

Course name: PRINCIPLES OF MANAGEMENTNumber: BMGT 1303

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

REQUIRED TEXTBOOKS/ MATERIALS:

Title: Management, Bldg. Comp. Adv
Management, Leading People and Organizations

Author: Bateman & Snell
Dessler

Publisher: Irwin, 5th ed.
Prentice Hall, 2nd ed.

ISBN:

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> for a complete definition and explanation of SCANS. This list summarizes the SCANS competencies addressed in this particular course.

RESOURCES	INTERPERSONAL	INFORMATION	SYSTEMS
TECHNOLOGY	BASIC SKILLS	THINKING SKILLS	PERSONAL QUALITIES

INSTRUCTIONAL METHODOLOGY: See specific instructor’s syllabus

COURSE RATIONALE:

COMMON COURSE LEARNING OBJECTIVES:

Changing Paradigm of Management
Chapter 1

1. Describe the four management functions.
2. Explain difference between efficiency and effectiveness
3. Define functional, general, and project managers.
4. Describe conceptual, human, and technical skills and their relevance for managers and nonmanagers.
5. Define ten roles that managers perform in organizations.
6. Describe the learning organization.

Foundations of Management

Chapter 2

1. Identify, explain, and understand major developments in the history of management thought.
2. Describe the major components of the humanistic and quantitative management perspective.
3. Explain the major concepts of systems theory.
4. Discuss basic concepts underlying contingency views.
5. Describe recent influences of global competition on management in North America.

Environment and Corporate Culture

Chapter 3

1. Describe the general task environments and the dimension of each.
2. Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the external environment.
3. Define corporate culture.
4. Explain organizational symbols, stories, heroes, slogans, and ceremonies and how they relate to corporate culture.
5. Describe how corporate culture relates to the environment.
6. Define a symbolic leader and explain the tools a symbolic leader uses to change corporate culture.

Managing in a Global Environment

Chapter 4

1. Describe the emerging borderless world.
2. Define international management and explain how it differs from the management of domestic business operations.
3. Indicate how dissimilarities in the economic, sociocultural, and legal-political environments throughout the world can affect business operations.
4. Describe market entry strategies that businesses use to develop foreign markets.
5. Describe the characteristics of a multinational corporation and the generic strategies available to it.
6. Explain the strategic approaches used by multinational corporations.

Managerial Ethics and Corporate Social Responsibility

Chapter 5

1. Define ethics and explain how ethical behavior relates to behavior governed by law and free choice.
2. Explain the utilitarian, individualism, moral-rights, and justice approaches for evaluating ethical behavior.
3. Describe how both individual and organizational factors shape ethical decision-making.

4. Define corporate social responsibility and how to evaluate it along economic, legal, ethical, and discretionary criteria.
5. Describe four corporate responses to social demands.
6. Explain the concept of stakeholder and identify important stakeholders for organizations.
7. Describe structures managers can use to improve their organizations' ethics and social responsiveness.

Entrepreneurship and Small-Business Management

Chapter 6

1. Describe the importance of entrepreneurship to the U.S. economy. Define personality characteristics of a typical entrepreneur.
2. Describe the planning necessary to undertake a new business venture.
3. Discuss decision tactics and sources of help that increase chances for new business success.
4. Describe the five stages of growth for an entrepreneurial company.
5. Explain how the management functions of planning, organizing, leading and controlling apply to a growing entrepreneurial company.
6. Discuss how to facilitate intrapreneurship in established organizations.

Organizational Goal Setting and Planning

Chapter 7

1. Define goals and plans and explain the relationship between them.
2. Explain the concept of organizational mission and how it influences goal setting and planning.
3. Describe the types of goals an organization should have and why they resemble a hierarchy.
4. Describe the four essential steps in the MBO process.
5. Explain the difference between single-use plans and standing plans.
6. Describe how responsibility can be allocated to accomplish planning and goal setting.
7. Explain how managers can encourage organization-wide planning.

Strategy Formulation and Implementation

Chapter 8

1. Define the components of strategic management.
2. Describe the strategic planning process and SWOT analysis.
3. Understand grand strategies and explain the portfolio approach.
4. Describe business-level strategies, including competitive strategies and product life cycle.
5. Explain the major considerations in formulating functional strategies.
6. Enumerate the organizational dimensions used for implementing strategy.

Managerial Decision Making

Chapter 9

- 1.Explain why decision making is an important component of good management.
- 2.Explain the difference between programmed and nonprogrammed decisions and the decision characteristics of risk, uncertainty, and ambiguity.
- 3.Describe the classical and administrative models of decision making and their applications.
- 4.Identify the six steps used in managerial decision making.
- 5.Identify guidelines for improving decision-making effectiveness in organizations.

Fundamental of Organizing

Chapter 10

- 1.Explain the fundamental characteristics of organizing, including such concepts as work specialization, chain of command, line and staff, and task forces.
- 2.Explain when specific structural characteristics such as centralization, span of management, and formalization should be used within organizations.
- 3.Explain the functional approach to structure.
- 4.Explain the divisional approach to structure.
- 5.Explain the matrix approach to structure and its application to both domestic and international organizations.
- 6.Explain the contemporary team and network structures and why they are being adopted by organizations.

Using Structural design To Achieve Strategic Goals

Chapter 11

- 1.Explain why organizations need coordination across departments and hierarchical levels.
- 2.Describe mechanisms for achieving coordination and when they may be applied.
- 3.Describe how structure can be used to achieve an organization's strategic goals.
- 4.Describe how organization structure can be designed to fit environmental uncertainty.
- 5.Describe four stages of the organizational life cycle and explain how size and life cycle influence the correct structure,
- 6.Define production technology and explain how it influences organization structure
- 7.Explain the types of departmental interdependence and how structure can be used to accommodate the m.

