

Governors State University
College of Business and Public Administration

Broadcast Title: Principles of Management
Course Number & Title SMGMT301 Introduction to Management Strategies (IMSSF96T)
Reference Number: 107125
Session: Fall, 1996, Block I
Instructor: Richard J. Vorwerk, Ph.D.
Phone Number: 708/534-4957
Office Number: C3360
Office Hours: Tuesday: 4:00 p.m. - 7:30 p.m.
Thursday: 6:00 p.m. - 6:30 p.m., Morraine Valley CC
Other times by Appointment Room A133
Credits: Three undergraduate hours



Catalog Description:

Introduces classical management, behavioral, and management science. Reviews the fundamental functions of management emphasizing the interrelationships among planning, organizing, directing, and controlling. Both the impact of organizations upon participants and the impact of participants upon organizations are studied. Examines systems approach to solving operational problems.

Orientation: Governors State University
Friday, September 13: 6:45 p.m.
or
Saturday, September 14: 10:45 p.m.

Exams: There will be three exams at October 12th
Governors State from 10:00 a.m. November 9th
- 12:00 noon: December 7th

Prerequisites: Junior Standing

Textbook: Ivancevich, John M. et al. Management: quality and competitiveness,
Irwin, 1994.

Videotapes: 15 one-hour tapes

Viewing: GSU Library
Lansing Public Library
Orland Park Public Library
Kankakee Community College
University of Chicago Hospitals
Follett's GSU Bookstore
Jones Intercable of Southern Suburbs—Channel 29

MGMT 301

Instructional Modality: Television

Expected Student Outcomes:

1. Understands the basic principles of classical management, behavioral and management science.
2. Understands the fundamental functions of management: planning, organizing, directing, and controlling.
3. Understands the interrelationships of organizational behavior.

Written Assignments:

The first written assignment is the following exercise (due on November 9th):

Exercise: Interviewing a manager—an exercise for identifying management activities. Interview a manager to find out what it is he/she manages and what this means.

- a. Using these guidelines, note who you are interviewing, his or her position, and any other relevant information.
- b. Ask yourself what business this person's organization is in? What does his/her department do? Make notes or draw a diagram of this.
- c. Ask yourself how many people there are in the organization or department and what their positions (titles) are.
- d. Do you know anything else about the organization (department) that might be useful?
 - What is the environment like?
 - Who are the customer? What do they need?
 - What resources are used? How?

Step 2: The interview. Use the following suggested questions to guide you. Make notes during the interview and immediately afterward.

- a. What is this person's primary responsibility? (If you do not know anything about this person's organization, ask what business he/she is in.) What does his/her organization do?
- b. Does he/she set the direction for the organization? If so, how do he/she do this? If not, who does and how.
- c. What do he/she do to make the work as productive as possible?
- d. What does he/she do to make the workers as effective as possible?
- e. Are the results he/she and the organization achieve satisfactory? Why?
- f. Describe a typical day.
- g. What sort of impact does he/she (or the company) have on the social environment?

Step 3: Organize the information and discover what you learned?

- a. Rewrite your notes so that they reflect what you discovered.
- b. Classify activities under the following three headings:
 - setting direction
 - making work and workers productive
 - social responsibility
- c. Classify activities under the following headings:
 - setting direction
 - organizing
 - motivating
 - measuring
 - developing people
- d. Review your notes. Do you have blanks or very little information under any headings? Why do you think this is?
- e. What did you learn from this activity?

A term paper is the second written assignment for this class. The paper may be written about any aspect of management in which you are interested. A least four resources must be used. The references should be cited in an appropriate manner. The term paper should be six-to-eight pages in length, typed and doubled spaced. Papers are due on **December 7th**. Staple the paper in the upper left-hand corner. Do not use covers, etc.

The format for turning in the assignments is as follows:

To: Richard J. Vorwerk
 College of Business
 Public Administration
 Governors State University
 University Park IL 60466

From: Your name
 Your address
 Your telephone number
 Your social security number

Date: Date submitted

Tests: Each test will cover both the subject matter assigned from the text and the videotapes. The tests will consist of true-false and multiple choice questions for the text and essay questions for the video tapes.

Grading:	First Test	- 20%	Paper	- 20%	A	- 90% - 100%
	Second Test	- 20%	Exercise	- 10%	B	- 80% - 89%
	Third Test	- 30%			C	- 70% - 79%
					D	- 60% - 69%

For persons with Disabilities

It is the intention of this institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

Course Content:

Friday: September 13: Orientation, 6:45 p.m. - 7:00 p.m.

or

Saturday: September 14: Orientation, 10:45 a.m. - 11:30 a.m.

