Syllabus

Concepts, terminology, principles, theories, and issues in the field of management.

Course Objectives:
The primary objective of this course is to give the student an understanding of the manager’s job. This will entail learning the skills of:
1. Planning, organizing, staffing, employee development
2. Motivating employees
3. Providing effective leadership
4. Coping with workplace dynamics.

Textbook:
• Chuck Williams (2007), Management (International Student Edition), 4 eds, Thomson Southwestern.

Student Evaluation:
Achievement of these objectives will be measured as follows:
- Exam 1: 20%
- Exam 2: 20%
- Homework assignments: 25%
- Class Participation & Attendance: 10%
- Final Exam: 25%

Class Format:
The class will consist of weekly lectures, class discussion, and review of the assigned reading and assigned homework questions. It is vital that students read the class assignments and complete the homework assignments, in order to keep up with the class and participate in class discussion. In general, a typical class routine will be:
1. Review of homework, and clarifications of previous lectures/reading.
2. Lecture relating to the new assigned reading.
3. Class discussion of the new assigned reading and lecture.
Student Evaluation

Evaluation

- Examinations will consist mostly of multiple-choice questions. Other types of questions may be included, such as short essay questions, however these will comprise only a small portion of the exam.
- **The homework is mandatory**, and must be turned in by the assigned time. Late assignments are not accepted. Do NOT wait until the very last minute, in case something happens to the computer or your internet connection. Plan on spending at least an hour or two to complete these assignments.
- The class participation grade will be based on a student’s preparedness and willingness to discuss the homework assignments and assigned readings, and his/her overall contribution to class discussions. The instructor may assign some homework problems out of the book; these will be discussed in class, and will be part of your class participation grade.
- Grades will typically be scored on a scale of: 90-100 = A; 80-89 = B; 70-79 = C, 60-69 = D; < 60 = F. However, the instructor may use a grading curve, which will only improve (never reduce) students’ scores. This curve will apply to the final grades only, however the instructor will explain how the curve might apply to individual exams.
- Provisions for missed exams **may** be made for extraordinary situations, on a case by case basis, at the instructor’s sole discretion. Students who may miss an exam should make every effort to inform the instructor **prior** to the exam.

Attendance

Regular class attendance is expected, and poor attendance may reduce a student’s class participation grade. Students are responsible for material missed due to absence and it is their responsibility to consult with the instructor on such matters. The student is responsible for formal withdrawal from the course should such action be required. However, if the student has missed more than six (6) hours of class before the official withdrawal date, has not given the instructor written notice of their intention to complete the course requirements, and does not attend class and take examinations after the withdrawal date, the student will be dropped from the class and receive a W.

Academic Honesty

**Cheating in any form will not be tolerated.** Any student discovered cheating on an examination will be dropped from the course and receive an F, and if deemed necessary, the matter will be forwarded through the channels prescribed in the SGT Student Handbook.
Course Descriptions

What is Management?
It provides students with basic introduction to management and some of its most important topics such as function of management, kinds of managers, roles that managers play, the origins of management, and the evolution of management.

Weeks 1 & 2

Planning & Strategy
It provides students with the basic of planning, decision making, and organizational strategy.

Weeks 3 & 4

Adaptive Organizations & Teams
There is an extensive discussion of the designing organizational structures, organizational processes, work teams, and exploration of the major work team characteristics that attempt to enhance work team effectiveness.

Weeks 6 & 7

Human Resource Management
Through examples, students examines human resource planning, recruiting, and selection qualified workers. The students then explore how to develop and keep qualified workers.

Week 9

Motivation & Communication
There is a simple, intuitive exposition of how perceptions, expectations affect motivation and communication and how to improve communication.

Weeks 10 & 11

Control & Information
There are a full treatment of (1) different control methods, (2) getting information, and (3) sharing information.

Weeks 12 & 13

Service & Operations
This explores how managing for productivity, quality and service operations in the business environments.

Week 14
What is Management?

Topic Summary
It provides students with basic introduction to management and some of its most important topics such as function of management, kinds of managers, roles that managers play, the origins of management, and the evolution of management.

Weeks 1 & 2

**Topic 1:**
1. Describe what management is, and explain the four functions of management
2. Describe different kinds of managers, and explain major roles that managers perform their jobs
3. Explain what companies look for in managers
4. Explain how and why companies can create competitive advantage through people.

**Homework:**
- Chapter I— 8 Mile (p.30)
- Chapter I— Theatrical Lighting Systems (p.30)
- Chapter II— In Good Company (p.67)
- Chapter II— Café Pilon (p.67)

**Topic 2:**
1. Explain the origins of management
2. Explain the history of evolution of management: scientific, bureaucratic and administrative, human relations, operations-information-systems-contingency

Course Instructor:
VO ANH DUNG, MBA
E-mail:dungva@saigontech.edu.vn
Planning & Strategy

Topic Summary

It provides students with the basic of planning, decision making, and organizational strategy.

