and Management* (51st edition), Fall 2009.
- **LR** = Lab Report Paper

(Also note that **due dates for specific individual, team, and company assignments are highlighted in red on the Master Schedule.**)

## Phase I – THE FORMING PHASE

### Introduction and Overview

Date	Class	Class Topic/Required Readings/Preparation/Assignments
8/26 Wed	B1	<b>Orientation: Course Introduction and Overview</b>
8/27 Thu	L1	<b>Forming Research &amp; Design Teams (R&amp;D Teams)</b> <ul style="list-style-type: none"> <li>• Read completely through this course syllabus</li> <li>• Read TEXT: Forming Phase Intro (pp. 1-2), all of Chapter 1, &amp; pp. 38-39 &amp; 47 of Chapter 2. <b>Read pp. 21-22 especially carefully so that you will be prepared for your first day on the job.</b></li> </ul>
8/28 Fri	B2	<b>EEC Overview/ Course Theme #1 – Efficiency: Rational Machines</b> <ul style="list-style-type: none"> <li>• Read TEXT: pp. 55-60 of Chapter 3.</li> </ul>
8/31 Mon	B3	<b>Course Theme #2 – Community: Human Side of Management</b> <ul style="list-style-type: none"> <li>• Read TEXT: pp. 60-67 of Chapter 3.</li> </ul>
9/1 Tue	L2	<b>Community Building and Initial Brainstorming</b> <ul style="list-style-type: none"> <li>• Before lab, individually brainstorm lists of possible service and business ideas for your company. Bring your lists to lab.</li> <li>• <b>Names and Faces Quiz in lab – Be prepared to name all of your company members.</b></li> </ul>
9/2 Wed  5:30 - 6:30 p.m	B4	<b>Course Theme #3 – Effectiveness: Organizational Politics</b> Read TEXT: pp. 67-84 of Chapter 3. ○○○○ <h2 style="text-align: center;">Service Fair</h2> 5:30 p.m. – 6:30 p.m. in LC Terrace Room At least 2 members of each R&D team must attend to meet with members of regional service organizations to explore possible service project ideas.
9/3 Thu	L3	<b>Writing Lab &amp; Begin Evaluating Project Ideas</b> <ul style="list-style-type: none"> <li>• Read TEXT: Chapter 2.</li> <li>• <b>BEFORE this lab</b>, each R&amp;D team should meet to discuss the service fair and decide its top 5 service ideas. It should also decide its top 5 business ideas. Bring to lab your idea lists and research done on ideas.</li> </ul> <p style="text-align: center;"><b>Draft of Forming Phase LR due in lab (Guidelines–TEXT: p. 47)</b></p>
9/4 Fri	B5	<b>Responsible Management: Ethics &amp; Responsible Management</b> <ul style="list-style-type: none"> <li>• Read TEXT: Chapter 4.</li> </ul>

