

Manchester University
College of Business
BUS 231: Principles of Management
Spring 2022

Professor: Joe Messer
Office: CHIN 241
Phones: 260-982-5305
E-mail: jrmesser02@manchester.edu
Office hours: Tuesday 2-3 and Thursday 3-4
Class time: Tuesday and Thursday 12:30-1:45 p.m. CHIN 244

Course description:

Principles of Management is the introductory course on management. The book reviews the traditional approach to management using the leading, planning, organizing, and controlling approach. Management is a broad business discipline, and the Principles of Management course covers many management areas such as human resource management and strategic management, as well as behavioral areas such as motivation.

Course materials:

We use a **free book** from Openstax.org for this class. You can get the **free book** at <https://openstax.org/details/books/principles-management?Book%20details> or purchase different models using the ISBN numbers below.

Principles of Management

Publish Date:

Mar 20, 2019

Web Version Last Updated:

Dec 14, 2020

Hardcover:

ISBN-10: 0-9986257-6-0

ISBN-13: 978-0-9986257-6-8

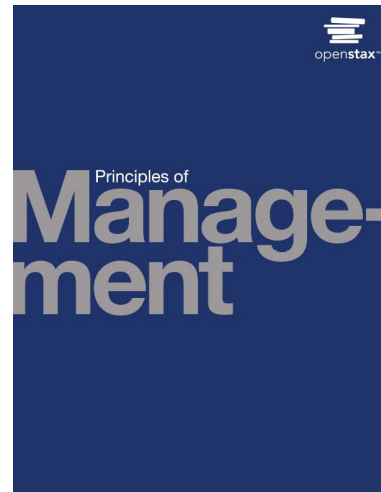
Paperback:

ISBN-13: 978-1-59399-876-9

Digital:

ISBN-10: 0-9986257-7-9

ISBN-13: 978-0-9986257-7-5



Course Experience:

Class sessions are very important to this course. There will be activities and opportunities for you to understand further new material, to see applications of new ideas, and to learn from peers, guest speakers, and me by the sharing of knowledge and experiences. Our classroom will become a place where discussion and group work are the principle way we spend time. This means that a class norm is that you share the responsibility for learning with fellow students and me. However, the classroom is not the only place where learning should happen, and should not be the primary place for exposure to content. You are responsible for completing all readings and assignments before the assigned class session. Overall, in order for the course to meet learning outcomes, we each have responsibilities.

Your responsibilities are:

- Come to class prepared
- Complete assignments on time
- Participate in class discussion and activities

- Inform me of any problem or situation that interferes with your performance in the course
- Provide feedback in a professional manner on the effectiveness of this course

My responsibilities are:

- Provide activities designed to accomplish course outcomes
- Provide an atmosphere conducive to learning
- Provide feedback in a timely manner and appraise your progress on a regular basis
- Provide appropriate opportunities to address concerns you may have about your performance in the course

Grade determination:

Attendance, Participation, Assignments and Quizzes 30%

Exams 70%

A = 93-100%	A- = 90-92.9%	B+ = 87-89.9%	B = 83-86.9%
B- = 80-82.9%	C+ = 77-79.9%	C = 73-76.9%	C- = 70-72.9%
D+ = 67-69.9%	D = 63-66.9%	D- = 60-62.9%	F = Below 60%

Exams

- Exams provide an opportunity for students to demonstrate what they have learned. If the course develops as expected, there will be 4 exams during the semester.

Attendance

- Students are expected to attend all scheduled classes and activities, including online sessions.
- Students who are excused from class by the Office of Academic Affairs must make arrangements to complete all course work before the day(s) they are absent. Students are still expected to contact me before the excused absence occurs.
- Your interactions with others are important for the development of critical thinking skills, so despite the weighting of class assignments above, any student who misses **six or more classes** may, at my discretion, be asked to withdraw from the course. **Every absence after the 2nd one will reduce your grade by 1%.**
- You will demonstrate accountability by contacting me ahead of time for excused absences and providing evidence of course preparation.

Class participation, assignments and Quizzes

- Students are expected to represent themselves in a business manner at all times. This expectation includes, coming to class prepared and being courteous to and respectful of others.
- Students will be required to read from the text before each class period. Students will discuss the text during the class period.
- Just like in the business environment - you will meet objectives the first time around by completing daily assignments; **late assignments will not be accepted.**
- Communication is an important skill for all successful business students and professionals. In order to hone your oral communication skills, students will be encouraged to contribute in class during discussion of homework or reading assignments. It is not the quantity of contribution, but the quality of contribution that is important.

