COURSE MASTER SYLLABUS

MANAGEMENT DEPARTMENT

CIP CODE AREA: 52.0201

COURSE LEVEL: Introductory (Freshman Level)

COURSE NUMBER: BMGT 1303 (WECM Course)

COURSE TITLE: Principles of Management

CREDIT HOURS: 3; LECTURE HOURS: 3; LAB HOURS: 0

PREREQUISITE: None

METHOD OF PRESENTATION: Three-hour lecture/discussion each week.

COURSE DESCRIPTION: Concepts, terminology, principles, theory, and issues that are the substance of the practice of management

REQUIRED TEXTBOOKS/MATERIALS:

Title: Management, Competing in the New Era
Author: Bateman & Snell
Publisher: McGraw Hill – Irwin, 5th Ed.

Title: Management, Skills and Applications
Author: Rue & Byars
Publisher: McGraw Hill – Irwin, 10th Ed.
ISBN: 0-07283254-1
SCANS (SECRETARY’S COMMISSION ON ACHIEVING NECESSARY SKILLS):

Course SCANS Competencies for

Course name: **PRINCIPLES OF MANAGEMENT** Number: **BMGT 1303**

Please go to [http://phred.dcccd.edu/~ttg/syllabi/scans.htm](http://phred.dcccd.edu/~ttg/syllabi/scans.htm) for a complete definition and explanation of SCANS. This list summarizes the SCANS competencies addressed in this particular course.

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**INSTRUCTIONAL METHODOLOGY:** See specific instructor’s syllabus

**COURSE RATIONALE:**

**COMMON COURSE LEARNING OBJECTIVES:**

**Introduction to Management**

Chapter 1

1. Define management.
2. Describe the levels of management.
3. Discuss the functions of management.
4. Explain the roles of a manager.
5. Describe the skills required to perform the work of management.
6. Explain how principles of management are developed.
7. Discuss the increasing role of women and minorities in management.
8. Define the glass ceiling facing women and minorities.
9. Explain diversity.
10. Define entrepreneur.
11. Define small business.
12. Outline three requirements for encouraging entrepreneurship in medium-sized and large businesses.
The Management Movement
Chapter 2

1. Explain why management did not emerge as a recognized discipline until the 20th century.
2. Describe the three facts of the U.S. Industrial Revolution.
3. Discuss the role the captains of industry played in the development of modern organizations.
4. Define scientific management and outline the role that Frederick W. Taylor and his contemporaries played in its development.
5. Summarize Henri Fayol’s contributions to modern management.
6. Discuss the human relations thrust in management with emphasis on the role of the Hawthorne experiments.
7. Define the management process period, the management theory jungle, the systems approach, and the contingency approach.
9. Summarize the eight characteristics of excellent companies identified by Peters and Waterman.
10. Explain why the international aspects of management are currently being emphasized.
11. Discuss some predictions as to how managers might change in the 21st Century.

Developing Communication Skills
Chapter 3

1. Define communication.
2. Describe the interpersonal communication process.
3. Describe problems that could arise from conflicting or inappropriate assumptions made in interpersonal communication.
4. Define semantics and explain its role in interpersonal communication.
5. Define perception.
6. Explain how emotions may affect communication.
7. Explain the concept of feedback in communication.
8. Explain active listening.
9. Describe the grapevine.
10. Define and briefly discuss the e-mail process.
11. Discuss two factors that complicate communications in international business activities.
Decision-Making Skills
Chapter 4

1. Explain the difference between decision-making and problem solving.
2. Distinguish between programmed and nonprogrammed decisions.
3. Explain the intuitive approach to decision making.
4. Discuss two rational approaches to decision making.
5. List the different conditions under which managers make decisions.
6. Explain the role that values play in making decisions.
7. Summarize the positive and negative aspects of group decision-making.
8. Define creativity and innovation, and outline the basic stages in the creative process.
9. Identify several specific tools and techniques that can be used to foster creative decisions.
10. List the six stages in creative decision-making.

The Basics of Planning and Strategic Management
Chapter 5

1. Define planning, and distinguish between formal and functional plans.
2. Contrast strategic planning with operational planning.
3. Define strategy, and explain the various levels of strategies.
4. Define strategic management, and explain the strategic management process.
5. Explain the differences among missions, objectives, policies, procedures, and rules.
6. Discuss the component parts of SWOT analysis.
7. Define a strategic business unit (SBU).
8. Discuss what organizational factors need to be evaluated in implementing a strategic plan.

Operations Management and Planning
Chapter 6

1. Define operations management.
2. Describe an operating system, and identify the two basic types of operating systems.
3. Differentiate among product/service design, process selection, and site selection decisions.
4. Explain what a materials-handling system is.
5. Describe and give an example of the three basic classifications of facilities layouts.
6. Explain the sociotechnical approach to job design.
7. Describe several computer-related technologies that are currently playing major roles in production/operations management.
8. Outline three major steps for developing an aggregate production plan.
9. Summarize the differences between resource allocation and activity scheduling.
10. Distinguish between Gantt charts, critical path method (CPM), and program evaluation and review technique (PERT).