**Phase II – THE STORMING PHASE**  
Strategic Planning and Decision-Making

<b>Date</b>	<b>Class</b>	<b>Class Topic/Required Readings/Preparation/Assignments</b>
9/7 Mon	L4	<b>Continue Evaluating Project Ideas &amp; Multivoting</b> <ul style="list-style-type: none"> <li>Reread TEXT: pp. 13-14.</li> <li>Bring your R&amp;D team's list of service and business ideas and research you have done on those ideas to this lab.</li> </ul>
9/8 Tue	L5	<b>Form Coalitions &amp; Prep for Market Research/Stakeholder Panel</b> <ul style="list-style-type: none"> <li>Read TEXT: pp. 112-117</li> <li>Each R&amp;D team must come prepared to describe and advocate all of its remaining service and business project ideas.</li> <li><b>Forming Phase LR due</b> (Guidelines – TEXT: p. 47.)</li> </ul>
9/9 Wed	B6	<b>Mission &amp; Strategy: Identifying Stakeholders &amp; Situation Analysis</b> <ul style="list-style-type: none"> <li>Read TEXT: Chapter 5.</li> <li>In class you will receive a coalition worksheet that will help you to prepare your market research questions and aid you in project decision-making.</li> </ul>
9/10 Thu	L6	<b>Stakeholder Panel re Service &amp; Business Project Ideas</b> <ul style="list-style-type: none"> <li>Service &amp; Business Project Coalitions must come prepared to present project proposals to a Stakeholder Panel for critique and evaluation. See guidelines in TEXT: p. 117. Each company has 45 minutes to divide between its service coalitions, and 15 minutes to divide between its business coalitions. Plan to use your time well.</li> </ul>
9/11 Fri	L7	<b>Market Research re Business Project Ideas</b> <ul style="list-style-type: none"> <li>Business Project Coalitions must come prepared to conduct preliminary market research in the LC Forum. See guidelines in TEXT: p. 116. Each company has only 10 minutes to divide between its business coalitions. Plan to use your time well.</li> </ul>
9/14 Mon	B7	<b>Decision Processes</b> <ul style="list-style-type: none"> <li>Read TEXT: Chapters 6 and 7.</li> <li><b>Coalition Worksheet due – Submit ONE per coalition.</b></li> </ul>
9/15 Tue	L8	<b>WUT-SOP? Discussions &amp; Preliminary Debates</b> <ul style="list-style-type: none"> <li>Bring to lab your market research results, projected budgets, projected schedules, supplier information, product samples and any other relevant information you have collected about your project idea. Your professor will return your coalition worksheet (with feedback added) at the beginning of this lab.</li> </ul>

Date	Class	Class Topic/Required Readings/Preparation/Assignments
9/16 Wed	L9	<p><b>PROJECT DECISIONS – DAY ONE</b></p> <ul style="list-style-type: none"> <li>• Come prepared to debate, vote on, and commit to your company's Service and Business projects over the next three class periods. You will start with your service project debates and decision and then move to your business project ones.</li> <li>• <b>ALL coalitions should come fully prepared to all 3 project decision days.</b> Coalitions should meet <b>before these days</b> to prepare for them. Your coalition must enter these debates understanding the feasibility of your proposed project and the resources required to carry it out effectively. Specifically: What resources (people's skills &amp; time, money, information) will you need to succeed? Do you have those resources? If not, how can you realistically acquire them? For service ideas, what need(s) will you fill and what work will you do for your potential client? For business ideas, how large is the demand for your product? Have you found at least one supplier that can produce your product at an acceptable cost/quality combination within the time constraints of the course? Have you received preliminary permission from RICS and/or the General Counsel's Office to sell your product on campus? Do you have a sample of your proposed product and its design to show your classmates?</li> <li>• Skimming TEXT: Chapters 9-13 may help you to identify issues in carrying out your proposals that you have not yet considered.</li> </ul>
9/17 Thu	L10	<p><b>PROJECT DECISIONS – DAY TWO</b></p> <ul style="list-style-type: none"> <li>• Continue the project decision-making process.</li> </ul>
9/18 Fri	L11	<p><b>PROJECT DECISIONS – DAY THREE</b></p> <ul style="list-style-type: none"> <li>• Continue the project decision-making process (if needed).</li> </ul>

**Look Ahead – Storming Phase LR is due 9/24. Read TEXT: pp. 159-160.**

### **Phase III – THE NORMING PHASE**

Designing Efficient Precontrol Systems & Procedures

In about four weeks, each MGMT 101 company will present to the Board for approval its Operating Plans as both a written report and an oral presentation, describing the precontrol systems your company has designed to accomplish its mission. In the Norming phase, you must design structures & roles, and you must assign authority and responsibility so that your plans will be implemented efficiently. PHASE III takes place in three subphases, although these tasks must be done more or less simultaneously. As soon as you design key divisions and departments (IIIa), you can begin to negotiate staffing assignments (IIIb) and develop specific operating plans (IIIc). (Then backwards: As your plans confront the 'real world,' you'll discover needs to renegotiate staffing assignments and redesign organization structures.)

