

MANAGEMENT 310 COURSE GUIDE

Management of Organizations

Text: *MGMT* (1st edition) by C. Williams

Learning Objectives: To introduce the student to the fundamental principles of management. Development of an understanding of human behavior in organizations is emphasized.

Specific Learning Standards emphasized in this course include:

Communication Skills – choose appropriate communication channel. Utilize effective listening.

Leadership Tools – leadership behaviors, characteristics of leaders, and situational influences.

Creative Problem-Solving – be able to utilize group level techniques to promote creativity.

Ethics – be able to analyze ethical dilemmas.

Professional Skills – demonstrates awareness of workplace cultures and expectations.

Global Awareness – understand how social culture influences managerial decisions and organizational design.

The following indicates the learning objectives for each section that should be given the most emphasis in lecture, problem assignments, and testing. Other learning objectives may be covered at the instructor’s discretion.

Topic	Learning Objectives to be Emphasized
Managers and Managing	<p>Managers and Managing</p> <ul style="list-style-type: none"> • Understand what management is and why it is an important topic for study. • Recognize the difference between efficiency and effectiveness as measures of performance. • Recognize the 4 basic functions of management and the skills required to be an effective manager. <p>Evolution of Management Theory</p> <ul style="list-style-type: none"> • Understand the origins of management and why managers are needed today. • Understand the principles of job specialization, division of labor, and span of control.
Managing and The Environment	<p>Organizational Environment</p> <ul style="list-style-type: none"> • Grasp the difference between the task and general environment and the various aspects of each. <p>Global Environment</p> <ul style="list-style-type: none"> • Recognize some basic differences in national cultures and how this affects management. <p>Ethics, Social Responsibility, and Diversity</p> <ul style="list-style-type: none"> • Have a basic understanding of moral dilemmas and some of the basic rules for ethical decision making. • Understand some of the basic factors that influence ethical decision making. • Apply ethical decision-making criteria to ethical decisions. • Understand the importance of managing diversity. • Understand the major Equal Employment Opportunity Laws.

<p>Managing Decision Making, Planning, and Organizational Structure</p>	<p>The Manager as a Decision Maker, Planner, and Strategist</p> <ul style="list-style-type: none"> • Grasp the role of the manager as a decision-maker, planner and strategist. • Know the different types of plans and appropriate use. <p>Managing and Organizational Structure</p> <ul style="list-style-type: none"> • Understand that there is no one best organizational structure. • Know the difference in mechanistic and organic structures. <p>Organizational Culture and Control</p> <ul style="list-style-type: none"> • Understand the concept of strong culture and how this serves as a control mechanism. <p>Human Resource Management</p> <ul style="list-style-type: none"> • Be able to identify the basic functions of human resource management. • Be knowledgeable of legal issues affecting HR management.
<p>Managing Individuals and Groups</p>	<p>The Manager as a Person</p> <ul style="list-style-type: none"> • General awareness of individual differences in value systems, attitude and personality. <p>Motivation</p> <ul style="list-style-type: none"> • Basic knowledge of the different factors and needs that influence behavior. <p>Leadership</p> <ul style="list-style-type: none"> • Understand the role that power plays in influencing others' behavior (leadership). • Understand the difference between managing and leading. <p>Groups and Teams</p> <ul style="list-style-type: none"> • Be knowledgeable of group dynamics and the factors that influence group performance.
<p>Managing Essential Operations and Processes</p>	<p>Communication</p> <ul style="list-style-type: none"> • Understand the basic communication process. • Be aware of factors that inhibit effective communication. <p>Organizational Conflict, Negotiation, Politics and Change</p> <ul style="list-style-type: none"> • Recognize organizational conflict management styles. • Awareness of conflict management techniques. • Understanding of the factors that inhibit/facilitate change. <p>The Management of Innovation and Entrepreneurship</p> <ul style="list-style-type: none"> • Grasp why innovation is important for competitive advantage.