MGMT 101: INTRODUCTION TO ORGANIZATION & MANAGEMENT  
Spring 2017

• All Tues/Thurs class sessions (white or yellow) are “company sessions” and will meet in Taylor 012 at the times listed below:
  Company A (Sec 01) – 8:00-9:22 AM  
  Company C (Sec 03) – 1:00-2:22 PM  
  Company B (Sec 02) – 9:30-10:52 AM  
  Company D (Sec 04) – 2:30-3:52 PM

• Mon/Wed/Fri class sessions shown in white or yellow on your Master Schedule are also “company sessions”: Students will meet in break-out rooms by company or job function. (Professors will assign rooms prior to those class sessions; room assignments will be posted at the top of the MGMT101-ALL Moodle site.)

• Mon/Wed/Fri class sessions shown in blue on your Master Schedule are “discussion sessions”: Students from all four sections of MGMT 101 will meet in the ELC Forum (Room 272).

• Two Moodle sites serve this course: MGMT101-ALL-SP2017 and MGMT101-ASSIGNMENTS-SP2017.

BOARD OF DIRECTORS

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

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Please feel free to stop by either of our offices any time. Don’t let a closed door turn you away: If our doors are closed, please knock. If we are there and not meeting with someone else, we will usually stop what we’re doing to meet with you.

Other Members: For each company, two Teaching Assistant (TA) Board Members serve as Company TAs; they assist MGMT 101 Companies with project activities, both under the guidance of company professors and in response to company needs. Additional TA Board Members serve as Specialty TAs and are available to consult with all companies in their areas of expertise. In cases where a Company TA is regularly unavailable for MWF classes, a Specialty TA will serve as that company’s MWF Company TA. Your TAs will be your first-line information sources. Get to know them! All Board members’ contact information is listed on your Board Roster, available on the Moodle site.

COURSE MISSION & LEARNING GOALS

Through real management experiences, MGMT 101 aims to provide you with a solid foundation for critically thinking about organization and management – for competent action as practicing managers and for learning from your own and others’ experience. Many of you will one day assume leadership positions and managerial responsibilities in community, social, governmental, professional, arts, and/or 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 in those roles is solid. You are stakeholders of MGMT 101, but so are 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. Our article titled “Collaborating to Learn – Learning to Collaborate” explains in more detail the course’s multiple, interrelated learning goals.

WRITING GOALS

• Our article titled “Performing to Learn: How to Learn from Experience – Sensemaking, Storytelling and Writing in MGMT 101” explains why a specific style of writing and storytelling are essential to learning from the experiences in this course, and consequently why MGMT 101 is a W2 course.
• Bucknell’s Writing Program aims to develop students’ mastery of written language. As a W2 course, this class will include:
  1. Writing instruction,
  2. Support of the writing process,
  3. Teaching of the techniques of writing needed or expected in the discipline,
  4. Frequent and substantial writing, and
  5. The use of writing assignments to teach the subject matter.
These criteria for W2 courses are designed to support students’ achievement of the learning outcomes for the Writing Program by the time of graduation. These learning outcomes, referred to as Writing Program Outcomes (WPOs), are as follows:

  WPO 1: Students produce effective written communication in terms of expository skills (e.g., organization, clarity of expression, achieving purposes, and addressing intended audiences) and use of conventions relevant to particular disciplines or genres.

  WPO 2: Students practice writing as a process that includes planning, composing, revising, and editing; and

  WPO 3: Students use writing as an instrument for learning.

• Fulfilling the School of Management’s written communication skills learning goal, students' written work will demonstrate ability to learn from their own performances through reflective writing.

CCC GOALS

• As a course in Social Analysis, MGMT 101 fulfills the College Core Curriculum Social Sciences Learning Goal requirement. Social Analysis courses examine how and why people organize and interact as social beings. Courses with an emphasis on social analysis view human behavior in terms of patterns of choices and/or patterns of interaction. Such courses examine the ways that people behave in the face of social sanctions, institutional incentives and constraints, and social structures or systems. In addition, these courses examine the ways in which social practices, composed of understandings, emotions, and actions, shape and are shaped by social institutions and structures. Associated learning outcomes are: 1)
Students will understand and examine the ways in which individuals interact with, and are shaped by, social groups, institutions, and social structures and how these social constructions shape history, space, values, culture, and behavior; and 2) students will apply principles of social and/or behavioral analysis drawn from various theoretical frameworks to critically interpret behavior and/or social issues.