### Phase IIIa – ORGANIZATION & TASK DESIGN

Date	Class	Class Topic/Required Readings/Preparation/Assignments
9/21 Mon	B8	<b>Organizing: Differentiation &amp; Integration</b> <ul style="list-style-type: none"> <li>• Read TEXT: Norming Phase Introduction (pp. 161-162) &amp; pp. 163-180 of Chapter 8.</li> </ul>
9/22 Tue	L12	<b>Organizational Design &amp; Nominate Executives</b> <ul style="list-style-type: none"> <li>• Read TEXT: pp. 181-191.</li> <li>• Bring to lab your proposed Executive Committee organization design; i.e., a “sticks-and-boxes” chart for the executive-level of your company. (Group proposals are welcome!)</li> <li>• Come prepared to debate and agree on your company’s top management structure and to nominate candidates for Executive Committee positions. (Self-nominations are welcome!)</li> </ul>
9/23 Wed	B9	<b>What’s it Really Like to be an Executive?</b> <ul style="list-style-type: none"> <li>• Look back over TEXT: pp. 181-191</li> <li>• Come prepared to ask questions that will help you to decide whether to run for an executive position and/or to better understand the executive positions so that you can make more reasoned decisions about whom to vote for to fill those positions.</li> </ul>
9/24 Thu	L13	<b>Executive Elections</b> <ul style="list-style-type: none"> <li>• Executive Committee candidates: Be prepared to make a 60-sec campaign speech <u>concisely</u> describing your understanding of job requirements and your qualifications for meeting them.</li> <li>• <b>Storming Phase LR due</b> (<i>Guidelines –TEXT: pp. 159-160.</i>)</li> </ul>
9/25 Fri	L14	<b>Executive Elections (if needed); Executive Working Session</b> <ul style="list-style-type: none"> <li>• Executives prepare for Staffing / Job Fair</li> </ul>

### Phase IIIb – STAFFING – Negotiating Primary Job Assignments

Date	Class	Class Topic/Required Readings/Preparation/Assignments
9/28 Mon	B10	<b>Staffing</b> <ul style="list-style-type: none"> <li>• Read TEXT: Chapter 9.</li> </ul>
9/29 Tue	L15	<b>Job Fair: Staffing Your Company</b> <ul style="list-style-type: none"> <li>• Read TEXT: Chapters 10, 11, 12, &amp; 13. Think deeply and seriously about the work you’d like to do for your company.</li> <li>• Non-executives, be prepared to apply for several different jobs.</li> </ul>
9/30 Mon	B11	<b>Interdependencies: Concurrent Controls</b>

<b>Date</b>	<b>Class</b>	<b>Class Topic/Required Readings/Preparation/Assignments</b>
<b>10/1 Thu</b>	<b>L16</b>	<b>Working Session: Confirm/Negotiate Job Descriptions</b> <ul style="list-style-type: none"> <li>Review TEXT: pp. 353-361 – Operating Plans Requirements.</li> <li>The Executive Committee should run this lab as it sees fit. However, the Board recommends that you use this lab to: <ul style="list-style-type: none"> <li>Design and build your company's "office building," bearing in mind how physical location and arrangement of departments and divisions will impact the way you work together.</li> <li>Negotiate and confirm job assignments, revising initial job descriptions as needed, and signing job contracts.</li> <li>Begin to discuss Operating Plans and clarify what each person will be responsible for preparing.</li> </ul> </li> </ul>
<b>10/2 Fri</b>	<b>B12</b>	<b>Training by Job Function</b> <ul style="list-style-type: none"> <li>Come prepared to undergo job training with other people doing similar jobs across companies.</li> </ul>
<b>10/4 SUNDAY</b>		<b>Norming Phase LR (Part I) due by 1:00 p.m.</b> <ul style="list-style-type: none"> <li>Read Norming Phase LR Guidelines –TEXT: pp. 237-238</li> </ul>

