BAS 283 Principles of Management
SYLLABUS

COURSE DESCRIPTION

Uses planning, organizing, leading, and controlling to introduce the management process. Introduces the interdisciplinary nature of management theory with the inclusion of relevant aspects of human behavior and rational decision making.

Credit Hours: 3

Contact Hours: 45

Prerequisites/Co-requisites

BAS 160 or Consent of Instructor

Course Schedule/Calendar

This course is offered on a self-paced basis. Calendar start and finish dates are determined by the student's **Enrollment Notification**.

GENERAL EDUCATION COMPETENCIES

Students should prepare for twenty-first century challenges by gaining:

1. Knowledge of human cultures and the physical and natural worlds through study in the sciences and mathematics, social sciences, humanities, histories, languages, and the arts.

2. Intellectual and practical skills, including

- inquiry and analysis

- critical and creative thinking

- written and oral communication

- quantitative literacy

- information literacy

- teamwork and problem solving

3. Personal and social responsibility, including

- civic knowledge and engagement (local and global)

- intercultural knowledge and competence

- ethical reasoning and action

- foundations and skills for lifelong learning

4. Integrative and applied learning, including synthesis and advanced accomplishment across general and specialized skills.

COURSE INFORMATION

Learning Competencies/Outcomes:

Module 1

Upon completion of Module 1 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1. Demonstrate an understanding of how contemporary approaches to management have evolved in response to changing circumstances;
2. Apply principles of planning in setting clear, verifiable or measurable goals and objectives;
3. Design and apply appropriate control instruments, especially budgets, procedures, policies, and rules;
4. Analyze business problems and use rational decision making principles including basic math techniques;
5. Identify major types of organization structures and the advantage and limitations of each;
6. Describe a variety of motivational principles to improve productivity and improve human relations, leadership, and communication skills;
7. Identify and discuss the impact of current issues and development as they relate to the management process; and
8. Evaluate personal aptitude for management.

Unit 2 Outcomes
1. Understand how historical forces influence the practice of management.
2. Identify and explain the major developments in the history of management thought.
3. Describe the major components of the classical and humanistic management perspectives.
4. Discuss the management science perspective and its current use in organizations.
5. Explain the major concepts of systems theory, the contingency view, and total quality management.
6. Describe the learning organization and the changes in structure, empowerment, and information sharing that managers make to support it.
7. Discuss the technology-driven workplace and the role of outsourcing, supply chain management, enterprise resource planning, knowledge management systems, and customer relationship management.

Module 2

Upon completion of Module 2 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1. Define goals and plans and explain the relationship between them.

2. Explain the concept of organizational mission and how it influences goal setting and planning.

3. Describe the types of goals an organization should have and why they resemble a hierarchy.

4.   Define the characteristics of effective goals.

5.   Describe the four essential steps in the MBO process.

6.   Explain the difference between single-use plans and standing plans.

7.   Describe and explain the importance of the three stages of crisis management planning.

8.   Summarize the guidelines for high-performance planning in a fast-changing environment.

Unit 2 Outcomes

1.   Define the components of strategic management.

2.   Describe the strategic planning process and SWOT analysis.

3.   Understand grand strategies for domestic and international operations.

4.   Define corporate-level strategies and explain the portfolio approach.

5.   Describe business-level strategies, including Porter's competitive forces and strategies and partnership strategies.

6.   Explain the major considerations in formulating functional strategies.

7.   Discuss the organizational dimensions used for implementing strategy.

Unit 3 Outcomes

1.   Explain why decision making is an important component of good management.

2.   Explain the difference between programmed and nonprogrammed decisions and the decision characteristics of risk, uncertainty, and ambiguity.

3.   Describe the classical, administrative, and political models of decision making and their applications.

4.   Identify the six steps used in managerial decision making.

5.   Explain four personal decision styles used by managers.

6.   Discuss the advantages and disadvantages of participative decision making.

7.   Identify techniques for improving decision making in today's turbulent environment.

Module 3

Upon completion of Module 3 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1.   Discuss the fundamental characteristics of organizing, including such concepts as work specialization, chain of command, span of management, and centralization versus decentralization.