Chapter Reading Questions & Assignments:

Each assigned reading will have questions & reflection due in in class during that class period (see questions at the end of this syllabus). While all reading questions are expected to be individually completed/submitted, over the course of the semester, I will be grading most but not all of these reading question assignments. Some other in/out of class assignments may also be graded separately.

Academic Integrity

Academic dishonesty in any form is a serious offense. It is your responsibility to know what constitutes academic dishonesty. If you are not sure what constitutes plagiarism, please ask me for clarification **before** you turn in the assignment. Academic integrity policies can be found in *The Source Handbook* and [here](#). Academic dishonesty includes, but is not limited to, cheating on exams or quizzes; submitting another's work as your own, in whole or in part; failing to correctly cite any sources used; and falsifying documentation. All written and oral assignments must be your original work and may not be submitted concurrently with another class without specific written permission of both instructors.

Information on student disability and reasonable accommodations, medical emergency/evacuation assistance, sexual misconduct reporting requirements, Spartan Success and course feedback

Important information on student disability and reasonable accommodations, medical emergency/evacuation assistance, sexual misconduct reporting requirements, Spartan Success and course feedback) may be found on the Canvas course navigation bar, under "syllabi information" or via [this link](#)

BUS 231-Spring 2022 Schedule-BUS 231: Principles of Management

Wk	Day	Date	Topic	
1	T	2/1	Student / Teacher interviews	Precourse work / preparation for interviews
	Th	2/3	Introduction to the course, What is Management? Start Chapter 1 – Managing and Preforming (p 1-20)	Review Canvas and Syllabus, Complete <i>Student Information Sheet</i> and post in dropbox by Friday Feb 3
2	T	2/8	Finish Chapter 1 - (p 1-20) / Start Chapter 2	
	Th	2/10	Chapter 2 - Managerial Decision – Making (p 21-54)	
3	T	2/15	Chapter 3 - The History of Management (p 55-80)	
	Th	2/17	Chapter 4 - External and Internal Organizational Environments and Corporate Culture (p 81-118)	
4	T	2/22	Chapter 5 - ½ class period	Community Foundation
	Th	2/24	Chapter 5 - Ethics, Corporate Responsibility, and Sustainability (p. 119-155)	
5	T	3/1	Exam 1 Chapters 1-5	
	Th	3/3	Chapter 6 - International Management (p 157-205)	
6	T	3/8	Chapter 7 - Entrepreneurship (p 207-246)	
	Th	3/10	Chapter 8 - Strategic Analysis (p 247-278)	
7	T	3/15	Chapter 9 - The Strategic Management Process (p 279-304)	
	Th	3/17	Chapter 10 - Organizational Structure and Change (p 305-338) & midterm course evaluation	
8	SPRING BREAK – NO CLASSES			
9	T	3/29	Group review for Exam	CAST
	Th	3/31	Exam #2 Chapters 6-10	CAST
10	T	4/5	Chapter 11 - Human Resource Management (p 339-368)	
	Th	4/7	Chapter 12 - Diversity in Organizations (p 369-406)	
11	T	4/12	Chapter 13 - Leadership (p 407-448)	
	Th	4/14	Chapter 14 - Work Motivation part 1 (p 449-496)	
12	T	4/19	Chapter 14 - Work Motivation part 2	
	Th	4/21	Chapter 15 - Managing Teams (p 497-522)	
13	T	4/26	Group review for Exam	
	Th	4/28	Exam #3 Chapters 11-15	NL
14	T	5/3	Chapter 16 - Managerial Communication (p 523-548)	
	Th	5/5	Chapter 17 - Organizational Planning and Controlling (p 549-596)	
15	T	5/10	Chapter 18 - Management of Technology and Innovation (p 597-658)	
	Th	5/12	Review / Course evaluation	
			Final Exam 4	

****This schedule is subject to change, with due warning, based on the flow of the semester and particular needs of the class.**

Learning outcome Questions (due in class at the beginning of the assigned class session)

Chapter 1: Managing and preforming – LEARNING OUTCOMES Page 7

1. What do managers do to help organizations achieve top performance?

Managers perform a variety of functions in organizations, but amongst one of the most important functions they perform is communicating with direct reports to help their organizations achieve and exceed goals.

2. What are the roles that managers play in organizations?

Managers perform a variety of roles in organizations, but amongst one of the most important functions they perform is communicating with direct reports to help their organizations achieve and exceed goals. Managers perform three major types of roles within organizations, interpersonal roles, informational roles, and decisional roles. The extent of each of these roles depends on the manager's position within the organizational hierarchy.