SERVICE LEARNING GOALS
• As a Service Learning course, MGMT 101 requires that students engage in activities that clearly serve the public good by partnering with a community group in a mutually beneficial way. Learning goals include increased civic awareness and community engagement, addressing a real need in the community through organized service activities, and demonstrating a clear connection between your service activity and course concepts of organization and management.

REQUIRED READING
All the required readings for MGMT 101 will be posted on the MGMT101-ALL Moodle Site.
• Most of the required readings are written specifically for MGMT 101. In addition to laying out the conceptual framework for the course, these articles contain commentaries, examples and case descriptions intended to provide useful answers to specific questions, resolutions to conceptual problems, examples of best (and less than best) practice, and guidance for project applications that you will need to organize and manage your MGMT 101 companies.
• Other required readings are intended to illustrate how the course’s concepts and theories relate to organizations outside of MGMT 101 and how current management practice, research results, and contemporary theory relate to your companies.

RECOMMENDED READING AND RESOURCES
• Report Archives.
  o Written reports from past MGMT 101 companies are available during company working sessions and by appointment with a TA outside of company session hours. They are housed in the MGMT 101 Library (back room of Taylor 12). THEY MAY NOT BE REMOVED FROM TAYLOR 12.
  o Videos of final Oral Reports are kept in the MGMT 101 TA office (Taylor 23). They are available during company working sessions and by appointment with a TA outside of company session hours. A TA can help you check them out; you may keep them for a maximum of 72 hours.
  o Electronic copies of recent Operating Plans (OPs), Operating Plans ReDesigns and Outcomes (OPROs), and Company Summaries (CSs) are available on the MGMT 101 Moodle site.
  o Beware: MANY past reports are not good models, so be sure you’re looking at ones that are worth emulating!
• **MGMT 101 Documents.**
  - In addition to the assigned class readings, all Discussion Session PowerPoint slides, MGMT 101 forms and policy statements, and other important resources are available on the *MGMT101-ALL* Moodle Site.
  - Guidelines for all individual writing assignments, guidelines for all company reports and presentations, etc. are available on the *MGMT 101-ASSIGNMENTS* Moodle Site.

• **News Media:** *The New York Times, The Wall Street Journal, Business Week, Fortune, Fast Company, Harvard Business Review, Democracy Now,* and other newspapers and periodicals provide useful discussion topics and insights into the "real world" of organization and management. Each of you should make it a habit to scan one or more CREDIBLE current event sources regularly.

**SCHEDULE OF REQUIRED READINGS AND ASSIGNMENTS**

- Required reading, homework, and writing assignments for each class period are posted in chronological order on the *MGMT101-ALL* Moodle Site.
- **Always read the posted readings for a given class period BEFORE the MGMT 101 class session that day.**
- Due dates and times for specific individual, team, and company assignments are included on assignment guidelines posted on the *MGMT 101 ASSIGNMENTS* Moodle site and are highlighted in red on the master schedule.

**ASSIGNMENT GUIDELINES**

"Guidelines" for individual and company writing assignments are not optional – they are requirements, not suggestions. We post them on the *MGMT 101-ASSIGNMENTS* Moodle site. Each student is responsible for following all assignment guidelines and meeting deadlines and performance standards described therein.

**LATE SUBMISSION OF INDIVIDUAL ASSIGNMENTS**

**Homework:** We do not accept late homework assignments. Homework assignments submitted after the deadline will earn a grade of 0.

**Individual Papers** (i.e., Decision Process Reflection, Final Paper): Individual written assignments submitted late will incur a five-point grade reduction (out of a 100-point scale) for each day late. **If you have a legitimate reason for submitting an individual paper late** (e.g., serious illness; death in the family; some specific instances of required travel), **you may negotiate an extension without penalty if you contact your professor prior to the due date.**

**STANDARDS AND EXPECTATIONS**

**BUCKNELL UNIVERSITY HONOR CODE**

We expect all MGMT 101 students to live up to the Bucknell University Honor Code.

As a student and citizen of the Bucknell University community:

1. I will not lie, cheat or steal in my academic endeavors.
2. I will forthrightly oppose each and every instance of academic dishonesty.
3. I will let my conscience guide my decision to communicate directly with any person or persons I believe to have been dishonest in academic work.
4. I will let my conscience guide my decision on reporting breaches of academic integrity to the appropriate faculty or deans.

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 for violations of them. Students are responsible for informing themselves of expectations regarding collaborative and individual work.

