EXCEL
EDUCATION SYSTEMS

ACE Principles of Management (3 Semester Credits) - Course Syllabus

Description:
Principles of Management is designed to meet the scope and sequence requirements of the introductory course on management. Management is a broad business discipline, and this Principles of Management course covers many management areas such as human resource management and strategic management, as well behavioral areas such as motivation. No one individual can be an expert in all areas of management, so an additional benefit of this text is that specialists in a variety of areas have authored individual chapters.

Textbook: *Principles of Management* – Open Stax – Bright et al., ISBN-10: 0-9986257-7-9, (This text is provided to students as part of their enrollment.)

Prerequisites: No prerequisites

Course objectives:
Throughout the course, you will meet the following goals:
- Describe the characteristics and roles of effective managers in organizations.
- Discuss the basic characteristics of managerial decision-making.
- Identify different types of organizational structures and their strengths and weaknesses.
- Discuss the types of values that motivate ethics at the individual and organizational level.
- Describe the characteristics that successful entrepreneurs share.
- Define strategic analysis and why firms need to analyze their competitive environment.
- Discuss how the human resources compliance role of HR provide value to a company.
- Explain the importance and benefits of cultivating a diverse workforce.

Course Evaluation Criteria
A passing percentage is **70%** or higher.

Grading Scale
A = 95-100%
B = 88-94.9%
C = 80-87.9%
D = 70-79.9%
F = below 70%

ACE Course Retake Policy
2 (two) attempts are allowed on every quiz, and 2 (two) attempts are allowed on every final exam.

***Proctorio* – Video Proctoring**
All Final Exams are video proctored with Proctorio. (www.proctorio.com)

ADA Policy
Excel Education Systems is committed to maintaining an inclusive and accessible environment to all students, across all of its schools, in accordance with the 1990 Federal Americans with Disabilities Act (ADA).

There is a **total of 320 points** in this course:

Grade Weighting
Chapter Quizzes   70%
Final Exam   30%
                100%

Assessment	Points Available	Percentage of Final Grade
Chapter 1 Quiz	15	3.9%
Chapter 2 Quiz	15	3.9%
Chapter 3 Quiz	15	3.9%
Chapter 4 Quiz	15	3.9%
Chapter 5 Quiz	15	3.9%
Chapter 6 Quiz	15	3.9%
Chapter 7 Quiz	15	3.9%
Chapter 8 Quiz	15	3.9%
Chapter 9 Quiz	15	3.9%
Chapter 10 Quiz	15	3.9%
Chapter 11 Quiz	15	3.9%
Chapter 12 Quiz	15	3.9%
Chapter 13 Quiz	15	3.9%
Chapter 14 Quiz	15	3.9%
Chapter 15 Quiz	15	3.9%
Chapter 16 Quiz	15	3.9%
Chapter 17 Quiz	15	3.9%
Chapter 18 Quiz	15	3.9%
Final Exam	50	30.0%
Total	**320**	**100%**

Course Contents and Objectives

Chapter 1 – Managing and Performing	
Lessons	1.1 What Do Managers Do? 1.2 The Roles Managers Play 1.3 Major Characteristics of the Manager's Job
Objectives	• What do managers do to help organizations achieve top performance?

	• What are the roles that managers play in organizations? • What are the characteristics that effective managers display?

Chapter 2 – Managerial Decision-Making	
Lessons	2.1 Overview of Managerial Decision-Making 2.2 How the Brain Processes Information to Make Decisions: Reflective and Reactive Systems 2.3 Programmed and Nonprogrammed Decisions 2.4 Barriers to Effective Decision-Making 2.5 Improving the Quality of Decision-Making 2.6 Group Decision-Making
Objectives	• What are the basic characteristics of managerial decision-making? • What are the two systems of decision-making in the brain? • What is the difference between programmed and nonprogrammed decisions? • What barriers exist that make effective decision-making difficult? • How can a manager improve the quality of her individual decision-making? • 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	
Lessons	3.1 The Early Origins of Management 3.2 The Italian Renaissance 3.3 The Industrial Revolution 3.4 Taylor-Made Management 3.5 Administrative and Bureaucratic Management 3.6 Human Relations Movement 3.7 Contingency and System Management
Objectives	• Describe management in the ancient world. • How did the Italian Renaissance affect the progression of management theory? • How did the Industrial Revolution affect the progression of management theory? • How did Frederick Winslow Taylor influence management theory, and how did efficiency in management affect current management theory? • How do bureaucratic and administrative management complement scientific management?

	• How did Elton Mayo influence management theory, and how did the human relations movement affect current management theory? • How did contingency and systems management transform management thought?

Chapter 4 – External and Internal Organizational Environments and Corporate Culture	
Lessons	4.1 The Organization's External Environment 4.2 External Environments and Industries 4.3 Organizational Designs and Structures 4.4 The Internal Organization and External Environments 4.5 Corporate Cultures 4.6 Organizing for Change in the 21st Century
Objectives	• Define the external environment of organizations. • Identify contemporary external forces pressuring organizations. • Identify different types of organizational structures and their strengths and weaknesses. • Explain how organizations organize to meet external market threats and opportunities. • Identify the fit between organizational cultures and the external environment. • Identify environmental trends, demands, and opportunities facing organizations.

