



ILLINOIS VALLEY COMMUNITY COLLEGE

COURSE OUTLINE

DIVISION: Natural Sciences and Business

COURSE: MGT 2010 Principles of Management

Date: Spring 2020

Credit Hours: 3

Prerequisite(s): Students enrolling in Management should have second-year standing or business experience, or consent of instructor.

Delivery Method: **Lecture** **0 Contact Hours (1 contact = 1 credit hour)**
 Seminar **0 Contact Hours (1 contact = 1 credit hour)**
 Lab **0 Contact Hours (2-3 contact = 1 credit hour)**
 Clinical **0 Contact Hours (3 contact = 1 credit hour)**
 Online
 Blended

Offered: **Fall** **Spring** **Summer**

IAI Equivalent –**Only for Transfer Courses**-go to <http://www.itransfer.org>:

CATALOG DESCRIPTION:

This course is an introduction to the principles of management with an emphasis on the major functions of management: planning, organizing, leading and controlling. Students will examine current management practices, the evolution of management theory, decision making and creative problem solving, organizational design, motivating and leading employees, and team development strategies.

GENERAL EDUCATION GOALS ADDRESSED

[See last page for Course Competency/Assessment Methods Matrix.]

Upon completion of the course, the student will be able:

[Choose up to three goals that will be formally assessed in this course.]

- To apply analytical and problem solving skills to personal, social, and professional issues and situations.
- To communicate successfully, both orally and in writing, to a variety of audiences.
- To construct a critical awareness of and appreciation for diversity.
- To understand and use technology effectively and to understand its impact on the individual and society.
- To develop interpersonal capacity.
- To recognize what it means to act ethically and responsibly as an individual and as a member of society.
- To recognize what it means to develop and maintain a healthy lifestyle in terms of mind, body, and spirit.
- To connect learning to life.

EXPECTED LEARNING OUTCOMES AND RELATED COMPETENCIES:

[Outcomes related to course specific goals. See last page for more information.]

Upon completion of the course, the student will be able to:

1. Understand What Management Is and What Managers Do.
 - 1.1 State why you should study management.
 - 1.2 Identify and explain five critical challenges facing organizations and managers.
 - 1.3 Describe the overall functions performed by managers.
 - 1.4 Differentiate between management and leadership.
 - 1.5 Describe how management is needed to reach organizational objectives, balance conflicting goals, and achieve efficiency and effectiveness.
 - 1.6 Discuss how different organizational levels and types of activities affect managers' performance.
 - 1.7 Describe the three skills used by managers.
2. Appreciate and Explain the Evolution of Management.
 - 2.1 Understand that the development of management thought has been a slow, evolutionary process.
 - 2.2 Describe the early beginnings of management knowledge.
 - 2.3 Explain the basis and characteristics of the classical approaches, the reasons for using them, and the reasons for their decline in popularity.
 - 2.4 Explain the basis and characteristics of the behavioral approaches, the reasons for using them, and the reasons for their decline in popularity.
 - 2.5 Discuss the development and uses of the management science approach.
 - 2.6 Discuss the origin and applications of the systems approach.
 - 2.7 Discuss how Deming's emphasis on total quality management (TQM) has affected management thought.
 - 2.8 Explain why the contingency approach is useful to the study of management.
 - 2.9 Describe some of the changes occurring in the environment that affect management.
3. Explain the Different Managerial Environments.
 - 3.1 Discuss the systems view of organization.
 - 3.2 Distinguish the general, task, and internal environments of an organization.
 - 3.3 Explain the complexity/change environmental matrix.

- 3.4 Identify the important factors in the organization's task environment.
- 3.5 Explain some of the actions organizations can take to help manage their external environment.
- 3.6 Discuss the concept of boundary-spanning roles within an organization.
- 3.7 Identify the important elements of organizational culture.

4. Discuss How to Manage in the Global Environment.
 - 4.1 Describe the perspective of the world as one vast market.
 - 4.2 Discuss the importance of global operations, including their changing nature.
 - 4.3 Explain some of the opportunities and risks involved in global operations.
 - 4.4 Describe the levels at which global operations occur.
 - 4.5 Discuss how global managers differ in performing management functions, as compared to other managers.
 - 4.6 Explain some of the problems involved in staffing global operations, such as human resources and personnel training.
 - 4.7 Describe the major factors leading to managerial effectiveness in global operations.
 - 4.8 Identify criteria for selecting managers for global operations.
 - 4.9 Explain the motivational factors influencing a person's decision to accept or reject a foreign assignment.