Organizing Work
Chapter 7

1. Define organization, and differentiate between a formal and an informal organization.
2. Explain the importance of the organizing function.
3. List the advantages and the major disadvantages of horizontal division of labor.
4. Distinguish among power, authority, and responsibility.
5. Explain the concept of centralization versus decentralization.
6. Define empowerment.
7. List four principles of organization that are related to authority.
8. Identify several reasons managers are reluctant to delegate.
9. Recount the major factors that affect a manager’s span of management.
10. Name and define three workplace changes, in addition to decentralization and empowerment that have affected the organizing function in today’s organizations.

Organizing Structure
Chapter 8

1. Discuss the different stages an organization goes through as it grows and matures.
2. Explain what an organization chart is.
3. Briefly describe each of the following types of organizational structure: line structure, line and staff structure, matrix structure, horizontal structure, and virtual organization.
4. Explain what is meant by a flat structure versus a tall structure.
5. List several factors that can affect which structure is the most appropriate for a given organization.
6. Describe the general relationship between an organization’s strategy and its structure.
7. Interpret the following phrase: simple form, lean staff.
8. Describe a contingency approach to organizing.
9. Identify the different types of departmentation.
10. Define outsourcing, and summarize its potential benefits as well as its potential drawbacks.
11. Describe how committees can be made effective.
12. Explain the difference between an “inside” and an “outside” board of directors.
Understanding Work Teams
Chapter 9

1. Describe formal and informal work groups.
2. Define group norms.
3. Explain group cohesiveness.
4. Define group conformity.
5. Outline the conditions under which individual members tend to conform to group norms.
6. Explain groupthink.
7. Understand the concept of team building.
8. Explain idiosyncrasy credit.
9. Describe a quality circle.
10. Explain self-directed work teams.

Staffing
Chapter 10

1. Outline the human resource planning process.
2. Define job analysis, job description, job specification, and skills inventory.
3. Define equal employment opportunity.
4. Describe the recruitment process.
5. Define an affirmative action plan.
6. Discuss reverse discrimination.
7. Define tests, test validity, and test reliability.
8. Discuss the different types of employment interviews.
9. Discuss potential problems in the interviewing process.

Developing Employees and Managers
Chapter 11

1. Define human asset accounting.
2. Describe the orientation process.
3. Define training.
4. Define needs assessment.
5. Discuss vestibule training, apprenticeship training, and computer-based instruction.
6. List and define the most popular methods of management development.
7. Describe and assessment center.
8. List the steps involved in the evaluation of training and management development.
Motivating Employees
Chapter 12

1. Define motivation.
2. Describe the scientific management approach to motivation.
3. Explain the equity theory of motivation.
4. Explain the hierarchy of needs.
5. Discuss the achievement-power-affiliation approach to motivation.
6. Discuss the motivation-maintenance approach to motivation.
7. Discuss the expectancy approach to motivation.
8. Explain the reinforcement approach to motivation.

Developing Leadership Skills
Chapter 13

1. Define power.
2. Describe the sources of power in organizations.
3. Define leadership.
4. Describe the self-fulfilling prophecy in management.
5. Define the trait theory of leadership.
6. List and define the basic leadership styles.
7. Understand the Managerial Grid®.
8. Define the contingency approach to leadership.
9. Explain the path-goal approach to leadership.
10. Define the life-cycle approach to leadership.
11. Define transactional and transformational leadership.
12. Discuss some of the lessons that can be learned from leadership research.

Managing Conflict and Stress
Chapter 14

1. Define conflict.
2. Discuss the useful effects of conflict.
3. Outline the stages of conflict development.
4. Name the five major types of conflicts based on the entities involved.
5. Name five approaches to resolving interpersonal conflict.
6. Name and briefly discuss one method of positively managing conflicts created by diversity in the work force.
8. Define burnout.
9. Outline the basic elements of a violence-prevention program.
10. Explain the three basic types of employee assistance programs.
11. Explain wellness programs.
Managing Change and Culture
Chapter 15

1. Identify the three major categories of organizational change.
2. List the three steps in Lewin’s model for change.
3. Discuss several reasons employees resist change.
4. Identify numerous prescriptions for reducing resistance to change.
5. Summarize the four phases of an organizational development (OD) program.
6. Briefly describe four essential principles that organizations must follow to manage innovation.
7. Define corporate culture.
8. Describe the generic types of organizational culture.

Controlling
Chapter 16

1. Explain why management controls are necessary.
2. Describe a feedback system.
3. Discuss the basic requirements of the control process.
4. Describe the control pyramid.
5. Identify the factors that affect how much control should be exercised in an organization.
6. Discuss the two categories of control methods.
7. Differentiate among preliminary, concurrent, and postaction controls.
8. List several methods or systems of control commonly used by managers.
9. List the four basic types of financial ratios.
10. Discuss the basic purpose of a break-even chart.

