

**NORTHWESTERN CONNECTICUT COMMUNITY COLLEGE**

**COURSE SYLLABUS**

**Course Title:** Principles of Management

**Course #:** BMG\* 202

**Course Description:** 3 credits

Management pulls people together to achieve extraordinary results!

*“...it is interesting to note that most of the major innovations in management – the industrialization of R & D, mass production, decentralization, brand management, discounted cash flow – occurred before 1930. Most of the recent innovations – Six Sigma, the balanced scorecard, re-engineering, for example – have been little more than incremental improvements on existing ideas, rather than entirely new ideas in their own right... But the practice of management is enormously context dependent, and as the nature of business organizations evolves, so too will management” (Birkinshaw, 2010, p. 18).*

Principles of Management is a course that covers in depth the theory and applied practice of management as a discipline and process. The Vision-to-Value Creation Balanced Fit Strategic Dynamic Capabilities Process (Rodgers, 2010) will be one of the primary tools employed to introduce the four major management principles – Planning (Strategic Value), Organizing (Organizational Design & Structure Value), Leading (21<sup>st</sup> Century Leadership Value), and Controlling (Learning & Growth Value). Major topic areas include:

- The evolution, development and scope of the management process.
- Growth performance measures and strategic consequences: How does management balance the constraints of capital adequacy, growth and risk
- Planning and decision making starts with the vision, and mission, the purpose and soul of the business. It is imperative that an organization clearly articulates why they do what they do: *“companies and organizations with a clear sense of WHY never worry about it. They don’t think of themselves as being like anyone else and they don’t have to ‘convince’ anyone of their value.... They start with WHY in everything they say and do” (Sinek, 2009, p. 47).*
- Managing Change: Managing the corporate vision and mission in a continuously dynamic business landscape (Magretta, 2002; Schultz & Gordon, 2011). *“If you think more creatively, like I do, then the best gift you can give yourself is to hire an accountant” (Where Women Create Business, Summer 2015, p. 69).*
- Leadership and work process improvement. The challenge of management to redesign the structure of work in order to increase its talent mindshare.  
*“Researchers in human behavior and organizations have long known about the gap between what science tells us about the optimal ways to lead and manage people and what best practices dictate... ‘we need to ask ourselves whether we can find better ways of working for the future’ ” (Burkus, 2016, p. 6).*

**Emphasis will be given to the importance of managing in a global environment and in understanding the ethical implications of managerial decisions.**

**Pre-requisite/Co-requisite:** Eligibility for ENG\* 101W.

**Goals:**

The overall course goals are:

1. To be able to apply a broad range of management concepts necessary to operate a business in today's changing environment.
2. To be able to understand the risks and strategic moves management must take to assure success within today's dynamic global environment.
3. To be able to assess value creation or value destruction by interpreting limited financial information.
4. To be able to apply the strategic models introduced.
5. To complete the Value-creating Organizational Culture and Structure Team Project

**Outcomes:**

Upon completion of this course, students should be able to:

1. Apply and explain the relationship between the components of the Vision-to-Value Creation Balanced Fit Strategic Dynamic Capabilities Process (Rodgers, 2010) & the four management principles – planning, organizing, leading, and controlling.
2. Describe the options available when confronting ethical issues.
3. Explain the reasons management is willing to invest in global emerging markets.
4. Identify the macroeconomic-environment risks and stakeholders that rely on management for the organization's success.
5. Describe the leadership skills to be an effective manager, including motivating employees and managing communication.
6. Describe the differences between a business model and a management model, how a business creates value and how the work of management gets accomplished (Birkinshaw, 2010; Osterwalder & Pigneur, 2010).
7. Describe the components of the Star Model and its impact on productivity and organizational performance (Lawler, 1996).
8. Describe the strategic management process.
9. Describe organizational structure components and how they can enhance or hinder organizational performance.
10. Illustrate and discuss the essential components of effective high performance work teams.
11. Compare and contrast the emerging leadership approaches.
12. Describe diversity and explain the basic principles and practices that can be used to manage diversity.
13. Apply environmental scanning tools including S.W.O.T. Analysis (Anderws, 1971); Comparative Situational Analysis (BankAmerica, 1995); Five Forces Analysis (Porter, 1979, 1985).
14. Apply the Degree of Complexity Model (Clifford & Cavanagh, 1988).
15. Calculate and apply the Goldstick Business Health Index (1988).
16. Define and apply the Six best Practices of High Performing Winning Organizations (Clifford & Cavanagh, 1988).
17. Define and apply the 6 big mistakes and 13 causes of business distress and failure.
18. Define and apply the requisites of Competitive Success (Levitt, 1983).
19. Define and apply customer value propositions:
  - Customer intimacy
  - Operational excellence
  - Product leadership