JEFFERSON COLLEGE

COURSE SYLLABUS

BUS120

PRINCIPLES OF MANAGEMENT

3 Credit Hours

Prepared by:
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I. CATALOG DESCRIPTION

A. Course pre-requisites/co-requisites:
   Reading proficiency

B. 3 semester credit hours

C. Principles of Management examines various schools of management and their effect on present-day practices. Included is the study of management functions, planning, organizing, leading, and controlling. Emphasis is placed on relationships between superiors and subordinates (F, S, O)

II. EXPECTED LEARNING OUTCOMES/CORRESPONDING ASSESSMENT MEASURES

<table>
<thead>
<tr>
<th>Expected Learning Outcomes</th>
<th>Assessment Measures</th>
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<tbody>
<tr>
<td>Develop an understanding of the various management styles and theories.</td>
<td>In-class exercises and exam</td>
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<td>Understand how to recognize human problems and how these problems affect the organizational objectives.</td>
<td>In-class exercises and exam</td>
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<td>Describe the corporate form of the organization and its change from the traditional to modern structure.</td>
<td>In-class exercises and exam</td>
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<tr>
<td>Define globalization and how it affects corporations.</td>
<td>In-class exercises and exam</td>
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<td>Describe the foundation of successful management, strategic management, and individual and group decision making.</td>
<td>In-class exercises, group work, and exam</td>
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<tr>
<td>Explain organizational culture, human resource management, and organizational change and innovation.</td>
<td>In-class exercises and exam</td>
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<tr>
<td>Describe how to manage individual differences and behavior, motivate employees and manage conflict.</td>
<td>In-class exercises and exam</td>
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<tr>
<td>Describe managerial power, influence, and leadership, and interpersonal and organizational communication.</td>
<td>In-class exercises, group work, and exam</td>
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III. Outline of Topics

A. Introduction
1. The exceptional manager: what you do, how you do it
   a. Management: What it is and its benefits
   b. Financial and psychological rewards of being a manager
   c. Seven challenges of being an exceptional manager
   d. Four principal functions of management: planning, organizing, leading and controlling
   e. Three levels of management
   f. Roles that managers must play successfully
   g. Entrepreneurial spirit
   h. Skills managers need to be successful: human, conceptual, and technical

2. Management theory: essential background for the successful manager
   a. Management as an art or a science
   b. Classical viewpoint, the behavioral viewpoint, the quantitative viewpoint, the system viewpoint, the contingency viewpoint, and the quality-management viewpoint
   c. Learning organizations

B. The environment of management
1. The managers changing work: environment and ethical responsibilities
   a. The community of stakeholders both inside and outside the organization
   b. Ethical and social responsibilities required of you as a manager
   c. Corporate governance
2. Global management: managing across borders
   a. Globalization and the global village as it pertains to business
   b. International management and the importance of gaining an understanding of it within today’s business environment
   c. International expansion of companies
   d. The world of free trade and its barriers
   e. The importance of understanding cultural differences

C. Planning
1. The foundation of successful management
   a. The importance of planning within today’s organization
   b. The fundamentals of planning
   c. The role of mission and vision statements in the direction and planning of an organization
   d. SMART business goals
   e. The planning control cycle.
   f. Management by objectives and the four-step process for motivating employees
2. Strategic management: how exceptional managers realize a grand design
a. The strategic management and the dynamics of strategic planning
b. The strategic management process
c. The grand strategy with emphasis on SWOT analysis
d. Porter’s four competitive strategies and the impact on the product life cycle
e. Executing and controlling different strategies

3. Individual and group decision making: how managers make things happen
a. Decision making and the decision making process
b. Two kinds of decision making: rational and non-rational
c. Two types of decisions: programmed and non-programmed
d. The four general decision making styles: directive, analytical, conceptual, and behavioral
e. Differences between individual and group decision making, along with advantages and disadvantages of each
f. The barriers to effective decision making and how to overcome them