### Phase IIIc – OPERATING PLANS – Establishing Efficient Precontrols

<b>10/5 Mon</b>	<b>B13</b>	<b>Control Techniques I: Operational Controls</b> <ul style="list-style-type: none"> <li>Read TEXT: pp. 353-361 – Operating Plans Requirements &amp; Review TEXT: Chapter 11</li> </ul>
<b>10/6 Tue</b>	<b>L17</b>	<b>Organization &amp; Job Design Consulting Sessions</b> <ul style="list-style-type: none"> <li>Come prepared to engage in consulting sessions with a Board member and other company members.</li> <li>Executive Committee should decide how to use the time not spent in consulting sessions. Departments and divisions should use critical path and Gantt charts to plot out task sequences and timing, and determine what secondary (temporary) jobs will be needed to accomplish your unit's objectives.</li> </ul>
<b>10/7 Wed</b>	<b>B14</b>	<b>Control Techniques II: Accounting &amp; Financial Management</b> <ul style="list-style-type: none"> <li>Reread TEXT: Chapter 12</li> </ul>
<b>10/8 Thu</b>	<b>L18</b>	<b>Working Session: Prepare Operating Plans</b> <ul style="list-style-type: none"> <li>The Executive Committee should run this lab as it sees fit.</li> </ul>
<b>10/9 Fri</b>	<b>V1</b>	<b>Versatile Session / AFN &amp; Purchasing Training</b> <ul style="list-style-type: none"> <li>Agenda to be decided.</li> </ul>
<b><i>We've all earned our FALL BREAK !</i></b>		

Date	Class	Class Topic/Required Readings/Preparation/Assignments
10/14 Wed	B15	<b>Motivation, Performance, and Satisfaction</b> <ul style="list-style-type: none"> <li>Read TEXT: Performing Phase Intro (pp. 363-364); Chapter 14.</li> </ul>
10/15 Thu	L19	<b>Working Session: Prepare Operating Plans</b> <ul style="list-style-type: none"> <li>The Executive Committee should run this lab as it sees fit.</li> </ul>
10/16 Fri	V2	<b>Versatile Session:</b> Agenda to be decided. <b>Deliver 2 copies of Operating Plans to the Lab by 1:00 PM.</b> (Guidelines: TEXT pp. 354-358). <b>Company Website must be up by 1:00 PM.</b> (TEXT: p. 353) <ul style="list-style-type: none"> <li>Read your company's website; recommend corrections.</li> </ul>
10/19 Mon	L20	<b>Working Session: Prepare/Critique/Rehearse Operating Plans</b> <ul style="list-style-type: none"> <li><b>By 1:00 PM, bring 2 copies of any revisions to documents turned in on 10/16 and update website accordingly.</b></li> </ul>
10/20 Tue	L21	<b>OPERATING PLANS PRESENTATIONS</b> <ul style="list-style-type: none"> <li><b>Be prepared to make a 15-minute Formal Operating Plans Presentation (TEXT: p. 353); field questions (TEXT: p. 358-9).</b></li> <li>Consider the seating arrangements, dress code, and visual aids needed for an effective presentation.</li> </ul>

**Phase IV – THE PERFORMING PHASE**  
Responsible Managerial Action

Date	Class	Class Topic/Required Readings/Preparation/Assignments
10/21 Wed *** 7:30 pm	B16	<b>Leadership</b> <ul style="list-style-type: none"> <li>Read TEXT: Chapter 16.</li> </ul> <p style="text-align: center;">*****</p> Harvard University scholar Howard Gardner discusses <u><i>Ethical Leadership</i></u> Trout Auditorium; Highly Recommended.
10/22 Thu	L22	<b>Working Session: Project Operations / QWL &amp; PE Surveys</b> <ul style="list-style-type: none"> <li>The Executive Committee should run this lab as it sees fit.</li> <li>HRM specialists are responsible for administering QWL and Performance Evaluation surveys during this lab.</li> </ul>
10/23 Fri	B17	<b>Norming Phase Storytelling Session Preparation</b> <ul style="list-style-type: none"> <li>Read TEXT: p. 362 – Assignment Guidelines</li> </ul>
10/26 Mon	V3	<b>Versatile Session:</b> Agenda to be decided. <ul style="list-style-type: none"> <li>Specialist Training for AFM and Oral Reports jobs.</li> </ul>
10/27, 29, 11/3 L23 / 4 / 5		<b>Norming Phase Storytelling Sessions</b> <i>Each student will be involved in only one session, but all students should be prepared by 10/27.</i>

