

OFFICE HOURS:

Eagle Pass T 8:00 AM-4:00 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. **Assessments:** There will be an assessment for each course module.
3. **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. Participation in the course is mandatory. After missing four (4) submissions the student will be dropped from the course.
4. **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>
Jun 10	1 Managers and Managing	1	<u>Complete Blackboard Assessment</u> <u>Research Paper due at midnight.</u>
Jun 14	2 The Evolution of Management Thought 3 Values, Attitudes, Emotions, and Culture: The Manager as a Person.	2	<u>Assessment available from 6:00 AM to Midnight.</u>
Jun 17	4 Ethics and Social Responsibility 5 Managing Diverse Employees in a Multicultural Environment	3	<u>Assessment available from 6:00 AM to Midnight.</u>
Jun 21	6 Managing in the Global Environment 7 Decision Making, Learning, Creativity, and Entrepreneurship	4	<u>Assessment available from 6:00 AM to Midnight.</u>
Jun 24	8 The Manager as a Planner and Strategist 9 Value Chain Management	5	<u>Assessment available from 6:00 AM to Midnight.</u>
Jun 21	10 Managing Organizational Structure and Culture 11 Organization Control and Change	6	<u>Assessment available from 6:00 AM to Midnight.</u>
Jul 1	13 Motivation and Performance 14 Leadership	7	<u>Assessment available from 6:00 AM to Midnight.</u>
Jul 5	15 Effective Groups and Teams 17 Managing conflicts, Politics, and Negotiation	8	<u>Assessment available from 6:00 AM to Midnight.</u>