Instructor: Mr. Mark W. Bestoso

Class Time and Location: TR 1:00-2:15pm
Burke 207

Office Hour and Phone: TR 10am-12:15pm
REDC 281G
898-6258

Phone for Messages: 898-6107
Email: mwb5@psu.edu

Textbook: Organizational Theory, Design and Change
Gareth R. Jones
6th Ed.; Prentice Hall

Course Prerequisites: MGMT 301

Objectives
MGM 331 is designed to develop insights in students as to how organizations work, then understanding how different contingency factors can affect the choices managers make. The wave of organizational change that overtook most large global organizations during the 1990s validates the belief that to manage effectively managers should be responsible for creatively managing their organization’s structure and culture and they need to understand the basic building blocks on which they work.

To achieve the objectives stated above, classes will be structured primarily around lectures, in-class group activities and occasional videos. Additionally, an ongoing “Analyzing the Organization” feature will require students to choose a real company and complete chapter assignments leading to the creation of a written case study. This will be a group project with group members chosen by the professor (me).

Academic and Career Planning Center
The Academic and Career Planning Center (ACPC) can assist students with the process of career and life planning through a full range of programs and services. You may schedule appointments with ACPC staff to discuss issues including interests, values, skills and goal-setting as well as to how to find career information, internships, full time jobs, and graduate schools. You are encouraged to utilize ACPC services every year from your first semester to graduation.
Grading Policy
Tests (4) – 60%
Group Industry (10%) and Company Report (20%) – 30%
Quizzes/Homework – 10%
Tentative Test Dates – 2/7, 3/1, 3/29, 4/19
Tests will have multiple-choice and short answer format.
*Specific requirements for industry and company reports and presentation will be provided via an in-class handout.

Grade Ranges
92.5 and above = A  90-92 = A-  87-89 = B+  83-86 = B  80-82 = B-
77-79 = C+  70-76 = C  60-69 = D  under 60 = F

Academic Integrity Policy
Penn State Erie-The Behrend College puts a very high value on academic integrity, and violations are not tolerated.
Academic integrity is one of Penn State’s four principles to which all students must abide. This principle states:

“I will practice integrity. Academic integrity is a basic guiding principle for all academic activity at Penn State University, allowing the pursuit of scholarly activity within an open, honest, and responsible manner. In accordance with the University’s Code of Conduct, I will practice integrity in regard to all academic assignments. I will not engage in or tolerate acts of falsification, misrepresentation or deception because such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others.”

Any violation of academic integrity will receive academic and possibly disciplinary sanctions, including the possible awarding of an XF grade which is recorded on the transcript and states that failure of the course was due to an act of academic dishonesty. All acts of academic dishonestly are recorded so repeat offenders can be sanctioned accordingly.

More info on academic integrity can be found at: [http://www.pserie.psu.edu/faculty/academics/integrity.htm](http://www.pserie.psu.edu/faculty/academics/integrity.htm).

Make-up Tests
Make-up tests will not be allowed unless approved prior to the test or evidence of an emergency or unavoidable problem is demonstrated. Rescheduling of the test will be at my discretion.
Tentative Semester Schedule

Part I – THE ORGANIZATIONAL ENVIRONMENT
Week 1  (1/10 - 1/12)  Formation of Groups, Group Guidelines, Company Assignment
Week 2  (1/17 - 1/19)  Chapter 1: Organizations and Organizational Effectiveness
Week 3  (1/24 - 1/26)  Chapter 2: Stakeholders, Managers and Ethics
Week 4  (1/31 - 2/2)   Chapter 3: Managing in a Global Changing Environment
Week 5  (2/7 - 2/9)     Chapter 7: Creating and Managing Organizational Culture

Part II – THE ORGANIZATION
Week 6  (2/14 - 2/16)  Chapter 4: Basic Challenges of Organizational Design
Week 7  (2/21 - 2/23)  Chapter 5: Authority and Control
Week 8  (2/28 - 3/1)   Chapter 6: Specialization and Control
Week 9  (3/6 - 3/8)     Spring Break

Part III – MANAGING ORGANIZATIONAL CHANGE
Week 10 (3/13 - 3/15)  Chapter 8: Organizational Design and Strategy
Week 11 (3/20 - 3/22)  Chapter 9: Organizational design, Competencies & Technology
Week 12 (3/27 - 3/29)  Chapter 10: Types and Forms of Organizational Change
Week 13 (4/3 - 4/5)    Chapter 11: Organizational Transformations
Week 14 (4/10 - 4/12)  Chapter 13: Innovation, Intrapreneurship & Creativity
Week 15 (4/17 - 4/19)  Chapter 14: Power and Politics
Week 16 (4/24 - 4/26)  Final Presentations