



ATENEO DE MANILA UNIVERSITY
LOYOLA SCHOOLS
John Gokongwei School of Management
Leadership and Strategy Department

COURSE SYLLABUS

Course Number / Title:
Term:

L&S 11: PRINCIPLES OF MANAGEMENT
1st Semester, School Year 2012-2013

Sec	Days / Time	Room	Faculty	e-mail
B	Tu-Th / 12:00-01:20	S 211	DR. TERESITO S. DAVID	tsdavid@ateneo.edu
C	Tu-Th / 01:30-02:50	S 203	DR. TERESITO S. DAVID	tsdavid@alumni.stanfordgsb.org

I. DESCRIPTION

“Principles of Management” defines the manager’s terrain and welcomes the student to the fast changing world of management. The course invites the student into a fun journey of the four managerial functions: (a) planning, (b) organizing, (c) implementing, and (d) controlling. The field of management is differentiated from the emerging discipline of leadership from the point of view of the professor. A team project provides an experiential grasp of the key principles of management.

II. OBJECTIVES

You will be able to:

- define the manager’s terrain and start your own journey as a great manager;
- apply the four management functions and three management skills in a team project;
- explain the basic principles of leading and managing, including ethical norms, that affect organizational behavior;
- analyze the dynamics of effective people engagement as a source of sustainable competitive advantage; and
- imbibe the “whole-person in a whole-job” philosophy.

III. METHODOLOGY

- lecturettes
- class discussions
- individual reflections
- dyads
- triads
- videos
- team presentations (attire)
- structured learning exercises
- Interviews
- fun!

IV. GRADING SYSTEM

50%	5 Fun Reviews aka Tests
20%	F2F Team Project
20%	Comprehensive Final Fun Exam
10%	Class Participation
100%	

Final Mark	Numerical Equivalent	
A	92 to 100	3.76 to 4.00
B+	87 to 91	3.31 to 3.75
B	83 to 86	2.81 to 3.30
C+	79 to 82	2.31 to 2.80
C	76 to 78	1.81 to 2.30
D	70 to 75	1.00 to 1.80
F	Below 70	Below 1.00
W	Overcut	Overcut

V. TEXTBOOK

Robbins, S. P., & Coulter, M. (2012). *Introduction to management* (11th ed.). Singapore: Pearson Education South Asia Pte.

VI. OUTLINE, SCHEDULE, AND READINGS

Session	Topics
1	<p>A BIG, WARM WELCOME! SYLLABUS WALK-THROUGH. EXPECTATIONS, AND COMMITMENTS</p> <p>****PART I: THE WORLD OF MANAGEMENT****</p> <p>FOUNDATIONS OF MANAGEMENT AND ORGANIZATIONS (Chapter 1)</p> <ul style="list-style-type: none">• Why Are Managers Important?• Where Are Managers and Where Do They Work?• What Do Managers Do?• How Is the Manager's Job Changing?• Why Study Management?• Global, Asian, and Local Applications <p>Buckingham, M. (1999). <i>First break all the rules: What the world's greatest managers do differently</i>. Simon & Schuster.</p> <p>Hamel, G. (2007). <i>The future of management</i>. Boston: Harvard Business School Press.</p> <p>Wagner, R., & Harter, J. K. (2006). <i>12: Elements of great managing</i>. New York: Gallup Press.</p>

2	<p>MANAGEMENT HISTORY MODULE</p> <ul style="list-style-type: none">• Early Management• Classical Approach• Behavioral Approach• Quantitative Approach• Contemporary Approaches• Global, Asian, and Local Applications <p>Collins, J. C., & Porras, J. I. (1994). <i>Built to last: Successful habits of visionary companies</i>. Harper Business.</p>
3	<p>****PART II: MANAGING IN THE TWENTY-FIRST CENTURY****</p> <p>CONSTRAINTS AND CHALLENGES FOR THE GLOBAL MANAGER (Chapter 2)</p> <ul style="list-style-type: none">• The Manager: Omnipotent or Symbolic?• The External Environment: Constraints and Challenges• Organizational Culture: Constraints and Challenges• Current Issues in Organizational Culture• Global, Asian, and Local Applications <p>Collins, J. C. (2001). <i>Good to great: Why some companies make the leap . . . and others don't</i>. Harper Business.</p>
4	<p>GLOBAL MANAGEMENT (Chapter 3)</p> <ul style="list-style-type: none">• What's Your Global Perspective?• Understanding the Global Environment• Doing Business Globally• Managing in a Global Environment• Global, Asian, and Local Applications <p>Ohmae, K. (2005). <i>The next global stage: Challenges and opportunities in our borderless world</i>. Upper Saddle, NJ: Prentice Hall.</p>
5	<p>THE DIVERSE WORKFORCE (Chapter 4)</p> <ul style="list-style-type: none">• Diversity 101• The Changing Workplace• Types of Workplace Diversity• Challenges in Managing Diversity• Workplace Diversity Initiatives• Global, Asian, and Local Applications