5. Discuss Ethics and Social Responsibility.
 - 5.1 Explain the need for social responsibility.
 - 5.2 Explain the need to balance social responsibility and profits.
 - 5.3 Discuss how the concept of social responsibility has evolved.
 - 5.4 Describe what types of action plans are needed to fulfill management's social responsibility.
 - 5.5 Describe what ethics are and discuss some aspects of management in which they are involved.
 - 5.6 Discuss how ethical standards can be developed and maintained.

6. Understand Decision Making and Creative Problem Solving.
 - 6.1 Define decision making
 - 6.2 Distinguish between programmed and nonprogrammed decisions.
 - 6.3 Identify the steps in the decision-making process
 - 6.4 Explain what variables help determine the extent to which a manager should involve subordinates in the decision-making process.
 - 6.5 Describe the concept of synergy and the processes of creative problem solving.

7. Explain what Strategic and Operational Planning Is.
 - 7.1 Explain what planning is and give some reasons for doing it.
 - 7.2 Show how the time factor and management levels affect planning.
 - 7.3 Define strategic planning.
 - 7.4 Explain what an organization's mission is.
 - 7.5 Identify generic and master strategies.
 - 7.6 Define operational planning.
 - 7.7 Explain management by objectives (MBO) and describe the steps involved.
 - 7.8 Differentiate between and give examples of standing and single-use plans.

8. Discuss Organization Design, Authority, and Power.
 - 8.1 Define and explain basic concepts of organization.
 - 8.2 Describe the different types of organizations.
 - 8.3 Explain the variables in determining the span of management.
 - 8.4 Explain the role of delegation, what it is, and how it is done.

- 8.5 Discuss some reasons for managers' reluctance to delegate authority, and explain why employees may not accept delegation.
 - 8.6 Explain the role and sources of authority.
 - 8.7 Describe what power is, where it comes from, and how it can be used most effectively.
 - 8.8 Describe responsibility and accountability and explain why they cannot be delegated.
 - 8.9 Discuss the rationale for companies engaging in downsizing, and appraise the pros and cons of the strategy.
 - 8.10 Define the concept of reengineering and discuss how it can improve organizational efficiency and effectiveness.
9. Understand How to Manage Human Resources and Diversity.
- 9.1 Explain the dominant role played by human resources in today's organizations.
 - 9.2 Discuss the growing diversity of human resources, especially the growing reliance on women and minorities.
 - 9.3 Describe some of the more important laws providing equal employment opportunity for diverse groups.
 - 9.4 Discuss the importance of planning human resource needs and explain how to do so.
 - 9.5 Describe the most effective procedure for recruiting and selecting employees.
 - 9.6 Discuss the need for and some methods of training and developing employees.
 - 9.7 Explain the role of employee appraisals.
 - 9.8 Describe some compensation problems, especially the growing role of employee benefits.
 - 9.9 Discuss how employee health and safety can be maintained.
 - 9.10 Explain how industrial relations can be handled effectively.
10. Understand How to Communicate for Results.
- 10.1 Recognize the important role communication plays in practicing management.
 - 10.2 Identify the four basic flows of formal organizational communication.
 - 10.3 State the purpose served by informal communication.
 - 10.4 Describe the major elements in a communication model.
 - 10.5 Describe the main types of nonverbal communication.
 - 10.6 Explain some of the new technological developments that permit managers to communicate electronically.
 - 10.7 Show how certain organizational and interpersonal factors act as barriers to effective communication.
 - 10.8 Discuss how feedback and effective listening help communication effectiveness.
11. Discuss How to Motivate Employees.
- 11.1 State the purposes of motivation in organizations.
 - 11.2 Discuss why the study of motivation is important.
 - 11.3 Describe how human behavior affects motivation.
 - 11.4 Explain how some popular theories of motivation operate.
 - 11.5 Recognize that money is involved in many aspects of motivation.
 - 11.6 Understand that motivation is more than mere techniques; it is a philosophy with ethical implications.
 - 11.7 Understand what motivation strategies are important in today's business environment.
12. Students will be able to understand how Leadership Affects Employees.
- 12.1 Define what leadership is.
 - 12.2 Explain some of the traitist ideas about leadership.
 - 12.3 Explain what the behavioral approach to leadership is and discuss some of the more popular theories.
 - 12.4 Describe the contingency-situational approach.

