

OFFICE HOURS:

UVALDE TU 3:00 PM-6:00 PM
EAGLE PASS WED 11:00 AM-6:00 PM

OR BY APPOINTMENT ANYTIME

I will be available by phone, e-mail or in my office to offer help on any subject related to the course. As we progress in the course, I may make changes to this syllabus to accommodate any particular subject area. In that sense, this syllabus is a guideline, not a contract.

Required Text:

Contemporary Management 8e.

Gareth R. Jones and Jennifer M. George, McGraw-Hill Irwin ISBN 978-0-07-802953-0

1) **Learning Objectives:**

Module 1

Chapter 1

The student will be able to:

- 1) Describe what management is and how managers utilize organizational resources effectively to achieve organizational goals.
- 2) Distinguish among planning, organizing, leading, and controlling; the four principal management tasks.
- 3) Differentiate among three levels of management and distinguish between three kinds of managerial skills.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Chapter 2

The student will be able to:

- 1) Describe how the need to increase organizational efficiency and effectiveness has guided the evolution of management theory.
- 2) Explain the principle of job specialization and division of labor.
- 3) Identify the principles of administration and organization that underline effective organizations.
- 4) Explain the contributions of management science to the efficient use of organizational resources.

Module 2

Chapter 3

The student will be able to:

- 1) Describe the various personality traits that affect how managers think, feel, and behave.
- 2) Explain what values and attitudes are and describe their impact on managerial action.
- 3) Describe the nature of emotional intelligence and its role in management.

- 4) Define organizational culture and explain how managers both create and are influenced by organizational culture.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Chapter 5

The student will be able to:

- 1) Discuss the increasing diversity of the workforce and the organizational environment.
- 2) Explain the central role that managers play in the effective management of diversity.
- 3) Explain why the effective management of diversity is both an ethical and a business imperative.
- 4) List the steps managers can take to effectively manage diversity.

Module 3

Chapter 6

The student will be able to:

- 1) Explain why the ability to perceive, interpret, and respond appropriately to the global environment is crucial for managerial success.
- 2) Differentiate between the global task and the global general environments.
- 3) Identify the main forces in both the global task and general environments and describe the challenges that each force presents to managers.
- 4) Explain why the global environment is becoming more open and competitive.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Chapter 7

The student will be able to:

- 1) Differentiate between programmed and nonprogrammed decisions and explain why nonprogrammed decision making is complex, uncertain process.
- 2) Describe the six steps that managers should take to make the best decisions and explain how cognitive biases can lead managers to make poor decisions.
- 3) Identify the advantages and disadvantages of group decision making, and describe techniques that can improve it.
- 4) Explain the role that organizational learning and creativity play in helping managers to improve their decisions.

Module 4

Chapter 8

The student will be able to:

- 1) Identify the three main steps of the planning process and explain the relationship between planning and strategy.
- 2) Describe techniques managers can use to improve the planning process and better predict the future.
- 3) Differentiate between the main types of business level strategies.
- 4) Differentiate between the main types of corporate-level strategies and explain how they are used to strengthen a company's business-level strategy and competitive advantage.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Chapter 9

The student will be able to:

- 1) Explain the role of functional strategy and value-chain management in achieving superior quality, efficiency, innovation, and responsiveness to customers.
- 2) Describe what customers want, and explain the importance of being responsive.
- 3) Explain the challenges of implementing total quality management.
- 4) Describe the different kinds of techniques that need to be employed to increase efficiency.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Module 5

Chapter 10

The student will be able to:

- 1) Identify the factors that influence manager's choice of an organizational structure.
- 2) Explain how managers group tasks that are motivating and satisfying for employees.
- 3) Describe the types of organizational structures managers can design, and explain why they choose one structure over another.
- 4) Explain why managers must coordinate jobs, functions and divisions using the hierarchy of authority and integrating mechanisms.