6	<p>SOCIAL RESPONSIBILITY AND ETHICS (Chapter 5)</p> <ul style="list-style-type: none">• What Is Social Responsibility?• Green Management and Sustainability• Managers and Ethical Behavior• Encouraging Ethical Behavior• Social Responsibility and Ethics Issues in Today's World• Global, Asian, and Local Applications <p>Badaracco Jr., J. L. (2002). <i>Leading quietly: An unorthodox guide to doing the right thing</i>. Boston: Harvard Business School Press.</p>
7	<p>CHANGE AND INNOVATION (Chapter 6)</p> <ul style="list-style-type: none">• The Change Process• Types of Organizational Change• Managing Resistance to Change• Contemporary Issues in Managing Change• Stimulating Innovation• Global, Asian, and Local Applications <p>Kotter, J. P., & Cohen, D. S. (2002). <i>The heart of change</i>. Boston: Harvard Business School Press.</p> <p>Schein, E. H. (1999). <i>The corporate culture survival guide</i>. San Francisco: Jossey-Bass.</p>
8	<p style="text-align: center;">****PART III: PLANNING****</p> <p>DECISION-MAKING (Chapter 7)</p> <ul style="list-style-type: none">• The Decision-Making Process• Managers Making Decisions• Types of Decisions and Decision-Making Conditions• Decision-Making Styles• Effective Decision Making in Today's World• Global, Asian, and Local Applications <p>Tichy, N. M., & Bennis, W. G. (2007). <i>Judgment: How winning leaders make great calls</i>. New York: Penguin Group.</p>
9	<p>FOUNDATIONS OF PLANNING (Chapter 8)</p> <ul style="list-style-type: none">• The What and Why of Planning• Goals and Plans• Setting Goals and Developing Plans• Contemporary Issues in Planning• Global, Asian, and Local Applications

	<p>Backman, M. (2008). <i>Asia future shock: Business crisis and opportunity in the coming years</i>. New York: Palgrave Macmillan.</p> <p>Friedman, T. L. (2007). <i>The world is flat: A brief history of the twenty-first century</i>. New York: Picador.</p>
10	<p>STRATEGIC MANAGEMENT (Chapter 9)</p> <ul style="list-style-type: none">• Strategic Management• The Strategic Management Process• Corporate Strategies• Competitive Strategies• Current Strategic Management Issues• Global, Asian, and Local Applications <p>Hamel, G., & Prahalad, C. K. (1994). <i>Competing for the future</i>. Boston: Harvard Business School Press.</p>
11	<p>PLANNING TOOLS AND TECHNIQUES (Module)</p> <ul style="list-style-type: none">• Techniques for Assessing the Environment• Techniques for Allocating Resources• Contemporary Planning Techniques• Global, Asian, and Local Applications <p>O'Reilly III, C. A., & Pfeffer (2000). <i>Hidden value</i>. Boston: Harvard Business School Press.</p>
12	<p style="text-align: center;">****PART IV: ORGANIZING****</p> <p>FOUNDATIONS OF ORGANIZATIONAL DESIGN (Chapter 10)</p> <ul style="list-style-type: none">• Designing Organizational Structure• Mechanistic and Organic Structures• Contingency Factors Affecting Structural Choice• Traditional Organizational Designs• Global, Asian, and Local Applications
13	<p>CONTEMPORARY ORGANIZATIONAL DESIGN (Chapter 11)</p> <ul style="list-style-type: none">• Contemporary Organizational Design• Organizing for Collaboration• Flexible Work Arrangements• Contingent Workforce• Today's Organizational Design Challenges• Global, Asian, and Local Applications