- 12.5 Present a logical argument in favor of an ideal leadership style and the contingency-situational approach to leadership.
 - 12.6 Present some insights into diagnosing the proper leadership style to use in various situations.
 - 12.7 Compare and contrast transformational leadership with transactional leadership.
13. Students will understand how to Manage Change, Organizational Development, Conflict, and Stress.
- 13.1 Appreciate the impact of change and development on individuals and organizations.
 - 13.2 Describe some ways to cope with and manage the changes that inevitably occur in organizations.
 - 13.3 Define organization development, name its objectives, and show how the process works.
 - 13.4 Discuss how to manage conflict.
 - 13.5 Discuss ways of dealing with stress.
14. Understand Team Development and Empowerment Strategies.
- 14.1 Define a group and identify the types of groups.
 - 14.2 Identify the stages of group development.
 - 14.3 Compare the advantages and limitations of groups.
 - 14.4 Describe the variables that determine a group's effectiveness.
 - 14.5 Explain what is involved in implementing successful total quality management and partnering programs.
 - 14.6 Describe the role of self-managing work teams.
 - 14.7 Explain how to manage work groups.
15. Understand the Control Function and How to Manage Information.
- 15.1 Explain what management control is.
 - 15.2 Identify and describe the steps in the control process.
 - 15.3 Explain the relationship between controlling and the other management functions.
 - 15.4 Describe the characteristics of effective control systems.
 - 15.5 Discuss the more popular control techniques.
 - 15.6 Explain the need for information management and describe the more popular information technologies.
 - 15.7 Define a business information system and explain how it operates.
16. Student will be able to understand Entrepreneurship and Small-Business Management.
- 16.1 Discuss the rewards and challenges of being an entrepreneur.
 - 16.2 describe how to become an entrepreneur.
 - 16.3 Discuss some of the unique problems of managing human resources in a small business.
 - 16.4 Debate the relationships between government assistance to, and regulation of, small businesses.
 - 16.5 Explain the growing trend toward family-owned businesses.
 - 16.6 Discuss the need for tax and estate planning.
17. Discuss Your Future in Management.
- 17.1 Discuss the outlook for jobs in the management field.
 - 17.2 Describe the characteristics of successful managers.
 - 17.3 Explain how companies identify managerial talent in nonmanagerial employees.
 - 17.4 Describe the four career stages through which individual's progress.
 - 17.5 Relate some problems encountered by individuals in their first management positions.
 - 17.6 Explain how organizations help individuals in their career development.

MAPPING LEARNING OUTCOMES TO GENERAL EDUCATION GOALS

[For each of the goals selected above, indicate which outcomes align with the goal.]

Goals	Outcomes
First Goal	
To apply analytical and problem solving skills to personal, social, and professional issues and situations.	*Be able to understand Planning, Organizing, leading and controlling. *Be able to understand current management practices. *Be able to understand management theory. *Be able to understand problem solving, leading employees, and team development.

COURSE TOPICS AND CONTENT REQUIREMENTS:

See Above

INSTRUCTIONAL METHODS:

Online: Discussion Board

Weekly Assignments

Projects

Tests

INSTRUCTIONAL MATERIALS:

Textbook

Instructor's Manual

Internet

STUDENT REQUIREMENTS AND METHODS OF EVALUATION:

A= 90-100

B= 80-89

C= 70-79

D= 60-69

F= 0-59

OTHER REFERENCES

Wall Street Journal

Kiplinger's Magazine

Business Week

Forbes

Barron's

Textbook Web Page

Home Library (Magazines/Books)