Weeks 3 & 4

**Topic 3:**
1. Discuss the benefits and pitfalls of planning
2. Describe how to make a plan that works, and discuss how companies can use plans at all management level
3. Explain the steps and limits of rational decision making
4. Explain how group decisions and group decision-making techniques can improve decision making.

**Topic 4:**
1. Indicate the components of sustainable competitive advantage and explain why it is important
2. Describe the steps involved in the strategy-making
3. Explain the different kinds of corporate-level strategies, industry-level strategies, firm-level strategies.

**Homework:**
- Chapter V— The Bourne Identity (p.165)
- Chapter V— Community Insurance Center (p.165)
- Chapter VI— Seabiscuit (p.201)
- Chapter VI— Texas Jet (p.201)

**Exam 1 preparation**

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VO ANH DUNG, MBA
E-mail:dungva@saigontech.edu.vn
Adaptive Organizations & Teams

**Topic Summary**
There is an extensive discussion of the designing organizational structures, organizational processes, work teams, and exploration of the major work team characteristics that attempt to enhance work team effectiveness.

Weeks 6 & 7

**Topic 5:**
1. Describe the departmentalization approach to organization structure
2. Explain organizational authority
3. Discuss the different methods for job design
4. Explain the methods to redesign internal / external organizational processes

**Topic 6:**
1. Explain the good and bad of using teams
2. Recognize and understand the different kinds of teams
3. Understand the general characteristics of work teams
4. Explain how to enhance work team effectiveness.

**Homework:**
- Chapter IX— Reality Bites (p.303)
- Chapter IX— Black Diamond (p.303)
- Chapter X— Apollo 13 (p.335)
- Chapter X— Orange Tree Imports (p.335)

**Exam 2 preparation**

**Course Instructor:**
VO ANH DUNG, MBA
E-mail:dungva@saigontech.edu.vn
Human Resource Management

Topic Summary
Through examples, students examines human resource planning, recruiting, and selection qualified workers. The students then explore how to develop and keep qualified workers.

Week 9

**Topic 7:**
1. Describe the basic steps involved in human resource planning
2. Explain how different employment laws affect human resource practice
3. Explain how companies use recruiting to find qualified job applications
4. Describe the selection techniques and procedures that companies use when deciding which applicants should receive job offers
5. Describe how to determine training needs and select the appropriate training methods
6. Discuss how to use performance appraisal to give meaningful performance feedback
7. Describe basic compensation strategies and explain how they affect human resource practice
8. Discuss the four kinds of employee separations: termination, downsizing, retirements, and turnover.

**Homework:**
- Chapter XI— Bowfinger (p.381)
- Chapter XI— AMCI, Ziba Designs, Wahoo’s Fish Taco (p.381)

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Motivation & Communication

Topic Summary
There is a simple, intuitive exposition of how perceptions, expectations affect motivation and communication and how to improve communication.

Weeks 10 & 11

Topic 8:
1. Explain the basics of motivation
2. Use equity theory to explain how employee’s perceptions of fairness affect motivation
3. Use expectancy theory to describe how workers’ expectations about rewards, and the link between rewards and performance influence motivation
4. Explain how reinforcement theory, goal-setting theory, and entire motivation model can be used to motivate workers.

Topic 9:
1. Explain the role that perception plays in communication and communication problems
2. Describe the communication process and the various kinds of communication in organization
3. Explain how managers can manage effective one-to-one, organization-wide communication

Homework:
- Chapter XIII— For Love of the Game (p.447)
- Chapter XIII— Modern Postcard (p.447)
- Chapter XV— The Paper (p.519)
- Chapter XV— Tires Plus (p.519)

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Control & Information

Topic Summary
There are a full treatment of (1) different control methods, (2) getting information, and (3) sharing information.

Weeks 12 & 13

**Topic 10:**
1. Describe the basic control process
2. Discuss the various methods that managers can use to maintain control
3. Describe the behaviors, processes, and outcome that managers are choosing to control in their organization.

**Topic 11:**
1. Explain the strategic importance of information
2. Describe the characteristic of useful information
3. Explain the basics of capturing, processing, and protecting information
4. Describe how companies can access and share information and knowledge.

**Homework:**
- Chapter XVI— Brazil (p.551)
- Chapter XVI— Wahoo’s Fish Taco (p.551)
- Chapter XVII— Lorenzo’s Oil (p.579)
- Chapter XVII—Data Management (p.579)

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Service & Operations

Topic Summary
This explores how managing for productivity, quality and service operations in the business environments.

Week 14

Topic 12:
1. Discuss the kinds of productivity and their importance in managing operations
2. Explain the role that quality plays in managing operations
3. Explain the essentials of managing a service business
4. Describe the different kinds of manufacturing operations
5. Explain why and how companies should manage inventory levels

Homework:
- Chapter XVIII—Casino (p. 611)
- Chapter XVIII—Texas Nameplate (p. 611)

Review

Final Exam preparation

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VO ANH DUNG, MBA
E-mail: dungva@saigontech.edu.vn