14	<p>HUMAN RESOURCE MANAGEMENT (Chapter 12)</p> <ul style="list-style-type: none">• The Human Resource Management Process• Identifying and Selecting Competent Employees• Providing Employees with Needed Skills and Knowledge• Retaining Competent, High-Performing Employees• Contemporary Issues in Managing Human Resources• Global, Asian, and Local Applications <p>Anderson, E. (2006). <i>Growing great employees: Turning ordinary people into extraordinary performers</i>. New York: Penguin Group.</p> <p>Conaty, B., & Charan, R. (2011). <i>The talent masters: Why smart leaders put people before numbers</i>. Great Britain: Random House Business Books.</p>
15	<p>MANAGING YOUR CAREER (Module)</p> <ul style="list-style-type: none">• Career Opportunities in Management• Finding a Culture that Fits• Taking Risks• Reinventing Yourself• Learning to Get Along with Difficult People• How Can I Have a Successful Career?• Global, Asian, and Local Applications <p>Rath, T., & Harter, J. (2010). <i>Well-being: The five essential elements</i>. New York: Gallup Press.</p>
16	<p>GROUPS AND TEAMS (Chapter 13)</p> <ul style="list-style-type: none">• Groups and Group Development• Work Group Performance and Satisfaction• Turning Groups into Effective Teams• Current Challenges in Managing Teams• Global, Asian, and Local Applications <p>Rath, T. (2006). <i>Vital friends</i>. New York: Gallup Press.</p>
17	<p style="text-align: center;">****PART V: IMPLEMENTING****</p> <p>FOUNDATIONS OF INDIVIDUAL BEHAVIOR (Chapter 14)</p> <ul style="list-style-type: none">• Focus and Goals of Organizational Behavior• Attitudes and Job Performance• Personality• Perception• Learning• Contemporary Issues in Organizational Behavior

	<ul style="list-style-type: none">• Global, Asian, and Local Applications <p>Rath, T., & Conchie, B. (2008). <i>Strengths-based leadership: Great leaders, teams, and why people follow</i>. New York: Gallup Press.</p>
18	<p>COMMUNICATION (Chapter 15)</p> <ul style="list-style-type: none">• The Nature and Function of Communication• Methods of Interpersonal Communication• Effective Interpersonal Communication• Organizational Communication• Information Technology and Communication• Communication Issues in Today's Organizations• Global, Asian, and Local Applications <p>Kouzes, J. M., & Posner, B. Z. (1993). <i>Credibility: How leaders gain and lose it, why people demand it</i>. San Francisco: Jossey-Bass.</p>
19	<p>MOTIVATION (Chapter 16)</p> <ul style="list-style-type: none">• What Is Motivation?• Early Theories of Motivation• Contemporary Theories of Motivation• Current Issues in Motivation• Global, Asian, and Local Implications <p>Covey, S. (1998). <i>The 7 habits of highly effective teens</i>. New York: Simon & Schuster.</p> <p>Palmer, P. J. (2004). <i>A hidden wholeness: The journey toward an undivided life</i>. San Francisco: Jossey-Bass.</p>
20	<p>LEADERSHIP (Chapter 17)</p> <ul style="list-style-type: none">• Who Are Leaders and What Is Leadership?• Early Leadership Theories• Contingency Theories of Leadership• Contemporary Views of Leadership• Leadership Issues in the Twenty-First Century• Global, Asian, and Local Implications <p>Henry, S. (2011). <i>EQ and leadership in Asia: Using emotional intelligence to lead and inspire your people</i>. Singapore: John Wiley & Sons (Asia) Pte. Ltd.</p> <p>Kouzes, J. M., & Posner, B. Z. (2010). <i>The truth about leadership: The no-fads, heart-of-the-matter facts you need to know</i>. San Francisco: Jossey-Bass.</p>

21	<p style="text-align: center;">****PART VI: CONTROLLING****</p> <p>FOUNDATIONS OF CONTROL (Chapter 18)</p> <ul style="list-style-type: none">• What Is Controlling and Why Is It Important?• The Control Process• Controlling for Organizational Performance• Tools for Measuring Organizational Performance• Controlling Issues in Control• Global, Asian, and Local Implications
22	<p>OPERATIONS MANAGEMENT (CHAPTER 19)</p> <ul style="list-style-type: none">• The Role of Operations Management• What Is Value Chain Management• Managing Operations Using Value Chain Management• Current Issues in Managing Operations• Global, Asian, and Local Implications
23-28	<p style="text-align: center;">5 FUN REVIEWS COMPREHENSIVE FINAL FUN EXAM</p>

VII. SCHOOL AND DEPARTMENTAL CLASSROOM POLICIES

- The JGSOM Dress Code will be strictly enforced and the Student Handbook will serve as the over-all guide.
- Maximum allowable cuts: 6 absences.
- Intellectual honesty is to be upheld at all times. Turnitin will be used. Plagiarism merits an “F” as final grade for the subject.
- Teacher will inform the beadle(s) and/or the class in cases when he will be absent or late.
- Discipline, courtesy, and respect for everyone:
 - (a) Kindly keep mobile phones on silent mode.
 - (b) Please request permission to bring in guest.
 - (c) Use of laptops: devoted only to note-taking of the lecture.