Course Competency/Assessment Methods Matrix

(Dept/# Course Name)	Assessment Options																																			
For each competency/outcome place an "X" below the method of assessment to be used.	Assessment of Student Learning	Article Review	Case Studies	Group Projects	Lab Work	Oral Presentations	Pre-Post Tests	Quizzes	Written Exams	Artifact Self Reflection of Growth	Capstone Projects	Comprehensive Written Exit Exam	Course Embedded Questions	Multi-Media Projects	Observation	Writing Samples	Portfolio Evaluation	Real World Projects	Reflective Journals	Applied Application (skills) Test	Oral Exit Interviews	Accreditation Reviews/Reports	Advisory Council Feedback	Employer Surveys	Graduate Surveys	Internship/Practicum /Site Supervisor Evaluation	Licensing Exam	In Class Feedback	Simulation	Interview	Written Report	Assignment				
	Direct/ Indirect	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	I	I	I	I	D	D										
Assessment Measures – Are direct or indirect as indicated. List competencies/outcomes below.																																				
1.1 State why you should study management.			X	X		X	X	X	X		X		X		X			X		X															X	
1.2 Identify and explain five critical challenges facing organizations and managers.			X	X		X	X	X	X		X		X		X			X		X															X	
1.3 Describe the overall functions performed by managers.			X	X		X	X	X	X		X		X		X			X		X																X
1.4 Differentiate between management and leadership.			X	X		X	X	X	X		X		X		X			X		X																X
1.5 Describe how management is needed to reach organizational objectives, balance conflicting goals, and achieve efficiency and effectiveness.			X	X		X	X	X	X		X		X		X			X		X																X
1.6 Discuss how different organizational levels and types of activities affect managers' performance.			X	X		X	X	X	X		X		X		X			X		X																X
1.7 Describe the three skills used by managers.			X	X		X	X	X	X		X		X		X			X		X																X

2.1 Understand that the development of management thought has been a slow, evolutionary process.			X	X		X	X	X	X		X		X	X		X								X			X
2.2 Describe the early beginnings of management knowledge.			X	X		X	X	X	X		X		X	X		X									X		X
2.3 Explain the basis and characteristics of the classical approaches, the reasons for using them, and the reasons for their decline in popularity.			X	X		X	X	X	X		X		X	X		X									X		X
2.4 Explain the basis and characteristics of the behavioral approaches, the reasons for using them, and the reasons for their decline in popularity.			X	X		X	X	X	X		X		X	X		X									X		X
2.5 Discuss the development and uses of the management science approach.			X	X		X	X	X	X		X		X	X		X									X		X
2.6 Discuss the origin and applications of the systems approach.			X	X		X	X	X	X		X		X	X		X									X		X
2.7 Discuss how Deming's emphasis on total quality management (TQM) has affected management thought.			X	X		X	X	X	X		X		X	X		X									X		X
2.8 Explain why the contingency approach is useful to the study of management.			X	X		X	X	X	X		X		X	X		X									X		X
2.9 Describe some of the changes occurring in the environment that affect management.			X	X		X	X	X	X		X		X	X		X									X		X
3.1 Discuss the systems view of organization.			X	X		X	X	X	X		X		X	X		X									X		X
3.2 Distinguish the general, task, and internal environments of an organization.			X	X		X	X	X	X		X		X	X		X									X		X
3.3 Explain the complexity/change environmental matrix.			X	X		X	X	X	X		X		X	X		X									X		X
3.4 Identify the important factors in the organization's task environment.			X	X		X	X	X	X		X		X	X		X									X		X

3.5 Explain some of the actions organizations can take to help manage their external environment.			X	X		X	X	X	X		X		X	X		X												X			X	
3.6 Discuss the concept of boundary-spanning roles within an organization.			X	X		X	X	X	X		X		X	X		X													X			X
3.7 Identify the important elements of organizational culture.			X	X		X	X	X	X		X		X	X		X													X			X
4.1 Describe the perspective of the world as one vast market.			X	X		X	X	X	X		X		X	X		X													X			X
4.2 Discuss the importance of global operations, including their changing nature.			X	X		X	X	X	X		X		X	X		X													X			X
4.3 Explain some of the opportunities and risks involved in global operations.			X	X		X	X	X	X		X		X	X		X													X			X
4.4 Describe the levels at which global operations occur.			X	X		X	X	X	X		X		X	X		X													X			X
4.5 Discuss how global managers differ in performing management functions, as compared to other managers.			X	X		X	X	X	X		X		X	X		X													X			X
4.6 Explain some of the problems involved in staffing global operations, such as human resources and personnel training.			X	X		X	X	X	X		X		X	X		X													X			X
4.7 Describe the major factors leading to managerial effectiveness in global operations.			X	X		X	X	X	X		X		X	X		X													X			X
4.8 Identify criteria for selecting managers for global operations.			X	X		X	X	X	X		X		X	X		X													X			X
4.9 Explain the motivational factors influencing a person's decision to accept or reject a foreign assignment.			X	X		X	X	X	X		X		X	X		X													X			X
5.1 Explain the need for social responsibility.			X	X		X	X	X	X		X		X	X		X													X			X
5.2 Explain the need to balance social responsibility and profits.			X	X		X	X	X	X		X		X	X		X													X			X
5.3 Discuss how the concept of social responsibility has evolved.			X	X		X	X	X	X		X		X	X		X													X			X