Management is a highly collaborative field; individuals and organizations routinely work together to achieve results that could not be accomplished alone. Some of the assignments and classwork that you do for this course will be done collaboratively; other work will be done individually. See specific expectations regarding activities that may require both individual and collaborative work components, described in the performance measures section of this syllabus and in assignment guidelines posted on Moodle. If you are ever in doubt about whether it is appropriate to collaborate on an assignment, ask!

BUCKNELL UNIVERSITY EXPECTATIONS FOR ACADEMIC ENGAGEMENT

Courses at Bucknell that receive one unit of academic credit, as this course does, have a minimum expectation of 12 hours per week of student academic engagement. Student academic engagement includes both the hours of direct faculty instruction (or its equivalent) and the hours spent on out of class student work. Since MGMT 101 involves six hours of class time each week, you should expect to spend a minimum of six hours per week outside of class doing MGMT 101 work, including reading, writing, and project-related work. Most of you are likely to spend more.

ATTENDANCE POLICY

We will do crucial work in making sense of your readings and creating, organizing, and managing your companies in BOTH discussion session and company session classes; so it is very important to be in class every day, to be there on time, and to remain alert and engaged throughout. Although ideally you would not miss a single class, we understand that you cannot always control the circumstances that affect your academic life. We expect you to make every reasonable effort to be present and on time for all classes. If you must miss class due to significant illness or conflict with other responsibilities (e.g., death in the family, religious holiday, or traveling for a sport – verified by a letter from your coach) you should advise us in advance so that we can
negotiate appropriate accommodations. **Unexcused absences will negatively affect your course contribution grade.** Excused absences will not affect your grade, but you should try hard to maintain your participation level despite personal circumstances.

**LEARNING ASSESSMENTS & PERFORMANCE MEASURES**

**A. Homework (20% of your overall grade)**

1) **Quizzes**
   - **Names & Faces Quiz:** Getting to know the people in your company will be very important for your ability to work together efficiently and effectively as a high-performing community. Knowing names and faces is the first step.
   - **Pop Quizzes:** While we do not give pop quizzes often, we may choose to do this on occasion.

2) **Homework assignments**
   The Master Schedule indicates the due dates for routine homework assignments; these are also posted on the MGMT101-ALL Moodle site. Most homework assignments are designed to help you think about and process readings for “dark blue” discussion sessions. At the end of the semester, we will drop your lowest Homework grade.

3) **Coalition Worksheet**
   You’ll want to be sure your coalition presents a well-researched plan and is well prepared to respond to questions and concerns. This worksheet will help you get ready.

**B. Individual Reflection Papers (30% of your overall grade)**

1) **Project Decision Process Paper (10%)**
   The focus of the paper is on YOUR personal experience in the company. To that end, you will tell your story and then use course concepts, models, and theories 1) to critically analyze and interpret your personal experiences and 2) to design your future actions as a member of your company.

2) **Final Paper (20%)**
   This paper is your final exam for this course. You will write a single, coherent, well-focused story of your personal experiences throughout the semester in your organization; use concepts, models, and theories discussed in the course to think critically about and make sense of that story; and show how your story and analysis informs your future action as a member of future organizations.

**C. Individual Contribution (25% of your overall grade)**

Your professor and Company TAs will determine your individual contribution (IC) grade on three occasions during the semester:

- Soon after the company decides on specific service and business projects, your company's Board members (your professor and Company TAs) will collect IC feedback from your peers and provide a summary of that data to you. The Board members will discuss this peer feedback and their own observations of your participation to date and will determine your first IC grade. This assessment covers your individual performance through the initial (i.e., forming and storming)
phases of the course. This grade will comprise 20% of your final, end-of-semester IC grade.

• Immediately after your company completes its Operating Plans Presentation, your company’s Human Resources Management (HRM) Department will collect data from your peers and you about your individual performance. They will submit this data to the MGMT 101 Board; Board members will also have kept notes about their observations of your performance during the norming phase. The Board members will discuss your peers’ feedback and the Board’s observations of your participation to date and will determine your second IC grade. This grade will comprise 30% of your final, end-of-semester IC grade.

• After the company has submitted all written reports and completed the oral report, your company’s HRM Department will compile all the data it has collected on your individual performance. They will submit this data to the MGMT 101 Board; Board members will also have kept notes about their observations of your performance during the performing, informing, and adjourning phases. The Board members will discuss this feedback and their own observations of your participation to date and will determine your third IC grade. This grade will comprise 50% of your final, end-of-semester IC grade.