2.   Describe the functional and divisional approaches to structure.

3.   Explain the matrix approach to structure and its application to both domestic and international organizations.

4.   Describe the contemporary team and virtual network structures and why they are being adopted by organizations.

5.   Explain why organizations need coordination across departments and hierarchical levels, and describe mechanisms for achieving coordination.

6.   Identify how structure can be used to achieve an organization's strategic goals.

7.   Illustrate how organization structure can be designed to fit environmental uncertainty.

8.   Define production technology (manufacturing, service, and digital) and explain how it influences organization structure.

Unit 2 Outcomes

1. Define organizational change and explain the forces driving innovation and change in today's organizations.

2. Identify the three innovation strategies managers implement for changing products and technologies.

3. Explain the value of creativity, idea incubators, horizontal linkages, open innovation, idea champions, and new-venture teams for innovation.

4. Discuss why changes in people and culture are critical to any change process.

5. Define organization development (OD) and large-group interventions.

6. Explain the OD stages of unfreezing, changing, and refreezing.

7. Describe the sequence of change activities that must be performed in order for change to be successful.

8. Identify sources of resistance to change.

9. Explain force-field analysis and other implementation tactics that can be used to overcome resistance.

Unit 3 Outcomes

1.   Explain the role of human resource management in organizational strategic planning.

2.   Describe federal legislation and societal trends that influence human resource management.

3.   Explain what the changing social contract between organizations and employees means for workers and human resource managers.

4.   Show how organizations determine their future staffing needs through human resource planning.

5.   Describe the tools managers use to recruit and select employees.

6.   Describe how organizations develop an effective workforce through training and performance appraisal.

7.   Explain how organizations maintain a workforce through the administration of wages and salaries, benefits, and terminations.

Unit 4 Outcomes

1.   Explain the dimensions of employee diversity and why ethnorelativism is the appropriate attitude for today's organizations.

2.   Discuss the changing workplace and how to effectively manage a culturally diverse workforce.

3.   Understand the challenges minority employees face daily.

4.   Explain affirmative action and why factors such as the glass ceiling have kept it from being more successful.

5.   Describe how to change corporate culture, structure, and policies and how to use diversity training to foster an inclusive work environment.

6.   Explain the importance of addressing sexual harassment in the workplace.

7.   Define the importance of multicultural teams and employee network groups for today's globally diverse organizations.

Module 4

Upon completion of Module 4 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1. Define attitudes, including their major components, and explain their relationship to personality, perception, and behavior.

2. Discuss the importance of work-related attitudes

3. Identify major personality traits and describe how personality can influence workplace attitudes and behaviors.

4. Define the four components of emotional intelligence and explain why they are important for today's managers

5. Explain how people learn in general and in terms of individual learning styles.

6. Discuss the effects of stress and identify ways individuals and organizations can manage stress to improve employee health, satisfaction, and productivity.

Unit 2 Outcomes

1. Define leadership and explain its importance for organizations.
2.   Describe how leadership is changing in today's organizations
3.   Identify personal characteristics associated with effective leaders.
4.   Define task-oriented behavior and people-oriented behavior and explain how these categories are used to evaluate and adapt leadership style.
5.   Describe Hersey and Blanchard's situational theory and its application to subordinate participation.
6.   Explain the path–goal model of leadership.

7.   Discuss how leadership fits the organizational situation and how organizational characteristics can substitute for leadership behaviors.
8.   Describe transformational leadership and when it should be used.
9.   Identify the five sources of leader power and the tactics leaders use to influence others.
10. Explain servant leadership and moral leadership and their importance in contemporary organizations.

Unit 3 Outcomes

1.   Define motivation and explain the difference between current approaches and traditional approaches to motivation.

2.   Identify and describe content theories of motivation based on employee needs.

3.   Identify and explain process theories of motivation.

4.   Describe reinforcement theory and how it can be used to motivate employees.

5.   Discuss major approaches to job design and how job design influences motivation.

6.   Discuss how empowerment heightens employee motivation.

7.   Describe ways that managers can create a sense of meaning and importance for employees at work.

Unit 4 Outcomes

1.   Explain why communication is essential for effective management and describe how nonverbal behavior and listening affect communication among people.

