

BUS 137
PRINCIPLES OF MANAGEMENT

COURSE DESCRIPTION:

Prerequisites: None

Corequisites: None

This course is designed to be an overview of the major functions of management. Emphasis is on planning, organizing, controlling, directing, and communicating. Upon completion, students should be able to work as contributing members of a team utilizing these functions of management. Course Hours *This course has been approved to satisfy the Comprehensive Articulation Agreement for transferability as a pre-major and/or elective course requirement.* Per Week: Class, 3. Semester Hours Credit, 3.

COURSE OBJECTIVES:

At the completion of the course requirements, the student will be able to:

- a. Define the concept of management and discuss why organizations are needed, why managers are necessary, and why management is a challenge.
- b. Describe the communications process; discuss barriers to communication and suggest remedies to overcome communications difficulties.
- c. Explain why planning is needed in organizations and why long-term objectives are necessary for successful planning.
- d. Identify and differentiate between the various tools and processes used in planning; compare the advantages and disadvantages of the participatory approach to planning.
- e. Identify the essential characteristics of decision making and indicate the range and types of decisions a manager is asked to make.
- f. Differentiate between the various types of organizational structures and patterns.
- g. Explain the importance of delegation in organizations and describe the relationship between authority, responsibility and accountability.
- h. Describe the characteristics of the informal organization and discuss the role it plays in a company.
- i. Discuss the relationship between the organizational structure and human resource planning and staffing.
- j. Discuss the importance of employee training and development and suggest major benefits that can be derived from effective training programs.
- k. Analyze the leadership function, recognizing leadership as the relationship between a supervisor and subordinates in an organizational environment.
- l. Recognize the symptoms of organizational conflict, describe its sources, and discuss the manager's role in conflict management.
- m. Recognize the link between planning and controlling, and the various means by which managers measure and compare performance to objectives.
- n. Explain why financial controls are used by organizations as the predominant means of control.
- o. Discuss the phases of change management and describe the role and limitations of the manager in the change process.
- p. Discuss the impact of productivity on corporate and managerial success.

OUTLINE OF INSTRUCTION:

- I. Managers and management
 - A. Who managers are and where they work
 - 1.) Functions of management
 - 2.) Roles of management
 - B. The importance of studying management
 - 1.) The systems approach
 - 2.) The contingency approach
- II. The changing face of management
 - A. Changes in the environment
 - 1.) Global competition
 - 2.) What society expects from managers
 - B. The contemporary manager
 - 1.) Managers as empowering coaches
 - 2.) Ethics
- III. Foundations of planning
 - A. Defining planning
 - B. Planning in uncertain environments
 - C. Types of plans
 - 1.) Specific plans
 - 2.) Standing plans
 - D. Organizational strategy
- IV. Planning tools and techniques
 - A. Assessing the environment
 - 1.) Forecasting
 - 2.) Benchmarking
 - B. Budgets
 - C. Tactical planning tools
 - 1.) Scheduling
 - 2.) Break-even analysis
 - 3.) Queuing theory
- V. Foundations of decision making
 - A. The decision-making process
 - 1.) Certainty
 - 2.) Risk
 - 3.) Uncertainty
 - B. Decision making styles
 - C. Making decisions in groups
 - 1.) Brainstorming
 - 2.) Electronic meetings
- VI. Technology and the design of work processes
 - A. Technology and productivity
 - B. Operations technology
 - 1.) Robotics
 - 2.) Just-in-time
 - 3.) Flexible manufacturing systems

- C. Information technology
 - 1.) Workflow automation
 - 2.) Enhancing internal communications
 - 3.) Decision making
- D. Work design
 - 1.) Work schedule options
- VII. Basic organization designs
 - A. Structures
 - 1.) Chain of command
 - 2.) Span of control
 - 3.) Authority and responsibility
 - B. Organization design applications
 - 1.) The simple structure
 - 2.) The divisional structure
 - 3.) The matrix structure
 - C. Organization culture
- VIII. Staffing and human resource management
 - A. Managers and the human resources management process
 - 1.) Unions
 - 2.) Laws
 - B. Strategic human resource planning
 - C. Recruitment and selection
 - 1.) The application form
 - 2.) The selection process
 - 3.) Training
 - D. Performance management
 - E. Compensation and benefits
- IX. Managing change and innovation
 - A. Factors that create the need for change
 - 1.) External forces
 - 2.) Internal forces
 - B. Resistance to change
 - C. Making changes in the organization
 - D. Stress
 - 1.) Symptoms of stress
 - 2.) Stress reduction
 - E. Innovation
- X. Foundation of individual and group behavior
 - A. Explaining behavior
 - 1.) Attitude
 - 2.) Personality
 - B. Perception
 - C. Learning
 - 1.) Overant conditioning
 - 2.) Social learning
 - D. Group behavior
- XI. Understand work teams
 - A. The popularity of teams

- B. Types of work teams
 - 1.) Functional work teams
 - 2.) Problem-solving work teams
 - 3.) Self-managed work teams
 - 4.) Cross-functional work teams
- C. Characteristics of high-performance work teams
- XII. Motivating and rewarding employees
 - A. Motivating and individual needs
 - B. Early theories of motivation
 - 1.) Malow's Hierarchy of needs
 - 2.) McGregor's Theory X and Theory Y
 - 3.) Herzberg's motivation-hygiene theory
 - C. Contemporary theories of motivation
 - 1.) McClelland's three-needs theory
 - 2.) Adams' equity theory
 - 3.) Vroom's expectancy theory
 - D. Contemporary issues in motivation
- XIII. Leadership and supervision
 - A. Behavior theories of leadership
 - 1.) Autocratic style
 - 2.) Democratic style
 - 3.) Laissez-faire style
 - B. Contemporary theories of leadership
 - 1.) The fiedler model
 - 2.) The path-goal theory
 - 3.) The leader-participation model
 - 4.) The situational leadership model
 - C. Emerging approaches to leadership
 - D. Supervision
- XIV. Communication and interpersonal skills
 - A. Understanding communication
 - 1.) Oral communication
 - 2.) Written communication
 - 3.) Nonverbal cues
 - B. Developing interpersonal skills
 - 1.) Active listening
 - 2.) Feedback
 - 3.) Delegation
 - 4.) Conflict management skills
 - 5.) Negotiation skills
- XV. Foundations of control
 - A. The importance of control
 - B. The control process
 - C. Types of control
 - 1.) Feed forward control
 - 2.) Concurrent control
 - 3.) Feedback control
 - D. Ethical issues of control

- XVI. Control tools and techniques
 - A. Information control systems
 - 1.) Management information system (MIS)
 - B. Operations control
 - 1.) Maintenance control
 - 2.) Quality control
 - C. Financial controls
 - 1.) Ratio analysis

REQUIRED TEXTBOOKS AND MATERIALS:

Kreitner. Management. 10th ed. Houghton Mifflin: Boston, MA, 2004.

STATEMENT FOR STUDENTS WITH DISABILITIES:

Students who require academic accommodations due to any physical, psychological, or learning disability are encouraged to request assistance from a disability services counselor within the first two weeks of class. Likewise, students who potentially require emergency medical attention due to any chronic health condition are encouraged to disclose this information to a disability services counselor within the first two weeks of class. Counselors can be contacted by calling 686-3652 or by visiting the Student Development Office in the Phail Wynn Jr. Student Services Center, room 1309.