10/27 Tue	L23	<b>Working Session: Project Operations (&amp; Storytelling I)</b> <ul style="list-style-type: none"> <li>The Executive Committee should run this lab as it sees fit, with the understanding that the Board will need to meet in 35-minute sessions with groups of 3 students at a time throughout the lab.</li> <li><b><i>Come prepared to engage in a storytelling session.</i></b></li> </ul>
10/28 Wed	B18	<b>Communication and Effective Confrontation</b> <ul style="list-style-type: none"> <li>Read TEXT: Chapter 15.</li> </ul>
10/29 Thu	L25	<b>Working Session: Project Operations (&amp; Storytelling II)</b> <ul style="list-style-type: none"> <li>HRM specialists should plan to report results of the 1<sup>st</sup> PE and QWL data analysis to the company by or during this lab.</li> </ul>
10/30 Fri	B19	<b>Crisis Management</b> <ul style="list-style-type: none"> <li>No assigned readings, but come prepared to participate actively.</li> </ul>
11/2 Mon	V4	<b>Versatile Session:</b> Agenda to be decided.
11/3 Tue	L25	<b>Working Session: Project Operations (&amp; Storytelling III)</b>
11/4 Wed	B20	<b>Group Processes</b> <ul style="list-style-type: none"> <li>No assigned readings but come prepared to participate actively.</li> </ul>
11/5 Thu	L26	<b>Working Session: Project Operations</b>
11/6 Fri	V5	<b>Versatile Session:</b> Agenda to be decided.
11/9 Mon	V6	<b>Versatile Session:</b> Agenda to be decided.
11/10 Tue	L27	<b>Working Session: 2<sup>nd</sup> QWL &amp; Performance Eval Surveys</b> <ul style="list-style-type: none"> <li>HRM specialists are responsible for administering QWL and Performance Evaluation surveys during this lab.</li> </ul>

## Phase Va – INFORMING PHASE

### Company Reports

More so than other phases, the Performing and Informing phases overlap each other. In the latter part of the performing phase and the first half of the informing phase you will be jointly performing — completing project operations — and informing, as you prepare and implement company report projects. **Your service and business projects are dry runs for the kind of total company collaboration your Final Report Projects will require!** These company reports will then serve as common background materials for the individual stories you will develop in Phase Vb.