2.   Explain how managers use communication to persuade and influence others.

3.   Describe the concept of channel richness, and explain how communication channels influence the quality of communication.

4.   Explain the difference between formal and informal organizational communications and the importance of each for organization management.

5.   Identify how structure influences team communication outcomes.

6.   Explain why open communication, dialogue, and feedback are essential approaches to communication in a turbulent environment.

7.   Identify the skills managers need for communicating during a crisis situation.

8.   Describe barriers to organizational communication, and suggest ways to avoid or overcome them.

Unit 5 Outcomes

1.   Identify the types of teams in organizations.

2.   Discuss new applications of teams to facilitate employee involvement.

3.   Identify roles within teams and the type of role you could play to help a team be effective.

4.   Explain the general stages of team development.

5.   Identify ways in which team size and diversity of membership affect team performance

6.   Explain the concepts of team cohesiveness and team norms and their relationship to team performance

7.   Understand the causes of conflict within and among teams and how to reduce conflict, including the importance of negotiation.

8.   Define the outcomes of effective teams and how managers can enhance team effectiveness.

Module 5

Upon completion of Module 5 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1. Define organizational control and explain why it is a key management function.

2. Describe differences in control focus, including feedforward, concurrent, and feedback control.

3. Explain the four steps in the control process.

4. Discuss the use of financial statements, financial analysis, and budgeting as management controls.

5. Contrast the bureaucratic and decentralized control approaches.

6. Describe the concept of total quality management and major TQM techniques.

7. Identify current trends in financial control and discuss their impact on organizations.

8. Explain the value of open-book management and the balanced scorecard as new workplace approaches to control in a turbulent environmen*t.*

Unit 2 Outcomes

1. Explain the importance of information technology for organizations and discuss specific ways in which IT has changed the manager's job.

2. Describe new developments in information technology and identify the different types of IT systems used in organizations.

3. Tell how information systems support daily operations and decision making.

4. Summarize the key components of e-business and explain e-business strategies.

5. Describe enterprise resource planning and customer relationship management systems.

6. Explain the importance of knowledge management and business intelligence in today's organizations.

Unit 3 Outcomes

1.   Define operations management and describe its application within manufacturing and service organizations

2.   Discuss the role of operations management strategy in the company's overall competitive strategy

3.   Explain the role of e-business in today's partnership approach to supply chain management.

4.   Summarize considerations in designing an operations system, including product and service design, facilities layout, and capacity planning.

5.   Explain why small inventories are preferred by most organizations.

6.   Discuss major techniques for the management of materials and inventory

7.   Describe what is meant by lean manufacturing.

8.   Define productivity and explain why and how managers seek to improve it.

Module 6

Upon completion of Module 6 in BAS 283, the student will be able to demonstrate the following outcomes from each unit:

Unit 1 Outcomes

1.   Describe the general and task environments and the dimensions of each.

2.   Explain the strategies managers use to help organizations adapt to an uncertain or turbulent environment.

3.   Define corporate culture and give organizational examples.

4.   Explain organizational symbols, stories, heroes, slogans, and ceremonies and their relationship to corporate culture.

5.   Describe how corporate culture relates to the environment.

6.   Define a cultural leader and explain the tools a cultural leader uses to create a high-performance culture.

Unit 2 Outcomes

1.   Describe the emerging borderless world and some issues of particular concern for today's managers.

2.   Describe market entry strategies that businesses use to develop foreign markets.

3.   Define international management and explain how it differs from the management of domestic business operations.

4.   Indicate how dissimilarities in the economic, sociocultural, and legal-political environments throughout the

world can affect business operations.

5.　　Describe how regional trading alliances are reshaping the international business environment.

6.　　Describe the characteristics of a multinational corporation.

7.　　Explain cultural intelligence and why it is necessary for managers working in foreign countries

Unit 3 Outcomes

1.　Define ethics and explain how ethical behavior relates to behavior governed by law and free choice.

2.　Explain the utilitarian, individualism, moral-rights, and justice approaches for evaluating ethical behavior.

3.　Describe how both individual and organizational factors shape ethical decision making.

4.　Define corporate social responsibility and how to evaluate it along economic, legal, ethical, and discretionary criteria.