Change and Development

Chapter 12

1. Define organizational change and explain the forces for change.
2. Describe the sequence of four change activities that must be performed in order for change to be successful.
3. Explain the techniques managers can use to facilitate the initiation of change in organizations, including idea champions and new-venture teams.
4. Define sources of resistance to change.
5. Explain force field analysis and other implementation tactics that can be used to overcome resistance to change.
6. Explain the difference among technology, product, structure, and culture/people.
7. Explain the change process-bottom up, top down, horizontal-associated with each type of change.
8. Define organizational development and organizational revitalization.

Human Resource Management

Chapter 13

1. Explain the role of human resource management in organizational strategic planning.
2. Describe federal legislation and societal trends that influence human resource management.
3. Describe how human resource professional's work with line managers to attract, develop, and maintain human resources in the organization.
4. Explain how organizations determine their future staffing needs through human resource planning.
5. Describe the tools managers use to recruit and select employees.
6. Describe how organizations develop an effective workforce through training and performance appraisal.
7. Explain how organizations maintain a workforce through the administration of wages and salaries, benefits, and terminations.

Managing Diverse Employees

Chapter 14

1. Explain the dimensions of employee diversity and why ethnorelativism is the appropriate attitude for today's corporations.
2. Discuss the changing workplace and the management activities required for a culturally diverse workforce.
3. Explain affirmative action.
4. Describe corporate culture and how to change it.

- 5.Explain what people expect of organizations.
- 6.Describe benefits that accrue to companies that value diversity.

Leadership In Organizations

Chapter 15

- 1.Define leadership and explain its importance.
- 2.Identify personal characteristics associated with effective leaders.
- 3.Explain five sources of power.
- 4.Describe the leader behaviors of initiating structure and consideration and when they should be used.
- 5.Describe Hersey and Blanchard's situational theory and its application.
- 6.Explain path-goal model of leadership.
- 7.Explain how leadership fits the organizational situation.
- 8.Describe transformational leadership and when it should be used.

Motivation In Organizations

Chapter 16

- 1.Define motivation and explain difference between current and traditional approaches.
- 2.Identify and describe content theories of motivation based on employee needs.
- 3.Identify and explain process theories of motivation.
- 4.describe reinforcement theory.
- 5.Discuss major approaches to job design and how job design influences motivation.
- 6.Discuss new management applications of motivation theories.

Communications In Organizations

Chapter 17

- 1.Explain why communication is essential for effective management.
- 2.Define the basic elements of the communication process.
- 3.Describe how perception, nonverbal behavior, and listening affect communication among people.
- 4.Describe the concept of channel richness, and explain how communication channels influence the quality of communication among managers.
- 5.Explain the difference between formal and informal organizational communications and the importance of each for organizational management.
- 6.Describe team communication and how structure influences communication outcomes.
- 7.Discuss how open communication and dialogue can enhance team spirit and effectiveness.
- 8.Describe barriers to organizational communication.

Teamwork In Organizations

Chapter 18

1. Identify the types of teams in organizations.
2. Discuss new applications of teams to facilitate employee involvement.
3. Identify roles within teams.
4. Explain the general stages of team development.
5. Explain the concepts of team cohesiveness.
6. Understand the causes of conflict within teams and how to reduce conflict.
7. Discuss the assets and liabilities of organizational teams.

Quality Control And Productivity

Chapter 19

1. Define organizational control and explain why it is a key management function.
2. Describe how organizational control relates to strategic planning.
3. Explain the four steps in the control process.
4. Describe differences in control focus, including feedforward, concurrent, and feedback control.
5. Describe bureaucratic and decentralized control approaches and the methods used within the organization to implement each.
6. Describe the concept of total quality management.
7. Describe the TQM techniques of quality circles, empowerment, benchmarking, reduced cycle time, outsourcing, and continuous improvement.
8. Describe the trends in effective organizational control.

Management Control Systems

Chapter 20

1. Identify the components of the core management control system.
2. Describe financial statements, financial analysis, and financial audits used for top management controls.
3. Explain the concept of responsibility centers and their relationship to operating and financial budgets.
4. Explain the advantages of top-down versus bottom-up budgeting.
5. Describe zero-based budgeting and how it applies to organizations.
6. Describe new trends in financial control and their impact on organizations.

Information Systems And Technology

Chapter 21

1. Describe the importance of information technology for organizations and the attributes of quality information.
2. Identify different types of information systems.
3. Explain how information systems support daily operations and decision making for low-level management.

- 4.Explain how networks are transforming the way companies operate and the services they offer.
- 5.Discuss the impact of information technology on operational efficiency and competitive strategy.
- 6.Discuss means for implementing and evaluating information technology.

Operations And Service Management

Chapter 22

- 1.Define operations management and describe its area of application within manufacturing and service organizations.
- 2.Explain the role of operations management strategy in the company's overall competitive strategy.
- 3.Discuss product, process, and fixed-position layouts and their relative advantages.
- 4.Explain why small inventories are preferred by most organizations.
- 5.Discuss the differences among EOQ, MRP, and JIT for the management of material and inventory.
- 6.Describe productivity and statistical process control and explain their relationship to total quality management.

The Learning Organization

Chapter 23

- 1.Discuss the causes of the current revolution in management thinking.
- 2.Describe the concept of the learning organization as it relates to managers and to organizations.
- 3.Discuss how a learning organization is designed through changes in leadership, structure, empowerment, information sharing, strategy, and culture.
- 4.Explain what the changing social contract between organizations and employees means for the workers of today and tomorrow.
- 5.Discuss the steps needed for individual career planning and the different paths people might take pursuing their careers.
- 6.Describe the sources of management stress and strategies for reducing stress.

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 a 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).