Date	Class	Class Topic/Required Readings/Preparation/Assignments
11/11 Wed	B21	<b>Informing – Review &amp; Integration</b> <ul style="list-style-type: none"> <li>• Read TEXT: Informing Phase Introduction (p. 417) &amp; Chapter 17, including guidelines for your Final Report Projects.</li> <li>• <b>Note new guidelines: Beware of depending on past models!</b></li> </ul>
11/12 Thu	L28	<b>Working Session: Project Operations and Report Preparation</b> <ul style="list-style-type: none"> <li>• Finish business and service projects this week; then prepare reports.</li> <li>• The Board strongly recommends brainstorming company critical events, challenges, &amp; successes to assure coverage in reports.</li> </ul>
11/13 Fri	V7	<b>Versatile Session:</b> Agenda to be decided.
11/16 Mon	L29	<b>Working Session: Finish Projects and Prepare Reports</b> <ul style="list-style-type: none"> <li>• <b>A draft version of your Company Summary must be posted to your Website by 1:00 pm. (Guidelines – TEXT: pp. 421-425)</b></li> </ul>
11/17 Tues	L30	<b>Working Session: Prepare Reports</b> <ul style="list-style-type: none"> <li>• Read the website version of your Company Summary, and come prepared to recommend improvements.</li> </ul>
11/18 Wed	L31	<b>Working Session: Prepare / Rehearse / Critique Oral Reports</b>
11/19 Thur	L32	<p style="text-align: center;"><b>FINAL ORAL REPORT PRESENTATIONS</b></p> <p style="text-align: center;"><i>Come prepared to present a 45-minute Oral Report (Guidelines TEXT: pp. 430-434) and field questions at the end.</i></p> <ul style="list-style-type: none"> <li>• <i>Presentations, open to the public, take place in the LC Forum at each company's regular lab time. Members should help generate audiences.</i></li> <li>• <b><i>You are responsible for videotaping your final oral presentation, including the Q&amp;A session, and submitting the videotape to the Board at the end of the session. The Board will provide the digital video camera and mini-DVR blank tape.</i></b></li> </ul>
11/20 Fri	B22	<b>Final Paper Guidelines &amp; Storytelling Session Preparation</b> <ul style="list-style-type: none"> <li>• Read TEXT (443-446): final paper and storytelling session guidelines. Bring your calendar so that you can sign up for final storytelling sessions, which will take place 12/1-12/4. This schedule must be firm by the end of this briefing session, so be prepared to commit to a time.</li> </ul>
11/23 Mon	V8	<b>Working Session: Prepare Final Written Reports</b>
11/24 Tues	V9	<b>Working Session: Complete Written Reports</b> <ul style="list-style-type: none"> <li>• <b><i>Deliver 2 bound copies of the Final Company Summary and one copy of the Company Archives to your professor's office by 5:00 p.m. (Guidelines in TEXT: pp. 419-430.). Your Final Company Website should be available at this time as well.</i></b></li> </ul>

*Happy Thanksgiving !*

### Phase Vb – INFORMING PHASE

#### Individual Story Reports

Date	Class	Class Topic/Required Readings/Preparation/Assignments
11/30 Mon	L33a	<b>Working Session: Final Performance Evaluations</b> <ul style="list-style-type: none"> <li><i>Performance Evaluation Manager must come prepared to administer a final performance evaluation survey.</i></li> </ul> <b>Final Storytelling Sessions I - If your storytelling session is scheduled for today, come well prepared to describe a story of your experience in MGMT 101 and to discuss how it can be analyzed (See Text pp. 443-446 for Final Paper &amp; Final Storytelling Session Guidelines).</b>
12/1 Tue	L33b	<b>Final Storytelling Sessions</b> If your storytelling session is scheduled for today, see L33a.
12/2 Wed	L33c	<b>Final Storytelling Sessions</b> If your storytelling session is scheduled for today, see L33a.
12/3 Thu	L33d	<b>Final Storytelling Sessions</b> If your storytelling session is scheduled for today, see L33a.
12/4 Fri	L33e	<b>Final Storytelling Sessions</b> If your storytelling session is scheduled for today, see L33a.

### Phase VI – ADJOURNING PHASE

#### Evaluation, Debriefing, and Farewell: Is there life after MGMT 101?

Date	Class	Class Topic/Required Readings/Preparation/Assignments
12/7 Mon	B23	<b>Beginning the Adjourning Process</b> <ul style="list-style-type: none"> <li>Read TEXT: Adjourning Phase Introduction (p. 435) &amp; Chapter 18.</li> </ul>
12/8 Tues	L34	<b>Last Class: Company Debriefing &amp; Course Evaluations</b> <ul style="list-style-type: none"> <li>Control of the lab agenda reverts to the Board today, but we will be happy to make time for farewell ceremonies, etc., that you'd like to have. Please notify your professor in advance if you want items placed on the agenda.</li> </ul>
<b>Final Exam Date:</b> <b>TBA</b>		<b>Final Paper = Final Exam</b> <ul style="list-style-type: none"> <li>Reread TEXT: Guidelines for your final paper – pp. 443-446.</li> <li><b><i>Final Papers due at Final Exam date &amp; time set by Registrar.</i></b></li> </ul>

**Congratulations !**
  
**You have completed MGMT 101.**