D. Organizing

1. Organizational culture, structure, and design: building blocks of the organization
   a. The visible and invisible aspects of organizational culture
   b. The importance of culture, and why it is essential for managers, as well as employees, to make adjustments to fit in within the established culture
   c. The three types of organizations within our society
   d. The major elements of any organization, and the basic types of organizational structures
   e. The contingency design factors involved with creating the best structure for an organization

2. Human resource management: acquiring the right people for managerial success
   a. Strategic human resource management
   b. The legal requirements of human resource management
   c. The process and components involved with human resource management: recruitment and selection, orientation, training and development, performance appraisals, compensation, and benefits and promotions

3. Organizational change and innovation: lifelong challenges for the exceptional manager
   a. Reactive and proactive change within organizations
   b. Internal and external forces of change
   c. The four areas of change within an organization
d. Levin’s model for change, and Kotter’s eight steps for leading organizational change

e. Organizational development: what it can do and how it works to initiate change effectively

f. The importance of innovation within an organization

E. Leading
1. Managing individual differences and behavior
   a. Values, attitudes, and behaviors: how they impact organizational behavior
   b. Work-related attitudes and behaviors that managers must address
   c. Personality: why managers need an understanding of personality types in order to be effective
   d. Perception: how it affects individual behavior
   e. Stress, and the impact of stress on both the individual and the organization

2. Motivating employees: achieving superior performance in the workplace
   a. Motivation: what it is and why it is important
   b. Three major perspectives on motivation
   c. Need-based perspectives on motivation: Maslow’s Hierarchy of Needs theory, Herzberg’s Two-Factor theory, and McClelland’s Acquired Needs theory
   d. Perspectives on employee motivation: Expectancy theory, Equity theory and Goal Setting theory
   e. Reinforcement perspectives which describe the four types of reinforcement
   f. Motivation through job design and the job characteristics model
   g. Compensation and other rewards used to motivate employees

3. Groups and teams: increasing cooperation, reducing conflict
   a. Conflict: sources of conflict and the impact of conflict on the organization
   b. Advantages and importance of teamwork within an organization
   c. Differences between groups and teams, and the various types of teams within an organization
   d. Five stages of group and team development
   e. Nine steps involved with effective team building

4. Power, influence, and leadership: from becoming a manager to becoming a leader
   a. The nature of leadership, power and authority
   b. Five sources of power
   c. Four modern approaches to leadership: trait, behavioral, contingency, and emerging
   d. Characteristics of a charismatic leader

5. Interpersonal & organizational communication
a. Communication and the communication process
b. The three most common barriers to effective communication
c. Formal and informal communication channels
d. Evolution of communication
e. Improving effective communication.

F. Control
   1. Control systems and quality management
   2. Techniques for enhancing organizational effectiveness
      a. Productivity: examining ways of managing for productivity
      b. Control: why it’s needed, and the types of control used by management
      c. The control process
      d. Financial tools to assist in the control process
      e. Total quality management techniques
      f. Keys to successful control, and the barriers to control.

IV. METHOD OF INSTRUCTION

A. Lecture

B. PowerPoint presentations

C. Group projects

V. REQUIRED TEXTBOOK(S)


VI. REQUIRED MATERIAL(S)

Notebook, paper, pencil, and pen

VII. SUPPLEMENTAL REFERENCES

Newspapers, periodicals

VIII. METHOD OF EVALUATION

A. Textbook exams

B. Article summaries
C. Attendance

D. Grading scale
   90-100% = A
   80-89% = B
   70-79% = C
   60-69% = D
   Below 60% = F

I. ADA AA STATEMENT

   Any student requiring special accommodations should inform the instructor and the Coordinator of Disability Support Services (Library phone 636-481-3169)

II. ACADEMIC HONESTY STATEMENT

   All students are responsible for complying with campus policies as stated in the Student Handbook (see College Website, http://www.jeffco.edu/jeffco/index.php?option=com_weblinks&catid=26&Itemid=84)

III. ATTENDANCE STATEMENT

   Students earn their financial aid by regularly attending and actively participating in their coursework. If a student does not actively participate, he/she may have to return financial aid funds. Consult the College Catalog or a Student Financial Services representative for more details.