5.　Describe four organizational approaches to environmental responsibility, and explain the philosophy of sustainability.

6.　Discuss how ethical organizations are created through ethical leadership and organizational structures and systems.

7.　Identify important stakeholders for an organization and discuss how managers balance the interests of various stakeholders.

Unit 4 Outcomes

1.　 Define the personality characteristics of a typical entrepreneur.

2.　 Describe the importance of entrepreneurship to the U.S. economy.

3.　Explain social entrepreneurship as a vital part of today's small business environment.

4.　Outline the planning necessary to launch an entrepreneurial start-up.

5.　Describe the five stages of growth for an entrepreneurial company.

6.　Explain how the management functions of planning, organizing, leading, and controlling apply to a growing entrepreneurial company.

Outline

Module 1

Unit 1

a.　The Definition of Management

b.   The Four Management Functions

c.   Organizational Performance

d.   Management Skills

e.   Management Types

f.   What Is It Like to Be a Manager?

g.   Managing in Small Businesses and Nonprofit Organizations

h.   Management and the New Workplace

Unit 2

a.   Management and Organization

b.   Classical Perspective

c.   Humanistic Perspective

d.   Management Science Perspective

e.   Recent Historical Trends

f.   Innovative Management Thinking for Turbulent Times

Module 2

Unit 1

I.   Manager's Challenge

II.   Overview of Goals and Plans

III.   Purposes of Goals and Plans

IV.   Goals in Organizations

    A. Organizational Mission

    B. Goals and Plans

    C. Alignment of Goals

V.   Criteria for Effective Goals

VI.   Planning Types

    A. Management by Objectives

    B. Single-Use and Standing Plans

    C. Contingency Plans

VII. Planning in a Turbulent Environment

    A. Building Scenarios

    B. Crisis Planning

VIII.   Planning for High Performance

    A. Traditional Approaches to Planning

    B. High-Performance Approaches to Planning

Unit 2

I.   Manager's Challenge

II.   Thinking Strategically

    A. What Is Strategic Management?

    B. Grand Strategy

    C. Global Strategy

    D. Purpose of Strategy

    E. Levels of Strategy

III. The Strategic Management Process

    A. Strategy Formulation Versus Implementation

    B. Situation Analysis

IV. Formulating Corporate-Level Strategy

    A. Portfolio Strategy

    B. The BCG Matrix

V.   Formulating Business-Level Strategy

    A. Porter's Competitive Forces and Strategies

    B. Partnership Strategies

VI. Formulating Functional-Level Strategy

VII. Strategy Implementation and Control

    A. Leadership

    B. Structural Design

    C. Information and Control Systems

    D. Human Resources

VIII. Implementing During Turbulent Times

Unit 3

I.   Manager's Challenge

II.   Types of Decisions and Problems

   A. Programmed and Nonprogrammed Decisions

   B. Certainty, Risk, Uncertainty, and Ambiguity

III. Decision Making Models

   A. Classical Model

   B. Administrative Model

   C. Political Model

IV. Decision-Making Steps

   A. Recognition of Decision Requirement

   B. Diagnosis and Analysis of Causes

   C. Development of Alternatives

   D. Selection of Desired Alternative

   E.   Implementation of Chosen Alternative

   F.   Evaluation and Feedback

V. Personal Decision Framework

VI. Increasing Participation in Decision Making

   A. The Vroom-Jago Model

   B. New Decision Approaches for Turbulent Times

Module 3

Unit 1

I.   Manager's Challenge

II.   Organizing the Vertical Structure

A. Work Specialization

B. Chain of Command

C. Span of Management

D. Centralization and Decentralization

III.   Departmentalization

A. Vertical Functional Approach

B. Divisional Approach

C. Matrix Approach

D. Team Approach

E.   The Virtual Network Approach

F.   Advantages and Disadvantages of Each Structure

IV.   Organizing for Horizontal Coordination

A. The Need for Coordination

B. Task Forces, Teams, and Project Management

C. Reengineering

IV.   Factors Shaping Structure

