



Course Syllabus

L&S 13 – Principles of Management for the Service Sector(3 units)

SemI SY 2012-13:TTh–7.30–9.00, SOM 203 Ma. Assunta C. Cuyegkeng(acuyegkeng@ateneo.edu)

A. Course Description

The course introduces you to the fundamental concepts and principles of effective management using as the basic framework the tasks of planning, organizing, leading, and controlling; the major concepts of service and how to build the service system to create customer value; operational and organizational issues; and some of the management processes and tools for managing a service operation. The course covers the core functional areas of operations, marketing, human resources, and finance; their interrelationships; and the strategic concerns of each functional area to successfully deliver the service. The course further provides experiential exercises and tools for decision making for management and explores contemporary leadership practices and management trends including the impact of globalization and information technology on management.

B. Course Objectives

By the end of the course, you should be able to explain and apply management concepts and principles in your daily life; employ strategic and systems thinking in confronting complex situations and in managing your affairs; learn and practice teamwork and leadership skills in any group undertaking; reflect on critical processes and current issues, and develop insights and personal vision, particularly in view of the Ateneo LS vision.

C. Course Outline and Timeframe (tentative schedule)

Week	Date	Activity	Comments
1	Jun 14	Introduction to the course	
2	19	Introduction to Management & Organizations	Ch 1
	21	Constraints and Challenges for the Global Manager	Ch 2
3	26	Decision-Making	Ch 7
	28	Foundations of Planning/Planning Tools and Techniques	Ch 8
4	Jul 03-05	Strategic Management	Ch 9
5	10-12	Organizational Design	Ch 10-11
6	17	Exam 1	
	19	Human Resource Management	Ch 12
7	24-26	Foundations of Control	Ch 18
8	31	FEAST OF ST. IGNATIUS OF LOYOLA	School holiday
	Aug 02	Putting things together (Group work)	
9	07	Groups and Teams	Ch 13
	09	Exam 2 (Submission and presentation of reports)	
10	14-16	Exam 2 (Presentation of reports)	
11	21	NINOY AQUINO DAY	Sp. non-working holiday
	23	Foundations of Individual Behavior	Ch 14
12	28	Communication and Motivation	Ch 15-16
	30	NATIONAL HEROES' DAY	Regular holiday
13	Sep 04-06	Leadership	Ch 17
14	11	Global Management	Ch 3
	13	The Diverse Workforce	Ch 4
15	18-20	Social Responsibility and Ethics	Ch 5
16	25-27	Change and Innovation	Ch 6
17	Oct 02	Exam 3	
	04	Course recap and Review	Ch 18
18	08-12	Final exam week	

D. **Textbook:** Stephen P. Robbins and Mary Coulter, *Introduction to Management*, 11th Edition. (Pearson, Prentice Hall 2010).

E. Suggested Readings and Websites

- Goleman, Daniel. 1998. "What Makes a Leader?" http://www.lesaffaires.com/uploads/references/743_what-makes-leader_Goleman.pdf
- Goleman, Daniel. 2000. "Leadership that Gets Results." *Harvard Business Review* March-April: 79-90. <http://academy.clevelandclinic.org/Portals/40/HBRLeadershipGetsResults.pdf>
- Kanter, Rosabeth Moss. 2006. "Innovation." *Harvard Business Review*, Nov 2006. <http://www.theclci.com/resources/6HBR-Innovation.pdf>
- Kotter, John P. (1990) "What leaders really do." *Best of HBR 2001*. [*Harvard Business Review*, May-June 1990.] <http://fs.ncaa.org/Docs/DIII/WhatLeadersReallyDo.pdf>
- Kaplan, Robert S. and David P. Norton. 1996. "Using the Balanced Scorecard as a Strategic Management System." *Harvard Business Review*, January - February 1996. <http://www.marketmatch.com/content/.../file/BalancedScorecard.pdf>
- Katzenbach, Jon and Douglas K. Smith. 1993. "The Discipline of Teams." *Harvard Business Review*. http://meridiancoaches.com/resources/Discipline_of_Teams.pdf
- Meadows, Donella. 2008. *Thinking in Systems*. Vermont: Chelsea Green Publishing.
- Porter, Michael E. 1996. "What is Strategy?" http://www.ipocongress.ru/download/guide/article/what_is_strategy.pdf
- Porter, Michael E. 2008. "Five Competitive Forces that Shape Strategy." *Harvard Business Review*, January 2008. <http://www.ascendcfo.com/pdfFiles/HBR-TheFiveCompetitiveForcesThatShapeStrategy.pdf>
- Watkins, Michael D. 2012. "How Managers Become Leaders." *Harvard Business Review*, June 2012.

F. Course Requirements

- Three (3) long exams – 60%
- Class participation (incl. quizzes) – 10%
- Final Exams – 30%

G. Grading System

- Letter grades:

	A	≥	92
92	>	B+	≥ 87
87	>	B	≥ 83

83	>	C+	≥	79
79	>	C	≥	76
76	>	D	≥	70

H. Classroom Policies

- The basic rule in this class is to have respect, courtesy, and consideration for others. *Listen* when someone is speaking.
- Silence* is important during class, most especially during exams.
- Cell phones and any devices with ear/headphones *should not be used* in class.
- Sunglasses, caps, and any form of communication between classmates are not allowed during exams.
- Follow the dress code of JGSOM.
- Absence during roll call merits a cut. There is no distinction between excused and unexcused cuts.* However, it is courtesy to inform the teacher about planned absences.

I. Consultation Hours

By appointment; 3/F JGSOM loc5521; 5522

J. Others

- Your participation is necessary for the success of this class. Read the chapter/readings ahead of schedule. *Listen*. Take down notes. Develop insights. *Ask* questions if a lesson is not clear to you. Consult, if necessary.
- E-mail the following to me by **15 June 2012**:
 - JPEG file of your ID photo: File name format – **surname-nickname.jpg**
 - XLS or XLSX file of the following data in the suggested format:
File name format – **surname-nickname.xlsx**

Name	Year & Conc.	Address	Mobile	Tel Landline	HS attended	e-mail address	Parents' tel. no.

- In your e-mail to me, signify your agreement with the following statement:
I have read the course syllabus carefully and hereby agree to participate fully in the class L&S 13 (Principles of Management for the Service Sector) and to abide by the policies stated in this course syllabus.

Name **ID number** **Year and Concentration**