

PELLISSIPPI STATE COMMUNITY COLLEGE
MASTER SYLLABUS

PRINCIPLES OF MANAGEMENT
BUSN 2330

Class Hours: 3.0

Credit Hours: 3.0

Laboratory Hours: 0.0

Revised: Fall 2014

Catalog Course Description:

This course is a study of management through analysis of the functions of planning, organizing, leading, and controlling.

Entry Level Standards:

Students must be able to read, write, speak, and reason at the college level.

Prerequisites:

None

Corequisites:

None

Textbook(s) and Other Course Materials:

Textbook: Daft, Richard L. and Dorothy Marcic, *Understanding Management, 9th Ed.*, Southwestern/Cengage, 2013. ISBN: 9781305135529

I. Week/Unit/Topic Basis:

Week	Chapter(s)	Topics
1	Course Chapter 1	Introduction Innovative Management for a Changing World
2	Chapter 2	The Environment & Corporate Culture
3	Chapter 3	Managing in a Global Environment
4	Chapter 4	Managing Ethics and Social Responsibility
5	Chapter 5	Managerial Planning and Goal Setting
6	Chapter 6	Managerial Decision Making
7	Chapter 7	Designing Adaptive Organizations
8	Chapter 8	Managing Change and Innovation

9	Chapter 9	Managing Human Resources and Diversity
10	Chapter 11	Leadership
11	Chapter 12	Motivating Employees
12	Chapter 13	Managing Communication
13	Chapter 14	Leading Teams
14	Chapter 15	Managing Quality and Performance
15	→	Final Exam

II. Course Goals*:

The course will

- A. Allow students to develop an understanding of the fundamental role and scope of leadership and supervision. I, III, IV, VI, VII
- B. Introduce students to the management/leadership vocabulary. I, VI
- C. Enhance students' understanding of the manager's responsibility for planning and goal setting utilizing the leadership and motivation functions of team leaders and supervisors. I, II, III, VI
- D. Enhance students' abilities in developing and maintaining strong relationships through effective communication skills. I, IV, V
- E. Foster the ability of students to understand team leadership and the supervisory skills of coaching, evaluating, and delegating. I, III, IV
- F. Guide students to understand the change agent function of team leadership and supervision. I, III, V, VI
- G. Introduce students to the basic elements of team building. I, IV, V, VI

*Roman numerals after course objectives reference goals of the Business Administration program.

III. Expected Student Learning Outcomes*:

Students will be able to:

1. Identify and explain the basic management activities. (A, B, C, D, G)
2. Describe and provide examples of the different kinds of managers by both level and area of the organization. (F, G)
3. Describe Mintzberg's managerial roles. (F, G)
4. Describe the basic skills required for effective management. (F, G)
5. Discuss the role education and experience play in acquiring management skills. (F, G)
6. Evaluate the following in the context of their historical contribution to the evolution of

modern people centered management approaches (E, G):

- a) scientific management including the work of Frederick Taylor and Frank and Lillian Gilbreth.
 - b) administrative management including the work of Henri Fayol.
 - c) the Hawthorne studies conducted by Elton Mayo and his associates.
 - d) the human relations movement including the work of Abraham Maslow and Douglas McGregor.
 - e) the systems perspective
 - f) the excellence movement led by Tom Peters.
 - g) the personal effectiveness movement led by Stephen Covey.
 - h) the total quality management movement led by W. Edwards Deming.
7. Describe the management and career challenges that exist in the workplace and job market of the late 1990's and early 2000's. (E,G)
8. Identify and explain the impact of the components of the general, task, and internal environments of organizations, with particular emphasis on organizational culture and internal and external customers. (F, G)
9. Relate personal ethics, managerial ethics, and managing ethical behavior of employees. (F, G)
10. Summarize the arguments for and against social responsibility of business. (F, G)
11. Describe the managerial approaches to social responsibility. (F,G)
12. Explain the ways government and business influence each other. (F, G)
13. Describe how organizations manage social responsibility. (F, G)
14. Discuss why organizational culture is the most important element of an organization's internal environment. (F, G)
15. Discuss the nature of workforce cultural diversity including its meaning and trends. (F, G)
16. Identify and explain the major dimensions of diversity in organizations. (F, G)
17. Discuss the impact of diversity on organizations. (F, G)
18. Explain individual and organizational approaches for coping with diversity. (F, G)
19. Discuss the following organizational structure issues in the context of modern approaches (B, G):
- a) job specialization and its alternatives
 - b) bases for departmentalization
 - c) narrow versus wide span of management
 - d) tall versus flat organizations
 - e) the delegation process
 - f) decentralization vs. centralization
20. Identify the three conditions under which decisions are made. (A, G)