3. What are the characteristics that effective managers display?

Management is the process of planning, organizing, directing/leading, and controlling the activities of employees in combination with other resources to accomplish organizational goals. Managerial responsibilities include long-range planning, controlling, environmental scanning, supervision, coordination, customer relations, community relations, internal consulting, and monitoring of products and services. These responsibilities differ by level in the organizational hierarchy and by department or function. Managers today need to be a global strategist, a master of technology, a good politician, and a premier leader-motivator.

Chapter 2: Management Theory & Background – LEARNING OUTCOMES Page 21

1. What are the basic characteristics of managerial decision-making?

Managers are constantly making decisions, and those decisions often have significant impacts and implications for both the organization and its stakeholders. Managerial decision-making is often characterized by complexity, incomplete information, and time constraints, and there is rarely one right answer. Sometimes there are multiple good options (or multiple bad options), and the manager must try to decide which will generate the most positive outcomes (or the fewest negative outcomes). Managers must weigh the possible consequences of each decision and recognize that there are often multiple stakeholders with conflicting needs and preferences so that it often will be impossible to satisfy everyone. Finally, managerial decision-making can sometimes have ethical implications, and these should be contemplated before reaching a final decision.

2. What are the two systems of decision-making in the brain?

The brain processes information to make decisions using one of two systems: either the logical, rational (reflective) system or the quick, reactive system. The reflective system is better for significant and important decisions; these generally should not be rushed. However, the reactive system can be lifesaving when time is of the essence, and it can be much more efficient when based on developed experience and expertise.

3. What is the difference between programmed and nonprogrammed decisions?

4. What barriers exist that make effective decision-making difficult?

5. How can a manager improve the quality of her individual decision-making?

6. What are the advantages and disadvantages of group decision-making, and how can a manager improve the quality of group decision-making?

Chapter 3 The History of Management

1. What contributions did ancient civilizations make to management thought?
2. Describe the role of the Renaissance in shaping management thought.
3. How did the Industrial Revolution change business and the economy?
4. Describe scientific management. How was scientific management different from management techniques that came before it?
5. Who were the key contributors to scientific management?
6. Describe the Hawthorne studies. Was Elton Mayo a humanist?
7. What is the zone of indifference?
8. Describe Follett's concept of conflict resolution.
9. What does open systems say about management?
10. What is contingency management?

Chapter 4 External and Internal Organizational Environments and Corporate Culture

1. Define the external environment of organizations.
2. Identify contemporary external forces pressuring organizations.
3. Identify different types of organizational structures and their strengths and weaknesses.
4. Explain how organizations organize to meet external market threats and opportunities.
5. Identify the fit between organizational cultures and the external environment.
6. Identify environmental trends, demands, and opportunities facing organizations.

Chapter 5 Ethics, Corporate Responsibility, and Sustainability

1. What are ethics and business ethics?
2. What are the types of values that motivate ethics at the individual level?
3. What are major ethical principles that can guide individuals and organizations?
4. Why is ethical leadership important in organizations?
5. What are differences between values-based ethics and compliance in organizations?
6. What purpose can CSR (corporate social responsibility) offer to organizations and society?
7. What ethical issues do organizations and individuals encounter in the global environment?
8. What future near-term forecasts will affect ethical and corporate conduct of organizations?

Chapter 6 International Management

1. Why is it important to understand and appreciate the importance of international management?
2. What is culture, and how can culture be understood through Hofstede's cultural framework?
3. How are regions of the world categorized using the GLOBE framework, and how does this categorization enhance understanding of cross-cultural leadership?
4. Why is an understanding of cultural stereotyping important, and what can students do to prepare for cultural stereotyping by looking at social institutions?
5. What steps can you undertake to be better prepared for cross-cultural assignments?
6. What are the main strategies that companies can use to go international?
7. Why might it be necessary for a company to go international, and how might it accomplish this goal?

Chapter 7 Entrepreneurship

1. Why do people become entrepreneurs, and what are the different types of entrepreneurs?
2. What characteristics do successful entrepreneurs share?
3. How do small businesses contribute to the U.S. economy?
4. What are the first steps to take if you are starting your own business?
5. Why does managing a small business present special challenges for the owner?
6. What are the advantages and disadvantages facing owners of small businesses?
7. How does the Small Business Administration help small businesses?
8. What trends are shaping entrepreneurship and small-business ownership?

