

SYLLABUS

Code: BUSI205

Title: Principles of Management

Division: Business and Technology

Department: Business

Course Description: The student will develop an insight into the basic concepts, functions and techniques of administrative management. The student will obtain specific knowledge of how to manage the planning, organizing, leading and controlling that is involved in any type of organization. Upon completion of the course, the student will have an understanding of the principles of good management.

Prerequisites: BUSI 105 (Introduction to Business) or permission of instructor

Corequisites: None

Prerequisites or Corequisites:

Credits: 3

Lecture Hours: 3

Lab/Studio Hours: 0

REQUIRED TEXTBOOK/MATERIALS:

Textbook Title: Understanding Management

Author: Daft, Marcic

Publisher: South-Western Cengage Learning, 7th Edition

If you are taking an online course, please check with instructor for online syllabus and/or addendum.

ADDITIONAL TIME REQUIREMENTS:

COURSE LEARNING OUTCOMES:

Upon completion of this course, students will be able to:

- Identify and analyze the historical and/or societal issues that have impacted the evolution of the concepts and theories of management. (historical/societal analysis)
- Demonstrate an understanding of planning, organizing, leading, decision-making, and controlling. (critical thinking)
- Synthesize this information to analyze, identify solutions, and make logical decisions when solving Business case studies. (critical thinking)
- Communicate their understanding of the subject matter through written and spoken form (critical thinking, communication, information literacy).

GRADING STANDARD:

Evaluation Criteria (See instructor's addendum for specifics)

1. 70% - Four (4) tests which may consist of multiple-choice, true/false, essay, and short answer (or combination). The student must earn an average grade of 65% or better on the unit exams in order to receive a passing grade for the course, exclusive of other requirements. In order to successfully complete this course all elements assigned by the Instructor—tests, projects, and assignments-- MUST be completed.

Deadline Dates will be assigned for each requirement of the course. See Instructor's Addendum for information regarding the deduction of points if a deadline date is not met.

2. 30% - May consist of case studies, group projects, and additional assignments as assigned by your instructor. Case Studies will be designed to develop students' research and analytical skills as students investigate and draw conclusions regarding actual complex management situations as compared with various theoretical models.

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TOTAL 100%

Testing is conducted in class and for online classes testing will be in the Test Center. Attendance is required on the dates of testing. A "0" will be recorded for tests missed on a testing day unless a written excuse is approved by your instructor prior to the testing day. An approved make-up test, if granted, is generally taken in the Testing Center with written permission from your instructor and may have a ten point reduction at the discretion of the instructor. Only one late excuse will be permitted.

The same standard applies to assignments.

Deadline Dates will be assigned for each requirement of the course. See Instructor's Addendum for information regarding the deduction of points if a deadline date is not met.

For online delivery of this course, testing will be conducted in the BCC Testing Center.

Grades will be assigned as follows:

93 - 100%	=	A
90 - 92%	=	A-
87 - 89%	=	B+
83 - 86%	=	B
80 - 82%	=	B-
76 - 79%	=	C+
70 - 75%	=	C
65 - 69%	=	D
64 - below	=	F

Requirements for a Grade of Incomplete:

1. If you have completed 70% of your course requirements, you may be eligible for a grade of incomplete.
2. Refer to the incomplete contract for specifics.
3. You must obtain an incomplete application form and submit it to your course instructor for his/her approval on/or before the last class meeting date.

COURSE CONTENT:

Unit 1

Chapter 1 - Innovation for Turbulent Times

Chapter 14- Leading Teams

Students will identify selected concepts of management, describe the roles of managers, and examine and compare the major schools of management thought and how to lead teams.

LEARNING OBJECTIVES: Upon completion of this unit, you will be able to:

Chapter 1

1. Define management and organization.
2. Describe the skills needed by an effective manager, and the functions of planning, organizing, leading, and controlling.
3. Explain the difference between efficiency and effectiveness and their importance for organizational performance.
4. Understand the personal challenges involved in becoming a new manager in an organization in today's world.
5. Define the roles that managers perform in organizations.
6. Discuss the management competencies needed to deal with today's turbulent environment.
7. Describe the unique considerations of management in small business and nonprofit organizations.
8. Delineate the new workplace characteristics and management competencies and how leadership is viewed today.