Saturday: October 12: First test: Covers the following material:
(10 a.m. - noon)

Videotape 1: **Managers and their jobs:** this videotape introduces the basic management model and discusses how to use it to think about management and management issues. Included is an interview with Joe Schmitz, President of Exchange Bank, Gardner, Illinois. The video tape touches on a wide variety of topics including the social responsibility of management.

Chapter 1: The management challenge, 2-39

Videotape 2: **Purposeful activity:** this videotape teaches you to gain the maximum amount from a plant tour or from observing an organization and to organize what you have learned. You will accompany students and instructors on a tour of Landmark Industries Inc. in Morris, Illinois.

Videotape 3: **Development of management thought:** this videotape leads you through five thousand years of management history and touches on several highlights from different time periods.

Chapter 2: The evolution of management, 40-67

Chapter 4: The global management environment, 102-127

Videotape 4: **Business planning: what is planning? Who does it?** In this videotape a President of Governors State University and the Dean of the College of Business and Public Administration join in discussing the theory and practice of planning.

Chapter 6: Planning, 164-198

Chapter 7: Strategy, 200-227

Videotape 5: **Social responsibility and ethics:** we introduce the topic of ethics by reviewing the bases of ethics, including religious bases, utilitarianism and the principle of distributive justice. Then we discuss an issue with ethical and social responsibility issues and uses a stakeholder audit to help address these issues. How should a community handle medical waste? Where should incinerators be located? How do different groups of people feel about these issues? How do we evaluate the different perspectives?

Chapter 3: Environment, social responsibility, and ethics, 68-101

Saturday: November 9: Second test: Covers the following material:
(10 a.m. - noon)

Videotape 6: Organizations: what is organization structure? How has it evolved? What type of organizations do we want? What options do we have? This videotape addresses these and other questions.

Chapter 9: Organizational structure and design, 252-280

Videotape 7: Systems for support and control: in this videotape we return to Landmark Industries in Morris, Illinois to examine the issue of effectiveness and how systems can be designed to evaluate effectiveness, to control operations and to support an organization. Wayne and Doug MacFarlane meet with students and faculty to discuss how Landmark has addressed these issues.

Chapter 16: Control systems, 438-465

Videotape 8: Management information and related systems: three types of control and support systems are discussed here: management information systems, budgeting systems and CPM/PERT. The class is joined by Sarah Crawford, a former registrar at Governors State University, who discusses a university information system.

Chapter 8: Information for decision making, 228-249

Chapter 5: Decision making, 130-162

Videotape 9: Operational systems: in this videotape you will meet all those who made these videotapes, as the process of creating a single videotape is used to examine a production system in a service environment. Capacity issues, timing issues and issues of coordination and control are all examined in the context of making a videotape.

Chapter 17: Managing production and operations, 466-500

Chapter 18: Managing services, 502-521

Videotape 10: Human resource systems: human resources are often considered to be the most important assets of an organization. In this videotape we talk with a recent graduate about her job in managing human resources, and discuss some of the support systems that can be used to help manage them more effectively.

Chapter 11: Human resource management, 302-337

Chapter 10: Job analysis, design, and redesign, 282-301

Exercise due.

Saturday: December 7 Third test: Covers the following material:
(10:00 a.m. - noon)

- Videotape 11: Leadership: this videotape is centered around a model developed by Warren Bennis and Burt Nanus. We will visit the Chicago Aquarium to talk with the Assistant Director about his vision for the future and look at some other people demonstrating leadership in unusual surroundings.
- Chapter 14: Leadership, 386-412
- Videotape 12: Empowering people: this videotape examines motivation and empowerment through the eyes of the District Manager of an Illinois Bell Directory Assistance Center. What does a company do to motivate and empower people in routine jobs? What are the issues? How do various alternatives relate to the theory?
- Chapter 13: Motivation, 360-384
- Chapter 12: Group dynamics and team building, 340-359
- Videotape 13: Developing people: this videotape examines careers and manager's responsibilities for developing people. The students participate in a simulated career development situation.
- Videotape 14: Managing change: Managing change is probably one of the most complex yet most important issues that all managers have to face. This videotape examines how Bank One of Merrillville, Indiana addressed this issue over a ten-year period. Join with students, faculty, and bank officers in discussing what the bank did and how you can use similar techniques.
- Chapter 19: Managing organizational change, 522-552
- Chapter 15: Interpersonal and organizational communication, 414-436
- Videotape 15: Challenges for the future: one of the reasons that managing change is so important is that we do not know what will happen in the future. Despite this, we must find ways of thinking about and anticipating events and trends that have not yet occurred. This videotape addresses these issues and then pulls together the various threads that have been developed.
- Chapter 20: Entrepreneurship and growth, 554-583
- Chapter 21: Technology and innovation, 584-615

Term paper due.