VIII. REFERENCES

- Anderson, E. (2006). *Growing great employees: Turning ordinary people into extraordinary performers*. New York: Penguin Group.
- Backman, M. (2008). *Asia future shock: Business crisis and opportunity in the coming years*. New York: Palgrave Macmillan.
- Badaracco Jr., J. L. (2002). *Leading quietly: An unorthodox guide to doing the right thing*. Boston: Harvard Business School Press.
- Buckingham, M. (1999). *First break all the rules: What the world's greatest managers do differently*. Simon & Schuster.
- Conaty, B., & Charan, R. (2011). *The talent masters: Why smart leaders put people before numbers*. Great Britain: Random House Business Books.
- Collins, J. C. (2001). *Good to great: Why some companies make the leap . . . and others don't*. New York: HarperCollins Publishers Business.
- Collins, J. C., & Porras, J. I. (1994). *Built to last: Successful habits of visionary companies*. New York: HarperCollins Publishers.
- Covey, S. (1998). *The 7 habits of highly effective teens*. New York: Simon & Schuster.
- Friedman, T. L. (2007). *The world is flat: A brief history of the twenty-first century*. New York: Picador.
- Hamel, G. (2007). *The future of management*. Boston: Harvard Business School Press.
- Hamel, G., & Prahalad, C. K. (1994). *Competing for the future*. Boston: Harvard Business School Press.
- Henry, S. (2011). *EQ and leadership in Asia: Using emotional intelligence to lead and inspire your people*. Singapore: John Wiley & Sons (Asia) Pte. Ltd.
- Kouzes, J. M., & Posner, B. Z. (1993). *Credibility: How leaders gain and lose it, why people demand it*. San Francisco: Jossey-Bass.
- Kouzes, J. M., & Posner, B. Z. (2010). *The truth about leadership: The no-fads, heart-of-the-matter facts you need to know*. San Francisco: Jossey-Bass.
- Loehr, J., & Schwartz, T. (2003). *The power of full engagement: Managing energy, not time, is the key to high performance and personal renewal*. New York: Free Press.
- McFarland, K. R. (2008). *The breakthrough company: How everyday companies become extraordinary performers*. New York: Crown Business.
- O'Reilly III, C. A., & Pfeffer (2000). *Hidden value*. Boston: Harvard Business School Press.
- Palmer, P. J. (2004). *A hidden wholeness: The journey toward an undivided life*. San Francisco: Jossey-Bass.

- Porras, J., Emery, S., & Thompson, M. (2007). *Success built to last: Creating a life that matters*. Upper Saddle River, NJ: Wharton School.
- Ohmae, K. (2005). *The next global stage: Challenges and opportunities in our borderless world*. Upper Saddle, NJ: Prentice Hall.
- Rath, T. (2006). *Vital friends*. New York: Gallup Press.
- Rath, T., & Conchie, B. (2008). *Strengths-based leadership: Great leaders, teams, and why people follow*. New York: Gallup Press
- Rath, T., & Harter, J. (2010). *Well-being: The five essential elements*. New York: Gallup Press.
- Sashkin, M., & Sashkin, M. G. (2003). *Leadership that matters: The critical factors for making a difference in people's lives and organization's success*. San Francisco: Berrett-Koehler.
- Schein, E. H. (1999). *The corporate culture survival guide*. San Francisco: Jossey-Bass.
- Tichy, N. M., & Bennis, W. G. (2007). *Judgment: How winning leaders make great calls*. New York: Penguin Group.
- Wagner, R., & Harter, J. K. (2006). *12: Elements of great managing*. New York: Gallup Press.

IX. CONSULTATION HOURS (by appointment): T-TH 11:00-12:00, 3:00-4:30)

A blue-blooded Atenean, **Dr. Terry David** has served his alma mater for nearly 16 years. With four decades of teaching, training, and consulting, both locally and internationally, Dr. David also serves as an Asia-Pacific Executive Mentor and Certified Life Coach. He is a licensed MBTI professional, Kepner-Tregoe program leader, Communispond executive trainer, and FranklinCovey senior facilitator, among others.

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****updated by TSD on 6-9-12****