Chapter 5 – Ethics, Corporate Responsibility, and Sustainability	
Lessons	5.1 Ethics and Business Ethics Defined 5.2 Dimensions of Ethics: The Individual Level 5.3 Ethical Principles and Responsible Decision-Making 5.4 Leadership: Ethics at the Organizational Level 5.5 Ethics, Corporate Culture, and Compliance 5.6 Corporate Social Responsibility (CSR) 5.7 Ethics around the Globe 5.8 Emerging Trends in Ethics, CSR, and Compliance
Objectives	• What are ethics and business ethics? • What are the types of values that motivate ethics at the individual level? • What are major ethical principles that can guide individuals and organizations? • Why is ethical leadership important in organizations? • What are differences between values-based ethics and compliance in organizations? • What purpose can CSR (corporate social responsibility) offer to organizations and society? • What ethical issues do organizations and individuals encounter in the global environment?

	• What future near-term forecasts will affect ethical and corporate conduct of organizations?

Chapter 6 – International Management	
Lessons	6.1 Importance of International Management 6.2 Hofstede's Cultural Framework 6.3 The GLOBE Framework 6.4 Cultural Stereotyping and Social Institutions 6.5 Cross-Cultural Assignments 6.6 Strategies for Expanding Globally 6.7 The Necessity of Global Markets
Objectives	• Why is it important to understand and appreciate the importance of international management in today's world? • What is culture, and how can culture be understood through Hofstede's cultural framework? • How are regions of the world categorized using the GLOBE framework, and how does this categorization enhance understanding of cross-cultural leadership? • Why is an understanding of cultural stereotyping important, and what can students do to prepare for cultural stereotyping by looking at social institutions? • What steps can you undertake to be better prepared for cross-cultural assignments? • What are the main strategies that companies can use to go international? • Why might it be necessary for a company to go international, and how might it accomplish this goal?

Chapter 7 – Entrepreneurship	
Lessons	7.1 Entrepreneurship 7.2 Characteristics of Successful Entrepreneurs 7.3 Small Business 7.4 Start Your Own Business 7.5 Managing a Small Business 7.6 The Large Impact of Small Business 7.7 The Small Business Administration 7.8 Trends in Entrepreneurship and Small-Business Ownership
Objectives	• Why do people become entrepreneurs, and what are the different types of entrepreneurs? • What characteristics do successful entrepreneurs share? • How do small businesses contribute to the U.S. economy? • What are the first steps to take if you are starting your own business? • Why does managing a small business present special challenges for the owner?

	• What are the advantages and disadvantages facing owners of small businesses? • How does the Small Business Administration help small businesses? • What trends are shaping entrepreneurship and small-business ownership?

Chapter 8 – Strategic Analysis: Understanding a Firm's Competitive Environment	
Lessons	8.1 Gaining Advantages by Understanding the Competitive Environment 8.2 Using SWOT for Strategic Analysis 8.3 A Firm's External Macro Environment: PESTEL 8.4 A Firm's Micro Environment: Porter's Five Forces 8.5 The Internal Environment 8.6 Competition, Strategy, and Competitive Advantage 8.7 Strategic Positioning
Objectives	• What is strategic analysis and why do firms need to analyze their competitive environment? • What is a SWOT analysis and what can it reveal about a firm? • What makes up a firm's external macro environment, and what tools do strategists use to understand it? • What makes up a firm's external micro environment, and what tools do strategists use to understand it? • How and why do managers conduct an internal analysis of their firms? • 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? • What elements go into determining a firm's strategic position?

Chapter 9 – The Strategic Management Process: Achieving and Sustaining Competitive Advantage	
Lessons	9.1 Strategic Management 9.2 Firm Vision and Mission 9.3 The Role of Strategic Analysis in Formulating a Strategy 9.4 Strategic Objectives and Levels of Strategy 9.5 Planning Firm Actions to Implement Strategies 9.6 Measuring and Evaluating Strategic Performance
Objectives	• What is the strategic management process? • What is the difference between a firm's vision and its mission?

	- Why is strategic analysis important to strategy formulation?
	- What are strategic objectives, levels of strategy, and a grand strategy? How are they related?
	- How and why do managers plan? Why are goals important in the planning process?
	- How and why do managers evaluate the effectiveness of strategic plans?

Chapter 10 – Organizational Structure and Change	
Lessons	10.1 Organizational Structures and Design 10.2 Organizational Change 10.3 Managing Change
Objectives	- What are mechanistic versus organic organizational structures? - What are the fundamental dimensions of change? - How do managers deal with change?

Chapter 11 – Human Resource Management	
Lessons	11.1 An Introduction to Human Resource Management 11.2 Human Resource Management and Compliance 11.3 Performance Management 11.4 Influencing Employee Performance and Motivation 11.5 Building an Organization for the Future 11.6 Talent Development and Succession Planning
Objectives	- What has been the evolution of human resource management over the years, and what is the current value it provides to an organization? - How does the human resources compliance role of HR provide value to a company? - How do performance management practices impact company performance? - How do companies use rewards strategies to influence employee performance and motivation? - What is talent acquisition, and how can it create a competitive advantage for a company? - What are the benefits of talent development and succession planning?