A. Structure Follows Strategy

B. Structure Reflects the Environment

C. Structure Fits the Technology

 Unit 2

I.   Manager's Challenge

II. Turbulent Times and the Changing Workplace

III. Changing Things: New Products and Technologies

   A. Exploration

   B. Cooperation

   C. Entrepreneurship

IV. Changing People and Culture

   A. Training and Development

   B. Organization Development

V. Model of Planned Organizational Change

   A. Forces for Change

   B. Need for Change

VI. Implementing Change

    A. Resistance to Change

    B. Force-Field Analysis

    C. Implementation Tactics

Unit 3

I.   Manager's Challenge

II.   The Strategic Role of Human Resource Management

III. Environmental Influences on HRM

    A. Competitive Strategy

    B. Federal Legislation

IV. The Changing Nature of Careers

    A. The Changing Social Contract

    B. HR Issues in the New Workplace

V.   Attracting an Effective Workforce

    A. Human Resource Planning

    B. Recruiting

    C. Selecting

VI. Developing an Effective Workforce

    A. Training and Development

    B. Performance Appraisal

VII. Maintaining an Effective Workforce

    A. Compensation

    B. Benefits

    C. Termination

Unit 4

I.   Manager's Challenge

II.   Valuing Diversity

    A. Dimensions of Diversity

B. Attitudes toward Diversity

III. The Changing Workplace

    A. Challenges Minorities Face

    B. Management Challenges

IV. Current Debates about Affirmative Action

V. The Glass Ceiling

    A. The Opt-Out Trend

    B. The Female Advantage

VI. Current Responses to Diversity

    A. Changing the Corporate Culture

    B. Changing Structures and Policies

    C. Diversity Training

VII. Defining New Relationships in Organizations

    A. Emotional Intimacy

    B. Sexual Harassment

VIII. Global Diversity

    A. Selection and Training

    B. Communication Differences

IX. Diversity in a Turbulent World

    A. Multicultural Teams

    B. Employee Network Groups

Module 4

Unit 1

I. Manager's Challenge

II. Organizational Behavior

III. Attitudes

    A. Components of Attitudes

    B. High-Performance Work Attitudes

    C. Conflicts among Attitudes

IV.   Perception

    A.   Perceptual Selectivity

    B.   Perceptual Distortions

    C. Attributions

V.   Personality and Behavior

    A.   Personality Traits

    B.   Emotional Intelligence

    C. Attitudes and Behaviors Influenced by Personality

    D. Person–Job Fit

VI.   Learning

    A.   The Learning Process

    B.   Learning Styles

    C. Continuous Learning

VII. Stress and Stress Management

    A.   Type A and Type B Behavior

    B.   Causes of Work Stress

    C. Innovative Responses to Stress Management

Unit 2

I.   Manager's Challenge

II.   The Nature of Leadership

III.   Leadership for Contemporary Times

    A.   Level 5 Leadership

    B.   Women's Ways of Leading

IV.   Leadership versus Management

V.   Leadership Traits

VI.   Behavioral Approaches

    A.   Ohio State Studies

    B.   Michigan Studies

    C. The Leadership Grid

VII.   Contingency Approaches

    A.   Hersey and Blanchard's Situational Theory

    B.   Fiedler's Contingency Theory

    C.   Matching Leader Style to the Situation

    D.   Path–Goal Theory

    E.   Substitutes for Leadership

VIII.   Leading Change

    A.   Charismatic and Visionary Leadership

    B.   Transformational Leaders

IX.   Power and Influence

    A.   Position Power

    B.   Personal Power

    C.   Interpersonal Influence Tactics

X.   Enduring Leadership Approaches

    A.   Servant Leadership

    B.   Moral Leadership

Unit 3

I.   Manager's Challenge

II.   The Concept of Motivation

III.   Foundations of Motivation

    A.   Traditional Approach

    B.   Human Relations Approach

    C.   Human Resource Approach

    D.   Contemporary Approach

IV.   Content Perspectives on Motivation

    A.   Hierarchy of Needs Theory

    B.   ERG Theory

    C. Two-Factor Theory

  D. Acquired Needs Theory

V. Process Perspectives on Motivation

  A. Equity Theory

  B. Expectancy Theory

  C. Goal-Setting Theory