Appraising and Rewarding Performance
Chapter 17

1. Define performance appraisal.
2. Define performance.
3. Explain the determinants of performance.
4. List and describe the nine major performance appraisal methods.
5. Define job analysis.
6. Explain the contents of a job description.
7. Discuss common errors made in performance appraisal interviews.
8. Suggest ways to make performance appraisal systems more legally acceptable.
10. Outline desirable preconditions for implementing a merit pay program.
Operations Control
Chapter 18

1. Understand the basic requirements for controlling operating costs.
2. Define quality from the perspective of an operations manager.
3. List the eight common dimensions of design quality.
4. Explain the concept of quality assurance.
5. Explain the concept of total quality management (TQM).
6. Define continuous improvement and kaizen.
8. Identify and define the two major types of quality control.
9. Recount the major reasons for carrying inventories.
10. Explain the concept of just-in-time (JIT) inventory.
11. Describe the ABC classification system for managing inventories.
12. Summarize the economic order quantity (EOQ) concept.
13. Describe the basic purpose of material requirements planning (MRP).

International Business
Chapter 19

1. Explain why countries trade.
2. Explain why companies export and import.
3. Explain how and why countries restrict international trade.
4. Describe a global economy.
5. Explain e-commerce.
6. Describe a free trade area.
7. Describe the strategies organizations use to compete in the global economy.
8. Describe various ways used by companies to sell their products or services in the international market.

Legal, Ethical, and Social Responsibilities of Management
Chapter 20

1. Identify the six areas of law that affect business organizations.
2. Identify the types of taxes that affect business profits.
3. Explain the differences between copyrights, patents, and trademarks.
4. Define intellectual property.
5. Define ethics.
6. Explain code of ethics.
7. Identify four categories of laws relating to ethics in business.
8. Explain social responsibility.
1. Recount the general evolution of computers since the early 1960s.
2. Describe the Internet.
3. Describe an Intranet.
4. Distinguish between data and information, and define a management information system (MIS).
5. Define a decision support system (DSS).
6. Define an executive information system (EIS), and list the critical components of an executive information system (EIS).
7. Discuss what expert systems can do.
8. List several strategies for overcoming potential problems when implementing an information system.
9. Identify and define at least four major types of illicit acts involving computers in organizations.
10. Describe computer ethics.

COMMON COURSE LEARNING OUTCOMES: The student will explain the various theories and processes of management including its functions; identify roles of leadership in business; and recognize elements of the communication process and the guidelines for organizational design. The student will interpret interpersonal roles related to work groups and demonstrate knowledge of the basic language of management.

GRADING SYSTEM:

COURSE POLICIES: Departmental policies for Incompletes, Attendance, and Withdrawal are as follows:

Incomplete Policy: An incomplete (I) will be granted to a student in rare circumstances. Generally, to receive a grade of I, a student must have completed all examinations and assignments to date, be passing, and have personal circumstances that prevent course completion that occur after the deadline to withdraw with a grade of W.

Attendance Policy: All students are expected to attend classes. Non-attendance will have an impact on the student’s grade.
Withdrawal Policy: It is the student’s responsibility to withdraw from a course. Instructors are allowed to withdraw students but students must not rely on their instructor to withdraw them if they wish to withdraw.

Austin Community College policies for Academic Freedom, Scholastic Dishonesty, Student Discipline, and Students with Disabilities are as follows:

Academic Freedom Statement: Each student is strongly encouraged to participate in class. In any classroom situation that includes discussion and critical thinking, there are bound to be many differing viewpoints. These differences enhance the learning experience and create an atmosphere where students and instructors alike will be encouraged to think and learn. On sensitive and volatile topics, students may sometimes disagree not only with each other but also with the instructor. It is expected that faculty and students will respect the views of others when expressed in classroom discussions.

Scholastic Dishonesty Statement: Acts prohibited by the College for which discipline may be administered include scholastic dishonesty, including but not limited to cheating on an exam or quiz, plagiarizing, and unauthorized collaboration with another in preparing outside work. Academic work submitted by students shall be the result of their thought, research or self-expression. Academic work is defined as, but not limited to tests, quizzes, whether taken electronically or on paper; projects, either individual or group; classroom presentations, and homework” (Student Handbook, 2002-2003, p. 32). Penalties for scholastic dishonesty will depend upon the nature of the violation and may range from lowering a grade on one assignment to an F in the course and/or expulsion from this institution.

Student Discipline Statement: Classroom behavior should support and enhance learning. Behavior that disrupts the learning process will be dealt with appropriately, which may include having the student leave class for the rest of that day. In serious cases, disruptive behavior may lead to a student being withdrawn from the class. ACC’s policy on student discipline can be found in the Student Handbook, 2002-2003, p. 32.

Students with Disabilities Statement: Each ACC campus offers support services for students with documented physical or psychological disabilities. Students with disabilities must request reasonable accommodations through the Office for Students with Disabilities on the campus where they expect to take the majority of their classes. Students are encouraged to do this three weeks before the start of the semester” (Student Handbook, 2002-2003, p. 14).