JEFFERSON COLLEGE

COURSE SYLLABUS

BUS120

PRINCIPLES OF MANAGEMENT

3 Credit Hours

Prepared by:
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Career and Technical Education
Don Boyer, Program Coordinator
BUS120 Principles of Management

I. CATALOGUE DESCRIPTION

A. Prerequisite: None
   Co-requisite: College Level reading

B. 3 semester hours credit

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.

II. EXPECTED LEARNING OUTCOMES / ASSESSMENT MEASURES

| Students will be able to develop an understanding of the various management styles and theories | In-class exercises and exam on which students demonstrate their understanding of various management styles and theories |
| Students will be able to understand how to recognize human problems and how these problems affect the organizational objectives | In-class exercises and exam on which students demonstrate their understanding of problems that affect organizational objectives |
| Students will be able to understand the corporate form of the organization and its change from the traditional to modern structure | In-class exercises and exam on which students demonstrate their understanding of the corporate form of the organization and its change from the traditional to modern structure |
| Students will be able to describe and define globalization and how it affects corporations | In-class exercises and exam on which students demonstrate their understanding of globalization |
| Students will be able to describe the foundation of successful management, strategic management, and individual and group decision making | In-class exercises and exam on which students demonstrate their understanding of successful and strategic management. Students will work in groups to make a decision on who gets a heart transplant |
| Students will be able to explain organizational culture, human resource management, and organizational change and innovation | In-class exercises and exam on which students demonstrate their understanding of organizational culture, human resource management, and organizational change and innovation |
| Students will be able to describe how to manage individual differences and behavior, motivate employees and manage conflict | In-class exercises and exam on which students demonstrate their understanding of how to manage individual differences and behavior, motivate employees and manage conflict |
| Students will be able to describe managerial power, influence, and leadership, and interpersonal and organizational communication | In-class exercises and exam on which students demonstrate their understanding of how to use managerial power, influence, and leadership. Interpersonal and organizational communication will be observed in team/group work in class |

### III. COURSE OUTLINE WITH UNIT OBJECTIVES

#### A. Part 1: Introduction

1. **The Exceptional Manager: What You Do, How You Do It** (Chapter 1)<br>Define management: What it is, what its benefits are. Explain why organizations value managers, and examine the financial and psychological rewards of being a manager. Identify the six challenges of being a star manager. Define the four principal functions of management: planning, organizing, leading and controlling. Describe the three levels of management. Identify the roles that managers must play successfully. Define the skills managers need to be successful: human, conceptual, and technical.

2. **Management Theory: Essential Background for the Successful Manager** (Chapter 2)<br>Identify the evolving viewpoints; how we got to today’s management outlook. Examine management as an art or a science. Define the classical viewpoint, the behavioral viewpoint, the quantitative viewpoint, the system viewpoint, the contingency viewpoint, and the quality-management viewpoint. Define the learning organization.

#### B. Part 2: The Environment of Management

1. **The Managers Changing Work: Environment and Ethical Responsibilities.** (Chapter 3)<br>Describe the community of stakeholders both inside and outside the organization. Explore the ethical and social responsibilities required of you as a manager. Describe the new diversified workforce and define the entrepreneurial spirit.
2. Global Management: Managing Across Borders (Chapter 4)
Define globalization and the global village as it pertains to business. Describe international management and the importance of gaining an understanding of it within today’s’ business environment. Describe how and why companies expand internationally. Explore the world of free trade and some of the barriers to free trade. Gain an understanding of the importance of understanding cultural differences.

3. Review and Exam #1 (Chapters 1-4)

C. Part 3: Planning

1. Planning: The Foundation of Successful Management (Chapter 5) Define planning and the importance of it within today’s organization. Describe the fundamentals of planning. Gain an understanding of the mission and vision statement and how it directs all planning within an organization. Explore three types of plans for three levels of management. Describe management by objectives and the four-step process for motivating employees. Define project planning, the project life cycle, and tools that are used in project planning, including break-even analysis.

2. Strategic Management, How Star Managers Realize a Grand Design (Chapter 6)
Define strategic management and the dynamics involved with strategic planning. Describe the strategic management process. Explore the tools involved with establishing the grand strategy, especially SWOT analysis. Describe Porter’s four competitive strategies and the impact on the product life cycle. Gain an understanding of how to carry out and control different strategies.

Define decision making and the decision making process. Describe the two types of decisions: programmed and nonprogrammed. Explore the four general decision making styles: directive, analytical, conceptual, and behavioral. Describe rational and nonrational decision making. Explore the differences between individual and group decision making along with advantages and disadvantages of each. Describe the barriers to effective decision making and how to overcome them.

