**Principles of Management**

**TS1**  **(60 Hours)**

**Course Description:**

This management course represents an important step toward managerial and personal success in an era of rapid change. It is a comprehensive, up-to-date, and highly understandable introduction to management theory, research, and practice. The course integrates classical and modern concepts with a rich collection of contemporary real-world examples and cases. The study of management takes in a great deal of territory, both conceptually and geographically. This makes it important for those being introduced to the field of management to have reliable guideposts to help them make sense of it all. The course covers six major themes that guide the progress through the fascinating world of management, namely: Change, Skill development, Global economy, the Internet revolution, Diversity, and Ethics.

**Learning Outcomes:**

After the completion of this course, students will be able to:

* Recognize the value of studying Management.
* Describe the historical background of Management and its evolution.
* Identify Organizational Culture and Environment.
* Apply Management in a Global Environment.
* Define Social Responsibility and Managerial Ethics.
* Classify the foundations of Planning.
* Establish Organizational Structure and Design.
* Recognize the importance of Human Resources Management.
* Discuss Controlling.

Topics Covered:

1. Introduction to Management and Organizations.
2. Management History.
3. Organizational Culture and Environment.
4. Managing in a Global Environment.
5. Social Responsibility and Managerial Ethics.
6. Foundations of Planning.
7. Organizational Structure and Design.
8. Managing Human Resources.
9. Introduction to Controlling.

**CHAPTER ONE**

**Introduction to Management and Organizations**

**Learning Objectives:**

1. Classify Managers and non-managerial employees.
2. Define Management.
3. Describe the Functions, Roles, and Skills of Managers and how manager’s job is changing.
4. Describe the characteristics of an Organization.
5. Explain the value of studying Management.

**Content:**

1.1. Who Are Managers?

1.1.1. Definition of a Manager

1.1.2. Classifying Managers

1.2. What Is Management?

1.2.1. Definition of Management

1.2.2. Managerial Concerns

1.3. What Do Managers Do?

1.3.1. Management Functions

1.3.2. Management Roles

1.3.3. Management Skills

1.3.4. How the Manager’s job is changing

1.4. What is an Organization?

1.4.1. Definition

1.4.2. Common characteristics of Organizations

1.5. Why study Management

1.5.1. The universality of Management

1.5.2. The reality of work

1.5.3. The rewards and challenges of being a Manager

**CHAPTER TWO**

**Management History**

**Learning objectives:**

1. Describe the historical background of Management.
2. Explain the various theories in the Classical Approach.
3. Describe the Quantitative Approach.
4. Discuss the development and uses of the Behavioral Approach.
5. Explain the various theories in the Contemporary Approach.

**Content:**

2.1. Historical background of Management

2.1.1. Ancient Management

2.1.2. Adam Smith

2.1.3. Industrial Revolution

2.2. Classical Approach

2.2.1. Scientific Management

2.2.2. General Administrative Theory

2.3. Quantitative Approach

2.3.1. Important Contributions

2.3.2. How do today’s Managers use the Quantitative Approach?

2.3.3. Total Quality Management

2.4. Behavioral Approach

2.4.1. Early Advocates of Organizational Behavior

2.4.2. The Hawthorne Studies

2.4.3. How do today’s Managers use the Behavioral Approach?

2.5. Contemporary Approach

2.5.1. Systems Theory

2.5.2. The Contingency Approach

**CHAPTER THREE**

**Organizational Culture and Environment**

**Learning Objectives:**

1. Contrast the actions of Managers according to the omnipotent and symbolic views.
2. Discuss the characteristics and importance of organizational culture.
3. Describe the current issues in organizational culture.
4. Identify the features of the specific and general environments.

**Content:**

3.1. The Manager Omnipotent or Symbolic?

3.1.1. The Omnipotent View

3.1.2. The Symbolic View

3.2. Organizational Culture

3.2.1. What is Organizational Culture?

3.2.2. Strong Cultures

3.2.3. Where Culture comes from and how it continues

3.2.4. How employees learn Culture

3.2.5. How Culture affects Managers

3.3. Current Organizational Culture Issues

3.3.1. Creating an Ethical Culture

3.3.2. Creating an Innovative culture

3.3.4. Creating a Customer-Responsive Culture

3.3.5. Creating a culture that supports Diversity

3.3.6. Spirituality and Organizational Culture

3.4. Spirituality and organizational Culture

3.4.1. Defining the External Environment

3.4.2. How the Environment affects Managers

**CHAPTER FOUR**

**Managing in a Global Environment**

Learning Objectives:

1. Contrast Ethnocentric, Polycentric, and Geocentric Attitudes towards Global

Business.

1. Discuss the Importance of Regional Trading Alliances and the World Trade Organization.
2. Describe the Structures and Techniques Organizations use as they go International.
3. Explain the Relevance of the Political/Legal, Economic, and Cultural Environments to Global Business.

**Content:**

4.1. What’s your Global Perspective?

4.1.1.Parochialism

4.1.2.Contrast Ethnocentric, Polycentric, and Geocentric Attitudes towards

Global Business

4.2.Understanding the Global Environment

4.2.1.Regional Trading Alliances

4.2.2.World Trade Organization

4.3.Doing Business Globally

4.3.1.Different Types of International Organizations

4.3.2.How Organizations Go International?