VI. Reinforcement Perspective on Motivation

  A. Reinforcement Tools

  B. Schedules of Reinforcement

VII. Job Design for Motivation

  A. Job Simplification

  B. Job Rotation

  C. Job Enlargement

  D. Job Enrichment

  E. Job Characteristics Model

VIII. Innovative Ideas for Motivating

  A. Empowering People to Meet Higher Needs

  B. Giving Meaning to Work

Unit 4

I. Manager's Challenge

II. Communication and the Manager's Job

  A. What Is Communication?

  B. The Communication Process

III. Communicating Among People

  A. Communication Channels

  B. Communicating to Persuade and Influence Others

  C. Nonverbal Communication

  D. Listening

IV. Organizational Communication

  A. Formal Communication Channels

   B. Team Communication Channels

   C. Personal Communication Channels

V. Communicating During Turbulent Times

   A. Open Communication

   B. Dialogue

   C. Crisis Communication

   D. Feedback and Learning

VI. Managing Organizational Communication

   A. Barriers to Communication

   B. Overcoming Communication Barriers

Unit 5

I. Manager's Challenge

II. Teams at Work

   A. What Is a Team?

   B. Model of Work Team Effectiveness

III. Types of Teams

   A. Formal Teams

   B. Self-Directed Teams

   C. Teams in the New Workplace

IV. Team Characteristics

   A. Size

   B. Diversity

   C. Member Roles

V. Team Processes

   A. Stages of Team Development

   B. Team Cohesiveness

   C. Team Norms

VI. Managing Team Conflict

   A. Balancing Conflict and Cooperation

  B. Causes of Conflict

  C. Styles to Handle Conflict

  D. Negotiation

VII. Work Team Effectiveness

  A. Productive Output

  B. Satisfaction of Members

  C. Capacity to Adapt and Learn

Module 5

Unit 1

I. Manager's Challenge

II. The Meaning of Control

III. Organizational Control Focus

  A. Feedforward Control

  B. Concurrent Control

  C. Feedback Control

IV. Feedback Control Model

  A. Steps of Feedback Control

  B. Application to Budgeting

V. Financial Control

  A. Financial Statements

  B. Financial Analysis: Interpreting the Numbers

VI. The Changing Philosophy of Control

VII. Total Quality Management

  A. TQM Techniques

  B. TQM Success Factors

VIII. Trends in Quality and Financial Control

  A. International Quality Standards

  B. New Financial Control Systems

IX.   Innovative Control Systems for Turbulent Times

    A. Open-Book Management

    B. The Balanced Scorecard

    C. New Workplace Concerns

Unit 2

I.   Manager's Challenge

II. Information Technology Has Changed Everything

    A. Boundaries Dissolve; Collaboration Reigns

    B. People Do Better Work

    C. Things Are More Efficient

    D. Employees Are Engaged

    E.   People Can Suffer from Information Overload

III. The Evolving World of Information Technology

    A. A New Generation of IT

    B. Applying New IT Within Organizations

IV. Types of Information Systems

    A. Data Versus Information

    B. Operations Information Systems

    C. Management Information Systems

V. The Internet and E-Business

    A. E-Business Strategies

    B. E-Marketplaces

    C. Enterprise Resource Planning Systems

    D. Customer Relationship Management

    E.   Turning Data and Information into Knowledge

Unit 3

I.   Manager's Challenge

II. The Organization as a Value Chain

A. Manufacturing and Service Operations

B. Operations Management and Competitive Strategy

C. The Integrated Enterprise

III. Designing Operations Management Systems

A. Product and Service Design

B. Procurement

C. Facilities Layout

D. Technology Automation

E.   Facility Location

F.   Capacity Planning

IV. Inventory Management

A. The Importance of Inventory

B. Economic Order Quantity

C. Material Requirements Planning

D. Just-in-Time Inventory

E.   Logistics and Distribution Management

V. Lean Manufacturing and Productivity

A. Lean Manufacturing

B. Measuring Productivity

C. Improving Productivity

Module 6

Unit 1

I.   Manager's Challenge

II.   The External Environment

A. General Environment

B. Task Environment

III.   The Organization–Environment Relationship