Chapter 11

The student will be able to:

- 1) Define organizational control and explain how it increases organizational effectiveness.
- 2) Describe the four steps in the control process and the way it operates overtime.
- 3) Identify the main output controls and, discuss their advantages and disadvantages as means of coordinating and motivating employees.
- 4) Identify the main behavior controls and discuss their advantages and disadvantages as a means of coordinating and motivating employees.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Module 6

Chapter 13

The student will be able to:

- 1) Explain what motivation is and why managers need to be concerned about it.
- 2) Describe from the perspectives of expectancy theory and equity theory what managers should do to have a highly motivated workforce.
- 3) Explain how goals and needs motivate people and what kinds of goals are especially likely to result in high performance.
- 4) Identify the motivation lessons that managers can learn from operant condition theory and social learning theory.

Chapter 14

The student will be able to:

- 1) Explain what leadership is, when leaders are effective and ineffective, and the sources of power that enable leaders to be effective.
- 2) Identify the traits that show the strongest relationship to leadership.

- 3) Explain how contingency models of leadership enhance our understanding of effective leadership
- 4) Describe what transformational leadership is.

Assessment: Written exam, written and oral chapter and demonstration exercises.

Module 7

Chapter 16

The student will be able to:

- 1) Explain why effective communication helps an organization gain a competitive advantage.
- 2) Describe the communication process, and explain the role of perception in communication.
- 3) Define information richness, and describe the information richness of communication media available to managers.
- 4) Describe the communication networks that exist in groups and teams.

Chapter 17

The student will be able to:

- 1) Explain why conflict arises, and identify the types and sources of conflict in organizations.
- 2) Describe conflict management strategies that managers can use to resolve conflict effectively.
- 3) Understand the nature of negotiation and why integrative bargaining is more effective than distributive negotiation.
- 4) Describe ways in which managers can promote integrative bargaining in organizations.

Assessment: Written exam, written and oral chapter and demonstration exercises.

2. **Assignments:** Selected questions, exercises and presentations will be assigned to help in the understanding of the course. Module assignments will serve as the basis for class discussion. Each student will be assigned a topic for which he/she will prepare a written document to be submitted through Safeassign in the Blackboard. The topics list can be found in the assignment content area of the Blackboard. Students are required to review the assignments guidelines which can be found in the course documents content area.
3. **Exams:** There will be short tests administered on a weekly basis, and three (3) semester exams (see schedule for exam dates).
4. **Note:** It is a policy for this course that after the due date there will be no make-up or reposition for the work required; this policy includes homework, exercises, assignments, and exams. Participation in the course is mandatory. After 4 absences the student will be dropped from the course.
5. **Course Grading:**
The projected cutoff point for A's, B's, C's, and D's are based on a 90%, 80%, 70%, and 60%, respectively.

CLASS SCHEDULE FOR MGMT 3306 PRINCIPLES OF MANAGEMENT

<u>Date</u>	<u>Chapter</u>	<u>Module</u>	<u>Assignments and tests</u>
Aug 27	Introduction		Oral/Written assignment (10 pts)
Sep 3 Sep 10	1 Managers and Managing 2 The Evolution of Management Thought	1	
Sep 17 Sep 24	3 Values, Attitudes, Emotions, and Culture: The Manager as a Person. 5 Managing Diverse Employees in a Multicultural Environment	2	
Oct 1	Exam 1	Mod 1-2 Chaps. 1,2,3,5	
Oct 8 Oct 15	6 Managing in the Global Environment 7 Decision Making, Learning, Creativity, and Entrepreneurship	3	
Oct 22 Oct 29	8 The Manager as a Planner and Strategist 9 Value Chain Management	4	
Nov 5	Mid Term	Mod 3-4 Chaps. 6 thru 9	
Nov 12	10 Managing Organizational Structure and Culture 11 Organization Control and Change	5	
Nov 19	13 Motivation and Performance	6	
Dec 3	17 Managing conflicts, Politics, and Negotiation	7	
Dec 10	Final Exam	Mod 5-7	

		Chaps. 10, 11, 13, 17	
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