21. Describe the six steps in the rational decision-making process. (A, G)
22. Evaluate the use of group decision-making in the context of its advantages and disadvantages. (A, G)
23. Summarize the planning process. (A, G)
24. Discuss the purposes of organizational goals and the different kinds of goals. (A, G)
25. Explain why contingency planning is so critical for organizational success. (A, G)
26. Identify the major barriers to goal setting/planning and how to overcome those barriers. (A, G)
27. Describe the general MBO approach to managing the goal setting/planning process, describe its history, evaluate its weaknesses and strengths, and explain why fewer and fewer organizations are using it. (A, G)
28. Define control and explain the link between planning and controlling. (D,G)
29. Summarize the steps in the control process. (D,G)
30. Contrast bureaucratic and clan control as effective forms of organizational control. (D, G)
31. Explain managing the control process. (D, G)
32. Identify and evaluate different methods for doing performance appraisal. (D, G)
33. Identify and explain two major content perspectives on motivation: Abraham Maslow's hierarchy of needs and Frederick Herzberg's two factor theory. (C, G)
34. Identify and explain two major process perspectives on motivation: Victor Vroom's expectancy theory and J. Stacy Adam's equity theory. (C,G)
35. Identify and explain the reinforcement theory of motivation pioneered by B.F. Skinner and adapted to business by Kenneth Blanchard. (C, G)
36. Evaluate some current, popular, motivational strategies. (C, G)
37. Evaluate why proper organizational reward systems are the most critical elements in employee motivation. (C, G)
38. Summarize some modern organizational reward systems. (C, G)
39. Contrast leadership and management. (C, G)
40. Explain why, if one is not the leader, it is important to be a good follower. (C, G)
41. Summarize the kinds of leadership power and their uses. (C, G)
42. Evaluate in the context of modern, people centered leadership perspectives the following leadership studies and approaches (C, G):
 - a) the trait studies
 - b) the leadership behavior approaches including the Michigan studies, the Ohio State studies, and the Leadership Grid
 - c) the situational approaches including Tannenbaum and Schmidt's continuum of

leadership behavior, Evans & House's path-goal theory, Hersey and Blanchard's life-cycle theory, and Fiedler's LPC theory

- d) substitutes for leadership
- e) charismatic leadership
- f) transformational leadership

- 43. Discuss political behavior in organizations and how it can be properly managed. (C, G)
- 44. Describe the role and importance of communication in the manager's job. (C,G)
- 45. Evaluate oral, written, non-verbal, and electronic communication. (C, G)
- 46. Explain Tom Peter's Management by Wandering Around as a communication tool. (C, G)
- 47. Explain the grapevine. (C, G)
- 48. Discuss the major barriers to effective communication and how they can be overcome. (C,G)
- 49. Summarize managing organizational communication. (C, G)
- 50. Discuss the advantages and disadvantages of using teams in organizations. (C, F, G)
- 51. Explain the stages of group development. (C, G)
- 52. Identify and discuss essential characteristics of mature groups. (C, G)
- 53. Discuss conflict in organizations. (C, G)

* Capital letters after Expected Student Learning Outcomes reference the course goals listed above.

IV. Evaluation: *The instructor will provide full details via a syllabus supplement.*

A. Testing Procedures:

Four exams.

B. Laboratory Expectations:

None

C. Field Work:

A Research paper.

D. Other Evaluation Methods:

Class participation, group work, and homework will also comprise the final grade for the course. Each instructor must provide full details the first week of class via a syllabus supplement.

E. Grading Scale:

92 - 100	A
89 - 91	B+
82 - 88	B

79 – 81	C+
72 - 78	C
65 – 71	D
Below 65	F

V. Policies:

A. Attendance Policy:

Pellissippi State expects students to attend all scheduled instructional activities. As a minimum, students in all courses (excluding distance learning courses) must be present for at least 75 percent of their scheduled class and laboratory meetings in order to receive credit for the course. Individual departments/programs/disciplines, with the approval of the vice president of Academic Affairs, may have requirements that are more stringent. In very specific circumstances, an appeal of the policy may be addressed to the head of the department in which the course was taken. If further action is warranted, the appeal may be addressed to the vice president of Academic Affairs.

B. Academic Dishonesty:

Academic misconduct committed either directly or indirectly by an individual or group is subject to disciplinary action. Prohibited activities include but are not limited to the following practices:

- Cheating, including but not limited to unauthorized assistance from material, people, or devices when taking a test, quiz, or examination; writing papers or reports; solving problems; or completing academic assignments.
- Plagiarism, including but not limited to paraphrasing, summarizing, or directly quoting published or unpublished work of another person, including online or computerized services, without proper documentation of the original source.
- Purchasing or otherwise obtaining prewritten essays, research papers, or materials prepared by another person or agency that sells term papers or other academic materials to be presented as one's own work.
- Taking an exam for another student.
- Providing others with information and/or answers regarding exams, quizzes, homework or other classroom assignments unless explicitly authorized by the instructor.
- Any of the above occurring within the Web or distance learning environment.

Please see the Pellissippi State Policies and Procedures Manual, Policy 04:02:00 Academic/Classroom Conduct and Disciplinary Sanctions for the complete policy.

C. Accommodations for disabilities:

Students that need accommodations because of a disability, have emergency medical information to share, or need special arrangements in case the building must be evacuated should inform the instructor immediately, privately after class or in her or his office. Students must present a current accommodation plan from a staff member in Services for Students with Disabilities (SSWD) in order to receive accommodations in this course. Services for Students with Disabilities may be contacted by sending email to disabilityservices@pstcc.edu, or visiting Goins 127, 132, 134, 135, 131. More information is available at <http://www.pstcc.edu/sswd/>.

D. Other Policies:

Computer Usage Guidelines:

College-owned or -operated computing resources are provided for use students of Pellissippi

State Community College. All students are responsible for the use of Pellissippi State's computing resources in an effective, efficient, ethical and lawful manner.

NOTE: To receive the **Supervision Certificate**, the minimum grade in each of the four courses is "C". The four courses are:

1. BUSN 2330 - Principles of Management
2. INFS 1010 - Computer Applications
3. BUSN 1380 - Supervisory Management
4. BUSN 2340 - Human Resource Management

Management majors should also be aware that you must have earned a 2.5 GPA in 15 credit hours of Management courses to qualify for your Management Internship.