A. Environmental Uncertainty

      B. Adapting to the Environment

IV.   The Internal Environment: Corporate Culture

      A. Symbols

      B. Stories

      C. Heroes

      D. Slogans

      E.   Ceremonies

V.   Environment and Culture

      A. Adaptive Cultures

      B. Types of Cultures

VI.   Shaping Corporate Culture for Innovative Response

      A. Managing the High-Performance Culture

      B. Cultural Leadership

Unit 2

I.   Manager's Challenge

II.   A Borderless World

III. Getting Started Internationally

      A. Outsourcing

      B. Exporting

      C. Licensing

      D. Direct Investing

      E.   China Inc.

IV.   The International Business Environment

V.   The Economic Environment

      A. Economic Development

      B. Infrastructure

      C. Resource and Product Markets

      D. Exchange Rates

VI.   The Legal-Political Environment

      A. Political Risk and Instability

B. Laws and Regulations

VII. The Sociocultural Environment

A. Social Values

B. Other Cultural Characteristics

VIII. International Trade Alliances

A. GATT and the World Trade Organization

B. European Union

C. North American Free Trade Agreement (NAFTA)

D. Other Trade Alliances

E.   The Globalization Backlash

IX.   Multinational Corporations

X.   Managing in a Global Environment

A. Developing Cultural Intelligence

B. Managing Cross-Culturally

Unit 3

I.   Manager's Challenge

II.   What Is Managerial Ethics?

III.   Criteria for Ethical Decision Making

A. Utilitarian Approach

B. Individualism Approach

C. Moral-Rights Approach

D. Justice Approach

IV.   Factors Affecting Ethical Choices

A. The Manager

B. The Organization

V.   What Is Social Responsibility?

VI.   Organizational Stakeholders

VII. The Ethic of Sustainability and the Natural Environment

VIII. Evaluating Corporate Social Responsibility

A. Economic Responsibilities

B. Legal Responsibilities

C. Ethical Responsibilities

D. Discretionary Responsibilities

IX.   Managing Company Ethics and Social Responsibility

A. Ethical Individuals

B. Ethical Leadership

C. Organizational Structures and Systems

X.   Ethical Challenges in Turbulent Times

A. The Business Case for Ethics and Social Responsibility

B. Economic Performance

Unit 4

I.   Manager's Challenge

II.   What Is Entrepreneurship?

III. Entrepreneurship and the Environment

A. Entrepreneurship Today

B. Definition of Small Business

C. Impact of Entrepreneurial Companies

IV. Who Are Entrepreneurs?

A. Diversity of Entrepreneurs

B. Personality Traits

V.   Social Entrepreneurship: An Innovative Approach to Small Business

VI. Launching an Entrepreneurial Tech Start-Up

A. Starting with the Idea

B. Writing the Business Plan

C. Choosing a Legal Structure

D. Getting Financing

E. Tactics for Becoming a Business Owner

VII. Managing a Growing Business

A. Stages of Growth

B. Planning

C. Organizing

D. Leading

E. Controlling

GRADING CRITERIA

Pre-Test:

Students are required to complete the Pre-Test for each module in the course. The Pre-Test is designed to measure the student's knowledge and skill level prior to participation in the module learning content; as well as helping the learner to identify certain areas he/she will need to focus on in the course module content.

Test questions cover module competencies and the feedback is consistent in assisting student to recognize areas in which further study would assist the student with the overall learning process and building on mastery of the subject matter.

Eligibility for Credit for Prior Learning for each module is determined with an overall score of 85% to 100% on the Pre-Test in each module.

If a score of 85 – 100% is achieved on the Pre-Test, the student will be presented with the option of taking the Post Test to earn Credit for Prior Learning. The choice will be appear in test format asking the student to choose TRUE to indicate YES to attempting the Post Test or FALSE to indicate No to attempting the Post Test. If the answer is NO, the Learning Content for the module will be accessible to the student.