Chapter 8 Strategic Analysis: Understanding a Firm's Competitive Environment

1. What is strategic analysis and why do firms need to analyze their competitive environment?
2. What is a SWOT analysis and what can it reveal about a firm?
3. What makes up a firm's external macro environment, and what tools do strategists use to understand it?
4. What makes up a firm's external micro environment, and what tools do strategists use to understand it?
5. How and why do managers conduct an internal analysis of their firms?
6. What does it mean to compete with other firms in a business environment, what does it mean when a firm has a competitive advantage over its rivals, and what generic strategies can a firm implement to gain advantage over its rivals?
7. What elements go into determining a firm's strategic position?

Chapter 9 The Strategic Management Process: Achieving and Sustaining Competitive Advantage

1. What is the strategic management process?
2. What is the difference between a firm's vision and its mission?
3. Why is strategic analysis important to strategy formulation?
4. What are strategic objectives, levels of strategy, and a grand strategy? How are they related?
5. How and why do managers plan? Why are goals important in the planning process?
6. How and why do managers evaluate the effectiveness of strategic plans?

Chapter 10 Organizational Structure and Change

1. What are mechanistic versus organic organizational structures?
2. What are the fundamental dimensions of change?
3. How do managers deal with change?

Chapter 11 Human Resource Management

1. What has been the evolution of human resource management over the years, and what is the current value it provides to an organization?
2. How does the human resources compliance role of HR provide value to a company?
3. How do performance management practices impact company performance?
4. How do companies use rewards strategies to influence employee performance and motivation?
5. What is talent acquisition, and how can it create a competitive advantage for a company?
6. What are the benefits of talent development and succession planning?

Chapter 12 Diversity in Organizations

1. What is diversity? How diverse is the workforce?
2. How does diversity impact companies and the workforce?
3. What is workplace discrimination, and how does it affect different social identity groups?
4. What key theories help managers understand the benefits and challenges of managing the diverse workforce?
5. How can managers reap benefits from diversity and mitigate its challenges?
6. What can organizations do to ensure applicants, employees, and customers are valued?

Chapter 13 Leadership

1. What is the nature of leadership and the leadership process?
2. What are the processes associated with people coming to leadership positions?
3. How do leaders influence and move their followers to action?
4. What are the trait perspectives on leadership?
5. What are the behavioral perspectives on leadership?
6. What are the situational perspectives on leadership?
7. What does the concept “substitute for leadership” mean?
8. What are the characteristics of transactional, transformational, and charismatic leadership?
9. How do different approaches and styles of leadership impact what is needed now?

Chapter 14 Work Motivation for Performance

1. Define motivation, and distinguish direction and intensity of motivation.
2. Describe a content theory of motivation, and compare and contrast the main content theories of motivation: manifest needs theory, learned needs theory, Maslow’s hierarchy of needs, Alderfer’s ERG theory, Herzberg’s motivator-hygiene theory, and self-determination theory.
3. Describe the process theories of motivation, and compare and contrast the main process theories of motivation: operant conditioning theory, equity theory, goal theory, and expectancy theory.
4. Describe the modern advancements in the study of human motivation.

Chapter 15 Managing Teams

1. What is the benefit of working in teams, and what makes teams effective?
2. How do teams develop over time?
3. What are some key considerations in managing teams?
4. What are the benefits of conflict for a team?
5. How does team diversity enhance decision-making and problem-solving?
6. What are some challenges and best practices for managing and working with multicultural teams?

Chapter 16 Managerial Communication

1. Understand and describe the communication process.
2. Know the types of communications that occur in organizations.
3. Understand how power, status, purpose, and interpersonal skills affect communications in organizations.
4. Describe how corporate reputations are defined by how an organization communicates to all of its stakeholders.
5. Know why talking, listening, reading, and writing are vital to managing effectively.

Chapter 17 Organizational Planning and Controlling

1. Understand the importance of planning and why organizations need to plan and control.
2. Outline the planning and controlling processes.
3. Identify different types of plans and control systems employed by organizations.
4. Explain the individual and organizational effects associated with goal setting and planning.
5. Understand how planning occurs in today’s organizations.
6. Discuss the impact that control has on organizational members.
7. Describe management by objectives as a philosophy and as a management tool/technique; describe its effects.
8. Differentiate between the execution of the planning and controlling activities under control- and involvement-oriented management practices.

Chapter 18 Management of Technology and Innovation

1. What do we mean by management of technology and innovation (MTI), and why is it crucial?
2. How do organizations develop technology and innovation?
3. What are external sources of technology and innovation development, and when are they best used?
4. What are internal sources of technology and innovation development, and when are they best used?
5. How and why do entrepreneurs develop MTI skills?
6. What skills do you need to successfully manage technology and innovation?
7. How do you look into the future to keep pace?