4.4.Managing in a Global Environment

4.4.1.The Political/Legal Environment

4.4.2.The Economic Environment

4.4.3.The Cultural Environment

4.4.4.Global Management in Today’s world

**CHAPTER FIVE**

**Social Responsibility and Managerial Ethics**

**Learning Objectives:**

1. Discuss what it means to be Socially Responsible and what factors influence that decision.
2. Explain Green Management and how Organizations Go Green.
3. Discuss the Factors that lead to Ethical and Unethical Behavior.
4. Describe Management’s Role in Encouraging Ethical Behavior.
5. Discuss current Social Responsibility and Ethics issues.

**Content:**

5.1. What is Social Responsibility?

5.1.1. From Obligations to Responsiveness to Responsibility

5.1.2. Should Organizations be Socially Involved?

5.2. Green Management

5.2.1. How Organizations Go Green

5.2.2. Evaluating Green Management Actions

5.3. Managers and Ethical Behavior

5.3.1. Factors that Determine Ethical and Unethical behavior

5.3.2. Ethics in an International Context

5.4. Encouraging Ethical Behavior

5.4.1. Employee Selection

5.4.2. Codes of Ethics and Decision Rules

5.4.3. Top Management’s Leadership

5.4.4. Job Goals and Performance Appraisal

5.4.5. Ethics Training

5.4.6. Independent Social Audits

5.4.7. Protective Mechanisms

5.5. Social Responsibility and Ethics issues in today’s World

5.5.1. Managing Ethical Lapses and Social Irresponsibility

5.5.2. Encouraging Social Entrepreneurship

5.5.3. Businesses Promoting Positive Social Change

**CHAPTER SIX**

**Foundations Of Planning**

Learning Objectives:

1. Define the nature and purpose of Planning.
2. Classify the types of goals Organizations might have and the plans they use.
3. Compare and contrast approaches to goal setting and planning.
4. Discuss contemporary issues in planning

Content:

6.1. The What and Why of Planning

6.1.1. What is planning?

6.1.2. Why do Managers Plan?

6.1.3. Planning and performance

6.2. Goals and Plans

6.2.1. Types of goals

6.2.2. Types of plans

6.3. Setting goals and Developing Plans

6.3.1. Approaches to setting Goals

6.3.2. Developing Plans

6.3.3. Approaches to Planning

6.4. Contemporary issues in Planning

6.4.1. Criticisms of Planning

6.4.2. Effective Planning in Dynamic Environment

**CHAPTER SEVEN**

**Organizational Structure And Design**

Learning Objectives:

1. Describe six key elements in Organizational Design.
2. Identify the Contingency factors that favor either the Mechanistic model or The Organic model of Organizational Design.
3. Compare and contrast Traditional and Contemporary Organizational Designs.

Content:

7.1. Designing Organizational Structure

7.1.1. Work Specialization

7.1.2. Departmentalization

7.1.3. Chain of Command

7.1.4. Span of Control

7.1.5. Centralization and Decentralization

7.1.6. Formalization

7.2. Mechanistic and Organic Structures

7.2.1. Two models of Organizational Design

7.2.2. Contingency Factors

7.3. Common Organizational Designs

7.3.1. Traditional Organizational Designs

7.3.2. Contemporary Organizational Designs

7.3.3. Today’s Organizational Design Challenges

**CHAPTER EIGHT**

**Managing Human Resources**

Learning Objectives:

1. Describe why the Human Resources Management process is important and describe the important influences on that process.
2. Discuss the tasks associated with identifying and selecting competent employees.
3. Explain the different types of Orientation and Training.
4. Describe strategies for retaining competent, high-performing employees.
5. Discuss contemporary issues in Managing Human Resources.

Content:

8.1. The Human Resources Management Process

8.1.1. Why is HRM important?

8.1.2. External factors that affect the HRM process

8.2. Identifying and Selecting competent employees

8.2.1. Human Resources Planning

8.2.2. Recruitment and Decruitment

8.2.3. Selection

8.3. Providing Employees with needed Skills and knowledge

8.3.1. Employee Training

8.4. Retaining competent high-performing employee

8.4.1. Employee Performance Management

8.4.2. Compensation and Benefits

8.5. Contemporary issues in Managing Human Resources

8.5.1. Managing downsizing

8.5.2. Managing workforce diversity

8.5.3. Managing sexual harassment

8.5.4. Managing work-life balance

8.5.5. Controlling HR Costs

**CHAPTER NINE**

**Introduction To Controlling**

Learning Objectives:

1. Explain the nature and importance of Control.
2. Describe the three steps in the control process.
3. Explain how the Organizational Performance is measured.
4. Describe tools used to measure Organizational Performance.
5. Discuss contemporary issues in Control.

Content:

9.1. What is Controlling and why is it important?

9.2. The Control Process.

9.2.1. Measuring

9.2.2. Comparing

9.2.3. Taking Managerial action

9.2.4. Summary of Managerial action

9.3. Controlling for Organizational Performance

9.3.1. What is Organizational Performance?

9.3.2. Measures of Organizational Performance

9.4. Tools for Measuring Organizational Performance

9.4.1. Feed-forward, Concurrent, and Feedback Control

9.4.2. Financial Controls

9.4.3. The balanced scorecard approach

9.4.4. Information Controls

9.4.5. Benchmarking of best practices

9.5. Contemporary issues in Control

9.5.1. Adjusting Controls for cross-cultural differences

9.5.2. Workplace concerns

9.5.3. Controlling Customer Interaction

9.5.4. Corporate governance

**Recommended Course Textbook:** **Management, by Stephen P. Robbins & Mary Coulter 10th Edition. Pearson INC.**