Chapter 12 – Diversity in Organizations	
Lessons	12.1 An Introduction to Workplace Diversity 12.2 Diversity and the Workforce 12.3 Diversity and Its Impact on Companies 12.4 Challenges of Diversity 12.5 Key Diversity Theories 12.6 Benefits and Challenges of Workplace Diversity

	12.7 Recommendations for Managing Diversity
Objectives	• What is diversity? • How diverse is the workforce? • How does diversity impact companies and the workforce? • What is workplace discrimination, and how does it affect different social identity groups? • What key theories help managers understand the benefits and challenges of managing the diverse workforce? • How can managers reap benefits from diversity and mitigate its challenges? • What can organizations do to ensure applicants, employees, and customers from all backgrounds are valued?

Chapter 13 – Leadership	
Lessons	13.1 The Nature of Leadership 13.2 The Leadership Process 13.3 Leader Emergence 13.4 The Trait Approach to Leadership 13.5 Behavioral Approaches to Leadership 13.6 Situational (Contingency) Approaches to Leadership 13.7 Substitutes for and Neutralizers of Leadership 13.8 Transformational, Visionary, and Charismatic Leadership 13.9 Leadership Needs in the 21st Century
Objectives	• What is the nature of leadership and the leadership process? • What are the processes associated with people coming to leadership positions? • How do leaders influence and move their followers to action? • What are the trait perspectives on leadership? • What are the behavioral perspectives on leadership? • What are the situational perspectives on leadership? • What does the concept "substitute for leadership" mean? • What are the characteristics of transactional, transformational, and charismatic leadership? • How do different approaches and styles of leadership impact what is needed now?

Chapter 14 – Work Motivation for Performance	
Lessons	14.1 Motivation: Direction and Intensity 14.2 Content Theories of Motivation 14.3 Process Theories of Motivation 14.4 Recent Research on Motivation Theories
Objectives	• Define motivation, and distinguish direction and intensity of motivation.

	• 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. • 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. • Describe the modern advancements in the study of human motivation.

Chapter 15 – Managing Teams	
Lessons	15.1 Teamwork in the Workplace 15.2 Team Development Over Time 15.3 Things to Consider When Managing Teams 15.4 Opportunities and Challenges to Team Building 15.5 Team Diversity 15.6 Multicultural Teams
Objectives	• What is the benefit of working in teams, and what makes teams effective? • How do teams develop over time? • What are some key considerations in managing teams? • What are the benefits of conflict for a team? • How does team diversity enhance decision-making and problem-solving? • What are some challenges and best practices for managing and working with multicultural teams?

Chapter 16 – Managerial Communication	
Lessons	16.1 The Process of Managerial Communication 16.2 Types of Communications in Organizations 16.3 Factors Affecting Communications and the Roles of Managers 16.4 Managerial Communication and Corporate Reputation 16.5 The Major Channels of Management Communication Are Talking, Listening, Reading, and Writing
Objectives	• Understand and describe the communication process. • Know the types of communications that occur in organizations. • Understand how power, status, purpose, and interpersonal skills affect communications in organizations. • Describe how corporate reputations are defined by how an organization communicates to all of its stakeholders. • Know why talking, listening, reading, and writing are vital to managing effectively.

Chapter 17 – Organizational Planning and Controlling	
Lessons	17.1 Is Planning Important 17.2 The Planning Process 17.3 Types of Plans 17.4 Goals or Outcome Statements 17.5 Formal Organizational Planning in Practice 17.6 Employees' Responses to Planning 17.7 Management by Objectives: A Planning and Control Technique 17.8 The Control- and Involvement-Oriented Approaches to Planning and Controlling
Objectives	• Understand the importance of planning and why organizations need to plan and control. • Outline the planning and controlling processes. • Identify different types of plans and control systems employed by organizations. • Explain the individual and organizational effects associated with goal setting and planning. • Understand how planning occurs in today's organizations. • Discuss the impact that control has on organizational members. • Describe management by objectives as a philosophy and as a management tool/technique; describe its effects. • Differentiate between the execution of the planning and controlling activities under control- and involvement-oriented management practices.

Chapter 18 – Management of Technology and Innovation	
Lessons	18.1 MTI—Its Importance Now and In the Future 18.2 Developing Technology and Innovation 18.3 External Sources of Technology and Innovation 18.4 Internal Sources of Technology and Innovation 18.5 Management Entrepreneurship Skills for Technology and Innovation 18.6 Skills Needed for MTI 18.7 Managing Now for Future Technology and Innovation
Objectives	• What do we mean by management of technology and innovation (MTI), and why is it crucial? • How do organizations develop technology and innovation? • What are external sources of technology and innovation development, and when are they best used? • What are internal sources of technology and innovation development, and when are they best used? • How and why do entrepreneurs develop MTI skills?

	- No matter what method is used, what skills do you need to successfully manage technology and innovation? - How do you look into the future to keep pace?

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