

OFFICE HOURS:

Eagle Pass	T	8:00 AM-4:00 PM
Del Rio	W	4:00 PM-6:00 PM
Uvalde	TH	4:00 PM-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 9e.

Gareth R. Jones and Jennifer M. George, McGraw-Hill Irwin ISBN 978-0-07-771837-4

1) **Learning Objectives:**

Module 1

Chapter 1 Managers and Managing

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 chapter and demonstration exercises.

Module 2

Chapter 2 The Evolution of Management Thought

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.

Chapter 3 Values, Attitudes, Emotions, and Culture: The Manager as a Person.

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 chapter and demonstration exercises.

Module 3

Chapter 4 Ethics and Social Responsibility

The student will be able to:

- 1) Explain the difference between ethics and the law.
- 2) Differentiate between the claims of the different stakeholders groups that are affected by managers and their companies' actions.
- 3) Discuss why it is important for managers to behave ethically.

Chapter 5 Managing Diverse Employees in a Multicultural Environment

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.

Assessment: Written exam, written chapter and demonstration exercises.

Module 4

Chapter 6 Managing in the Global Environment

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 Decision Making, Learning, Creativity, and Entrepreneurship

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.

Assessment: Written exam, written chapter and demonstration exercises.

Module 5

Chapter 8 The Manager as a Planner and Strategist

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.

Chapter 9 Value Chain Management

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 chapter and demonstration exercises.

Module 6

Chapter 10 Managing Organizational Structure and Culture

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 Organization Control and Change

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 chapter and demonstration exercises.

Module 7

Chapter 13 Motivation and Performance

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 Leadership

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 chapter and demonstration exercises.

Module 8

Chapter 15 Effective Groups and Teams

The student will be able to:

- 1) Explain why groups and teams are key contributors to organizational effectiveness.
- 2) Identify the different types of groups and teams that help managers and organizations achieve their goals.
- 3) Explain how different elements of group dynamics influence the functioning and effectiveness of groups and teams.

Chapter 17 Managing conflicts, Politics, and Negotiation

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 chapter and demonstration exercises.

2. **Assignments:** Selected exercises will be assigned to help in the understanding of the course. Module assignments will serve as the basis for class. Each student will be assigned a topic for which he/she will prepare a paper 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 information content area.
3. **Exams:** There will be four (4) 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 missing four (4) submissions 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 30	1 Managers and Managing	1	Submit assignments through the Blackboard <u>Do not use e-mail</u>
Sep 6	2 The Evolution of Management Thought 3 Values, Attitudes, Emotions, and Culture: The Manager as a Person.	2	
Sep 13	4 Ethics and Social Responsibility 5 Managing Diverse Employees in a Multicultural Environment	3	
Sep 18	Exam 1	Mod 1,2,3 Chaps. 1 thru 5	Exam available online from 5:00 AM through midnight
Sep 27	6 Managing in the Global Environment 7 Decision Making, Learning, Creativity, and Entrepreneurship	4	
Oct 4	8 The Manager as a Planner and Strategist 9 Value Chain Management	5	
Oct 16	Mid Term	Mod 4-5 Chaps. 6 thru 9	Exam available online from 5:00 AM through midnight
Oct 25	10 Managing Organizational Structure and Culture 11 Organization Control and Change	6	
Nov 1	13 Motivation and Performance	7	

	14 Leadership		
Nov 13	Exam 3	6-7 Chaps. 10, 11, 13, 14	Exam available online from 5:00 AM through midnight
Nov 22	15 Effective Groups and Teams 17 Managing conflicts, Politics, and Negotiation	8	
Dec 4	Final Exam	Mod 8 Chaps. 15, 17	Exam available online from 5:00 AM through midnight