General comments about individual contribution grades:

• Throughout the entire semester, your professor and TAs will observe your attendance, participation, teamwork, and leadership. We will keep notes on these to inform our discussions of your contributions.

• IC scores are not correlated to students’ formal positions in a company’s structure: A student elected to an executive position does not necessarily earn a higher grade than a student not elected to an executive position.

• We value self-reflection and personal development over time. For that reason, the percentage assigned to the IC grades increases over time. We reward those who learn about themselves and who are able to apply theories of managing and organizing to help themselves become better organizational members and leaders over time.

D. Company Performance Measure: Company Grade (25% of your overall grade)
Your professor and Company TAs will determine your company’s grade on three occasions during the semester:

• Soon after the company makes decisions about a specific service project and business product, the MGMT 101 Board will convene and determine a company grade. This assessment covers your company’s performance through the initial (i.e., forming and storming) phases of the course. This first company grade will comprise 25% of your company’s final, end-of-semester grade.

• Immediately after the company completes Operating Plans Presentation, the MGMT 101 Board will convene and determine a company grade based on their observations of your company’s performance during the planning (i.e., norming) phase of the course. This second company grade will comprise 35% of your final, end-of-semester company grade.
• After the company has turned in all written reports and completed the oral report, the MGMT 101 Board will convene and determine a company grade based on extensive discussion of their observations of your company’s performance during the operations and reporting (i.e., performing, informing, and adjourning) phases of the course. This third company grade will comprise 40% of your final, end-of-semester company grade.

General comments about company grades:
• The MGMT 101 Board takes seriously its responsibility to determine fair grades for each MGMT 101 company. To that end, the Board extensively reviews and discusses all facets of company performance.
• Company performance measures can significantly affect individual grades: Your fates are tied together!
• Responsible management and leadership requires that organizational members are honest with one another, trusting and trustworthy, and supportive. Organizations grow into this over time, as members learn to work together productively to reflect on past performance and plan future performance. We value organizations that embrace the notion of Design > Perform > Reflect and that use organization and management theory to improve themselves. For that reason, the percentage assigned to the company grades increases over time, but the percentages are closer together than they are for the IC grades. This is to help encourage you to recognize the importance of working together from start to finish.

POLICIES

GRADING POLICIES

Grades will be based on the following scale that is printed in the Bucknell University Course Catalog.

A = Superior achievement  D = Low Pass
B = High pass  F = Fail
C = Pass

The following grading scale will be used. In borderline cases, the Board might consider adjusting an individual grade up or down. We do not require a particular distribution of grades, such that a specific percentage of students receive As, Bs, etc.

(BU has no A+)  B+ 87-89  C+ 77-79  D 60-69
A 93-100  B 83-86  C 73-76  F 0-59
A- 90-92  B- 80-82  C- 70-72

Homeworks will be assigned one of four grades:
• 95%: Beyond expectations.
• 85%: Met expectations. (Most student assignments will earn this grade.)
• 75%: Submitted, but did not meet expectations.
• 0%: Did not submit.
ELECTRONIC DEVICE USE POLICIES

- You must turn the volume off on your cell phones / laptops / tablets and other electronic devices.
- You may use such electronic devices in class ONLY to type notes (NO audio or video recording without permission – see below), refer to course readings posted on Moodle, and conduct work on the internet relevant to in-class exercises.
- Students may use cell phones in company sessions for MGMT 101 company business or when expecting to receive a call during a company session from an outside stakeholder such as your company’s supplier or service client. In that case, phones should be set to vibrate so that a ringing phone does not disturb the class.
- On occasion, we have observed and been told by students that the use of electronic devises during a particular discussion or company session has gotten in the way of learning instead of facilitating it. We reserve the right to exclude the use of electronic devices during any class period.

PRIVACY POLICY

- No student may audio- or videotape any part of any MGMT 101 class 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.
- The one exception to this policy is that the company’s Digital Media Manager may videotape company sessions for purposes of the company’s required reports. That said, any time company sessions are videotaped (following company staffing), the Digital Media Manager must alert everyone present (company members, board members, and guests) that the session is being videotaped.

ACCOMMODATIONS POLICY

If you have a disability that may have an impact on your work in this class and for which you may require accommodations, please contact Heather Fowler, Director of the Office of Accessibility Resources at hf007@bucknell.edu, 570-577-1188 or in room 212 Carnegie Building. She will coordinate reasonable accommodations for students with documented disabilities. We encourage you to talk with your professor about your needs as well.