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9. Explain what a Learning Organization is and why this approach has become important in recent years.
10. Gain an understanding of how historical forces influence the practice of management and explain the major developments in the history of management thought.
11. Describe how to manage crises and unexpected events.

Chapter 14

1. Identify the types of teams in organizations.
2. Discuss some of the problems and challenges of teamwork.
3. Identify roles within teams and the type of role you could play to help a team be effective.
4. Explain the general stages of team development.
5. Identify ways in which team size and diversity of membership affect team performance.
6. Explain the concepts of team cohesiveness and team norms and their relationship to team performance.
7. Understand the causes of conflict within and among teams and how to reduce conflict.
8. Define the outcomes of effective teams and how managers can enhance team effectiveness.

Unit 2

Chapter 5 – Managerial Planning and Goal Setting

Chapter 6 - Managerial Decision Making

Students will identify the concepts and demonstrate applications of the techniques of planning and decision making.

LEARNING OBJECTIVES: Upon completion of this unit, you will be able to:

Chapter 5

1. Define goals and plans and explain the relationship between them.
2. Explain the concept of organizational mission and how it influences goal setting and planning, describe the types of goals an organization should have and how managers use strategy maps to align goals.
3. Define the characteristics of effective goals.
4. Describe the four essential steps in the MBO process. Explain the difference between single-use plans and standing plans.
5. Describe and explain the importance of the three stages of crisis management planning.
6. Summarize the guidelines for high-performance planning in a fast-changing environment.
7. Define the components of strategic management.
8. Describe the strategic planning process and SWOT analysis.
9. Describe business-level strategies, including Porter's competitive forces and strategies and partnership strategies.
10. Explain the major considerations in formulating functional strategies.

Chapter 6

1. Explain why decision making is an important component of good management; explain the difference between programmed and nonprogrammed decisions and the decision characteristics of certainty and uncertainty.
2. Describe the ideal, rational, and political models of decision Making.
3. Identify the six steps used in managerial decision-making.
4. Explain four personal decision styles used by managers.
5. Identify and explain the biases that frequently cause managers to make bad decisions.
6. Identify techniques for innovative group decision making.

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Unit 3

Chapter 7 - Designing Adaptive Organizations

Chapter 8 – Managing Change and Innovation

Students will identify the concepts and techniques of organizing, innovation and change and apply them to the solution of management problems.

LEARNING OBJECTIVES: Upon completion of this unit, you will be able to:

Chapter 7

1. Discuss the fundamental characteristics of organizing, including such concepts as work specialization, chain of command, span of management, and centralization versus decentralization.
2. Describe functional, divisional, and matrix approaches to structure and their advantages and disadvantages.
3. Describe the contemporary team and virtual network structures and why they are being adopted by organizations.
4. Explain why organizations need coordination across departments and hierarchical levels, and describe mechanisms for achieving coordination.
5. Identify how structure can be used to achieve an organization's strategic goals.

Chapter 8

1. Define organizational change and explain the forces for change driving innovation and change in today's organizations and identify the three innovation strategies managers implement for changing products and technologies.
2. Explain the value of creativity, idea incubators, horizontal linkages, open innovation, idea champions, and new-venture teams for innovation.
3. Discuss why changes in people and culture are critical to any change process.
4. Define organization development (OD) and large group interventions.
5. Explain the OD stages of unfreezing, changing, and refreezing.
6. Describe the sequence of change activities that must be performed for change to be successful.
7. Identify sources of resistance to change.
8. Explain force-field analysis and other implementation tactics that can be used to overcome resistance.

Unit 4

Chapter 11 – Leadership

Chapter 12 – Motivating Employees

Students will identify and analyze the principles and techniques of leadership and motivation and will apply the techniques in the solution of management problems.

LEARNING OBJECTIVES: Upon completion of this unit, you will be able to:

Chapter 11

1. Define leadership and explain its importance for organizations.
2. Describe how leadership is changing in today's organizations.
3. Identify personal characteristics associated with effective leaders.
4. Define task-oriented behavior and people-oriented behavior, and explain how these categories are used to evaluate and adapt leadership style.
5. Describe Hersey and Blanchard's situational theory and its application to subordinate participation.
6. Discuss how leadership fits the organizational situation and how organizational characteristics can substitute for leadership behaviors.
7. Describe transformational leadership and when it should be used.
8. Explain the five sources of leader power and the tactics leaders use to influence others.
9. Explain servant leadership and moral leadership and their importance in contemporary organizations.
10. Explain how followership is related to effective leadership.