4. Review and Exam # 2 (Chapters 5-7)
D.  **Part 4: Organizing**

1. **Organizational Culture, Structure, & Design: Building Blocks of the Organization (Chapter 8)**
   Define organizational culture with both the visible and invisible aspects of it. Understand the importance of culture and why it is essential for managers as well as employees to make adjustments to fit within the culture that is established. Describe an organization and the three types of organizations within our society. Define the major elements of any organization and the basic types of organizational structures. Gain an understanding of the contingency design factors involved with creating the best structure for an organization. Describe a learning organization.

2. **Human Resource Management: Getting the Right People for Managerial Success (Chapter 9)**
   Describe strategic human resource management. Gain an understanding of the legal requirements involved with human resource management. Describe the process and components involved with human resource management including, recruitment and selection, orientation, training and development, performance appraisals, compensation, and benefits and promotions.

3. **Organizational Change & Innovation: Lifelong Challenges for the Exceptional Manager (Chapter 10)**
   Define the nature of change within organizations. Describe the two types of change, reactive and proactive. Describe the forces of change, internal and external. Describe the four areas in which change takes place within an organization. Define Lewin’s model for change and Kotter’s eight steps for leading organizational change. Define organizational development: What it can do and how it works to initiate change effectively. Examine the importance of innovation within an organization.

4. **Review and Exam # 3 (Chapters 8-10)**

E.  **Part 5: Leading**

1. **Managing Individual Differences & Behavior (Chapter 11)**
   Define values, attitudes and behaviors, and how they impact organizational behavior. Describe the work-related attitudes and behaviors that managers must address. Define personality and why managers need an understanding of personality types in order to be effective. Describe perception and how it affects individual behavior. Examine stress and the impact of stress on both the individual and the organization.
2. Motivating Employees: Achieving Superior Performance in the Workplace (Chapter 12)
Describe motivation: What it is and why it is important. Examine the three major perspectives on motivation. Describe various need-based perspectives on motivation: Maslow’s Hierarchy of Needs theory, Herzberg’s Two-Factor theory and McClelland’s Acquired Needs theory. Describe various perspectives on employee motivation: Expectancy theory, Equity theory and Goal Setting theory. Examine the reinforcement perspectives which describe the four types of reinforcement. Examine motivation through job design and the job characteristics model. Describe how compensation and other rewards are used to motivate employees.

3. Groups & Teams: Increasing Cooperation, Reducing Conflict (Chapter 13)
Define conflict, sources of conflict and the impact of conflict on the organization. Examine the advantages of teamwork within an organization and why it is important. Examine the differences between groups and teams along with the different types of teams within an organization. Describe the five stages of group and team development. Describe the seven steps involved with effective team building.

4. Power, Influence, & Leadership: From Becoming a Manager to Becoming a Leader (Chapter 14)
Describe the nature of leadership, power and authority. Identify the five sources of power. Examine the four modern approaches to leadership: Trait, behavioral, contingency, and emerging. Examine the characteristics of a charismatic leader.

5. Interpersonal & Organizational Communication (Chapter 15)
Define communication and describe the communication process. Examine the three most common barriers to effective communication. Identify both formal and informal communication channels. Describe how communication has evolved into the Information Age with the many current technologies that have been developed. Examine ways of improving effective communication.

6. Review and Exam #4 (Chapters 11-15)
(The following section is only covered if time allows in the Semester)

F. Control

1. Control & Quality Control Improvement: Techniques for Enhancing Organizational Effectiveness
   (Chapter 16)
   Define productivity and examine ways of managing for productivity.
   Define control, why it is needed and types of control managers use.
   Identify the control process. Describe the levels, areas, and styles of control. Examine the financial tools available to assist in the control process. Describe how Total Quality Management techniques are used in the control process. Identify the keys to successful control and the barriers to control.

IV. METHOD(S) OF INSTRUCTION

A. Lecture

B. PowerPoint Slides

C. Group Projects

V. REQUIRED TEXTBOOK(S)

Management, A Practical Introduction, 5th ed.
Angelo Kinicki, Brian K. Williams.
McGraw-Hill Irwin 2011

VI. REQUIRED MATERIALS

Notebook, paper, pencil, pen

VII. SUPPLEMENTAL REFERENCES

Newspapers, Periodicals

VIII. METHOD OF EVALUATION (BASIS FOR DETERMINING GRADE)

Four textbook exams 100 points each 60% of final grade
Five article summaries 50 points each 20% of final grade
Attendance 20% of final grade
IX. ADA AA STATEMENT

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

X. 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).

XI. 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. Student’s grade will also be based on participation in class and attendance.

XII. OUTSIDE OF CLASS ACADEMICALLY RELATED ACTIVITIES

The U.S. Department of Education mandates that students be made aware of expectations regarding coursework to be completed outside the classroom. Students are expected to spend substantial time outside of class meetings engaging in academically related activities such as reading, studying, and completing assignments. Specifically, time spent on academically related activities outside of class combined with time spent in class meetings is expected to be a minimum of 37.5 hours over the duration of the term for each credit hour.