Credit for Prior Learning:

KCTCS Online Learn on Demand open-entry courses are based on the goal that students will demonstrate competency. Through KCTCS Online Learn on Demand, students have one opportunity to receive credit for prior learning. To receive this credit, students must demonstrate mastery of the course module competencies through the following steps:

- Take the pre-test for each module. The pre-test may only be taken once to receive prior credit. If the score on the pre-test meets a level of pre-determined competency, the student will have the option to immediately take post-test.
- If the student demonstrates mastery of competencies on the post-test, a final grade for the module will be awarded and the student will be directed to the next module. Credit for the course includes the post-tests scores along with any other assignments affecting the final course grade.
- If the student does not demonstrate mastery of competencies on the post-test, the student remains enrolled in the course until successfully completing all of the course module requirements and the post-test, or until the end date of the course- whichever comes first. Upon the end date of the course, the student will receive a final grade based on completed assignments and post-tests scores.

Post-Test:

Student mastery level has been determined to be a score of 90% or higher for each of the course modules. If student scores below 90%, student will be directed to areas of weakness for restudy in order to master subject

topics, prior to reattempting post-test in each module in the course. The Post-Tests account for 60% of the student's final grade for the course.

Unit Assignments:

The following grading scale will be used to assess your overall average for all course related, graded assignments/quizzes/exams/discussions. All required assignment submissions account for 40% of student's final grade for the course. Each required assignment submission will describe the requirements and expectations for that specific assignment.

Grading Scale:

A	100 TO 90%
B	89 TO 80%
C	79 TO 70%
D	69 TO 60%
E	Below 60%

POLICIES

Plagiarism Statement

Plagiarism and cheating are serious academic offenses. The KCTCS regulations pertaining to plagiarism and cheating can be found in Sections 2.3.1.1, 2.3.1.2, and 2.3.1.3 of the KCTCS Code of Student Conduct. Penalties for violation of these policies can be found in Section 2.3.2.1 and 2.3.2.2.

Disability Statement

The Kentucky Community and Technical College System would like to help students with disabilities achieve their highest potential in academic studies. In order to receive accommodations on assignments or examinations, proper documentation must first be provided to the Office of Disability Services at your home campus. You must then self-identify and conference with the Director of Disability Support Services or Manager of Disability Services to begin receiving accommodations in the course/module. For more information, contact the KCTCS Online Help Desk.

HELP AND SUPPORT
Blackboard

The Blackboard Support Center can help provide support via Frequently Asked Questions, email, chat, and phone regarding Blackboard 24 hours a day, 7 days a week.

Help can be accessed by navigating to the top of your course webpage and selecting "Help" in blue. You can also access directly with this link: http://bbcrm.edusupportcenter.com/ics/support/default.asp?deptID=8158

Student Services

The KCTCS Online Student Services Help Desk provides Frequently Asked Questions, email, chat, and phone service 24 hours a day, 7 days a week. Student Services staff can help you with any question you have about the application process, financial aid, registering for classes, tuition payments, and other student services.

You can access KCTCS Online Student Services here: http://kctcs-lod.edusupportcenter.com/sims/helpcenter /layoutOne/SelfHelpHome.seam?inst_name=kctcs_lod&cid=3765

Course-Specific Questions

If you have a specific question about the course or the content, please contact your instructor as soon as possible. Your instructor's contact information is under the "Meet Your Instructor" link on the course menu. Please allow 24-48 hours for your instructor to respond to your questions.

Starfish

Starfish is a student support tool that can help you succeed in your course. Your instructor can raise flags if there's a concern about your progress, give you kudos for good performance, or make to-do items for you that will help you succeed. You can also use Starfish to schedule appointments with your instructor or your Virtual Student Success Coach. Be sure to click on "Starfish" from the navigation menu in Blackboard to learn more and to create your student profile!

INSTRUCTIONAL MATERIALS

Required eResources

e-Book links within Module Units for: *Management*, 10th Edition, Richard L. Daft,

ISBN-13: 978-0-538-47953-0

Software Requirements

Students will need to make sure appropriate software and plug-ins are installed on your computer. Be sure to review, and if necessary, install appropriate software and plug-ins listed in the software section of the *Start Here* area in Blackboard course shell.