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Chapter 12

1. Define motivation and explain the difference between current approaches and traditional approaches to motivation.
2. Explain the difference between intrinsic and extrinsic rewards.
3. Identify and describe content, process, and reinforcement theories of motivation.
4. Discuss major approaches to job design and how job design influences motivation.
5. Discuss how empowerment heightens employee motivation.
6. Describe ways that managers can create a sense of meaning and importance for employees at work.

Unit 5

Chapter 4 - Managerial Ethics & Corporate Social Responsibility

Chapter 15 – Managing Quality and Performance

Students will examine and demonstrate an understanding of the role of ethics, corporate social responsibility, and control (with emphasis on quality and financial resources in organizations).

LEARNING OBJECTIVES: Upon completion of this unit, you will be able to:

Chapter 4

1. Define ethics and explain how ethical behavior relates to behavior governed by law and free choice.
2. Explain the utilitarian, individualism, moral-rights, and justice approaches for evaluating ethical behavior.
3. Describe the factors that shape a manager's ethical decision making.
4. Identify important stakeholders for an organization and discuss how managers balance the interests of various stakeholders.
5. Explain the bottom-of-the pyramid concept and some of the innovative strategies companies are using.
6. Explain the philosophy of sustainability and why organizations are embracing it.
7. Define corporate social responsibility and how to evaluate it along economic legal, ethical, and discretionary criteria.
8. Describe how ethical organizations are created through ethical leadership and organizational structures and systems.

Chapter 15

1. Define organizational control and explain why it is a key management function.
2. Explain the benefits of using the balanced scorecard to track performance and control of the organization.
3. Explain the four steps in the control process.
4. Discuss the use of financial statements, financial analysis, and budgeting as management controls.
5. Contrast the hierarchical and decentralized methods of control.
6. Explain the benefits of open-book management.
7. Describe the concept of total quality management and major TQM techniques.
8. Identify current trends in quality and financial control, including ISO 9000, economic value-added and market value-added systems, activity-based costing, and corporate governance, and discuss their effects on organizations.

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DEPARTMENT POLICIES:

Attendance and Late Policy for Students:

In the event a student accumulates more than three (3) absences, a student's final grade will be lowered one grade level.

Academic Integrity:

Any incidence of cheating will be fully processed in accordance with Brookdale Community College Regulation 6.3000 entitled STUDENT CONDUCT and the Student Conduct Code, Section V, "Academic Integrity Code" as found in the student handbook. The Business Management Department supports this regulation.

Brookdale e-mail/Website:

You are required to check your Brookdale e-mail at least (3) times per week for communication from your instructor. The syllabus is subject to change per the rights of the instructor. These changes may be communicated to you via e-mail.

COLLEGE POLICIES:

For information regarding:

- ◆ Brookdale's Academic Integrity Code
- ◆ Student Conduct Code
- ◆ Student Grade Appeal Process

Please refer to the [BCC STUDENT HANDBOOK AND BCC CATALOG.](#)

NOTIFICATION FOR STUDENTS WITH DISABILITIES:

Brookdale Community College offers reasonable accommodations and/or services to persons with disabilities. Students with disabilities who wish to self-identify must contact the Disabilities Services Office at 732-224-2730 (voice) or 732-842-4211 (TTY) to provide appropriate documentation of the disability, and request specific accommodations or services. If a student qualifies, reasonable accommodations and/or services, which are appropriate for the college level and are recommended in the documentation, can be approved.

ADDITIONAL SUPPORT/LABS:

Tutoring

Individual tutoring for a unit test or course work may be available from the department's learning assistant on a first-come, first-serve basis in LAH 214. Appointments are suggested.

Melissa Stryker, Learning Assistant
Telephone number: (732) 224-2551
E-mail: mstryker@brookdalecc.edu
Office Location: Larrison Hall 214

Learning Assistant Office Hours:

Monday – Friday (Schedule posted in desk area)
(One evening that may change with the demands of each semester.)