



**Principles of Business Management**  
**Fall Semester 2022 (3 credits)**  
**66-027-01**

Lecturer: Natalie Menaged

Course Description and Objectives:

*This class focuses on the basic theories and practices in business management today, with an emphasis on skillbuilding and contemporary application of classic management principles. Topics will include the global management environment, planning, organizing, and strategic thinking. The roles of leadership versus management will be analyzed, as well as problem solving and conflict resolution. Additional topics include ethics, motivation, human resources, and diversity and inclusion. The course will include an introduction to other business topics such as financial controls, operational controls, innovation, and entrepreneurship. Students will gain a comprehensive set of behavioral strategies and analytical tools that will prepare them for management considerations in complex global work environments.*

Course Textbook: *M: Management* 7th edition, Thomas Bateman, Robert Konopaske, McGraw-Hill, Copyright: 2022

Students can rent or purchase the textbook here:

<https://www.mheducation.com/highered/product/mmanagement-bateman-konopaske/M9781260735185.html>

Grade Components (Numerical grade):

Mid-term exam or term-paper (30%)

Final exam (40%)

Class attendance, participation, projects (30%)

1. Introduction & History of Management (Ch 1, 2)
2. Organizational Environment, Culture, & Globalization (Ch 3)
3. Planning and Decision Making (Ch 5)
4. Organizing for Success (Ch 7)
5. Leadership vs Management (Ch 10)
6. Ethics & Corporate Social Responsibility (Ch 4)
7. Human Resources and Diversity & Inclusion (Ch 8, 9)
8. Motivational Strategies (Ch 11)
9. Teamwork (Ch 12)
10. Professional Communications (Ch 13)
11. Organizational & Financial Controls (Ch 14)
12. Entrepreneurship & Innovation (Ch 6, 15)

1. Topic: Introduction & History of Management

Primary Source: Bateman & Konopaske, Chapters 1 & 2

Learning Objectives:

- 4 functions of management
- What managers at different organizational levels do
- Skills to be an effective manager
- Major challenges facing managers today
- How successful managers achieve competitive advantage
- Origins of management theory
- 5 classical approaches to management
- 4 contemporary approaches to management
- Modern contributors to management though

2. Organizational Environment, Culture, & Globalization

Primary Source: Bateman & Konopaske, Chapter 3

Learning Objectives:

- 5 elements of an organization's macroenvironment
- 5 components of an organization's competitive environment
- How managers stay on top of changes
- How managers respond to changes
- How organizational cultures overcome changes in the external environment

3. Planning and Decision Making

Primary Source: Bateman & Konopaske, Chapter 5

Learning Objectives:

- Summarize the basic steps in decision making
- How strategic planning should be integrated with tactical and operational planning
- Strategic management process
- SWOT analysis
- Achieving competitive advantage
- Keys to effective strategy implementation
- Effective decision making as a manager
- Personal obstacles to rational decision making
- Principles for group decision making

4. Organizing for Success

Primary Source: Bateman & Konopaske, Chapter 7

Learning Objectives:

- Fundamental characteristics of organizational structure

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- Four dimensions of an organization's vertical structure
- Four basic forms of horizontal structure of organizations
- Important mechanisms for coordinating work
- Improving organizational agility through strategy, commitment to customers, and use of technology

## 5. Leadership vs. Management

Primary Source: Bateman & Konopaske, Chapter 10

Learning Objectives:

- How a good vision helps you be a better leader
- Leading vs. managing: similarities and differences
- Sources of power in organizations
- 3 traditional approaches to understanding leadership
- Contemporary perspectives on leadership
- Types of leadership opportunities

## 6. Ethics & Corporate Social Responsibility

Primary Source: Bateman & Konopaske, Chapter 4

Learning Objectives:

- How different ethical perspectives guide managerial decision making
- Ethics-related issues and laws
- How managers influence their ethics environment
- Process for making ethical decisions
- Important issues surrounding corporate social responsibility (CSR)
- Growing importance of managing the natural environment

## 7. Human Resources and Diversity & Inclusion

Primary Source: Bateman & Konopaske, Chapters 8 & 9

Learning Objectives:

- How companies use HR to gain competitive advantage
- Why companies recruit both internally and externally
- Methods for selecting employees
- Various HR laws
- Importance of training and development
- Alternative appraisals of employee performance
- Fundamental aspects of a rewards system
- How unions and labor laws influence HR management
- How changes in the US workforce make diversity and inclusion critical - Advantages and challenges of diversity and inclusion initiatives Monolithic, pluralistic, and multicultural organizations
- Steps managers and their organizations can take to cultivate diversity

- Changes in the global workforce
- Skills managers need to manage globally

## 8. Motivational Strategies

Primary Source: Bateman & Konopaske, Chapter 11

Learning Objectives:

- Principles for setting goals that motivate employees
- Rewarding good performance effectively
- Key beliefs that affect people's motivation
- How people's individual needs affect their behavior
- Creating jobs that motivate
- How people assess and achieve fairness
- Causes and consequences of employee well-being

## 9. Teamwork

Primary Source: Bateman & Konopaske, Chapter 12

Learning Objectives:

- How teams can contribute to an organization's effectiveness
- The new team environment
- How groups became teams
- Why groups sometimes fail
- How to build an effective team
- Managing a team's relationship with other teams
- Ways to manage conflict

## 10. Professional Communications

Primary Source: Bateman & Konopaske, Chapter 13

Learning Objectives:

- Advantages of two-way communication
- Communication problems to avoid
- When and how to use different communication channels
- How to become a better 'sender' and 'receiver' of information
- Downward, upward, and horizontal communication
- Working with the company grapevine
- Boundaryless organization and its advantages

## 11. Organizational & Financial Controls

Primary Source: Bateman & Konopaske, Chapter 14

Learning Objectives:

- Why companies develop controls

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- How to design a basic bureaucratic control system
- Using budget as a control device
- Basic types of financial statements
- Financial ratios used as controls
- Procedures for implementing effective control systems
- How market and clan can control and influence performance

## 12. Entrepreneurship & Innovation

Primary Source: Bateman & Konopaske, Chapters 6 & 15

### Learning Objectives:

- Why people become entrepreneurs and what it takes
- How to assess opportunities to start a new business
- Common causes of success and failure - Common management challenges
- How to increase your chances of success
- Good business planning
- How managers of large companies can foster entrepreneurship
- How technology fuels innovation
- Criteria for technology decisions
- Key ways of acquiring new technologies
- Elements of an innovative organization
- What it takes to be world class
- How to lead change effectively
- Strategies for creating a successful future