5.4 Describe what types of action plans are needed to fulfill management's social responsibility.			X	X		X	X	X	X		X		X	X		X										X		X	
5.5 Describe what ethics are and discuss some aspects of management in which they are involved.			X	X		X	X	X	X		X		X	X		X											X		X
5.6 Discuss how ethical standards can be developed and maintained.			X	X		X	X	X	X		X		X	X		X											X		X
6.1 Define decision making			X	X		X	X	X	X		X		X	X		X											X		X
6.2 Distinguish between programmed and nonprogrammed decisions.			X	X		X	X	X	X		X		X	X		X											X		X
6.3 Identify the steps in the decision-making process			X	X		X	X	X	X		X		X	X		X											X		X
6.4 Explain what variables help determine the extent to which a manager should involve subordinates in the decision-making process.			X	X		X	X	X	X		X		X	X		X											X		X
6.5 Describe the concept of synergy and the processes of creative problem solving.			X	X		X	X	X	X		X		X	X		X											X		X
7.1 Explain what planning is and give some reasons for doing it.			X	X		X	X	X	X		X		X	X		X											X		X
7.2 Show how the time factor and management levels affect planning.			X	X		X	X	X	X		X		X	X		X											X		X
7.3 Define strategic planning.			X	X		X	X	X	X		X		X	X		X											X		X
7.4 Explain what an organization's mission is.			X	X		X	X	X	X		X		X	X		X											X		X
7.5 Identify generic and master strategies.			X	X		X	X	X	X		X		X	X		X											X		X
7.6 Define operational planning.			X	X		X	X	X	X		X		X	X		X											X		X
7.7 Explain management by objectives (MBO) and describe the steps involved.			X	X		X	X	X	X		X		X	X		X											X		X
7.8 Differentiate between and give examples of standing and single-use plans.			X	X		X	X	X	X		X		X	X		X											X		X
8.1 Define and explain basic concepts of organization.			X	X		X	X	X	X		X		X	X		X											X		X

8.2 Describe the different types of organizations.			X	X		X	X	X	X		X		X		X							X			X	
8.3 Explain the variables in determining the span of management.			X	X		X	X	X	X		X		X		X									X		X
8.4 Explain the role of delegation, what it is, and how it is done.			X	X		X	X	X	X		X		X		X									X		X
8.5 Discuss some reasons for managers' reluctance to delegate authority, and explain why employees may not accept delegation.			X	X		X	X	X	X		X		X		X									X		X
8.6 Explain the role and sources of authority.			X	X		X	X	X	X		X		X		X									X		X
8.7 Describe what power is, where it comes from, and how it can be used most effectively.			X	X		X	X	X	X		X		X		X									X		X
8.8 Describe responsibility and accountability and explain why they cannot be delegated.			X	X		X	X	X	X		X		X		X									X		X
8.9 Discuss the rationale for companies engaging in downsizing, and appraise the pros and cons of the strategy.			X	X		X	X	X	X		X		X		X									X		X
8.10 Define the concept of reengineering and discuss how it can improve organizational efficiency and effectiveness.			X	X		X	X	X	X		X		X		X									X		X
9.1 Explain the dominant role played by human resources in today's organizations.			X	X		X	X	X	X		X		X		X									X		X
9.2 Discuss the growing diversity of human resources, especially the growing reliance on women and minorities.			X	X		X	X	X	X		X		X		X									X		X
9.3 Describe some of the more important laws providing equal employment opportunity for diverse groups.			X	X		X	X	X	X		X		X		X									X		X
9.4 Discuss the importance of planning human resource needs and explain how to do so.			X	X		X	X	X	X		X		X		X									X		X
9.5 Describe the most effective procedure for recruiting and selecting employees.			X	X		X	X	X	X		X		X		X									X		X

9.6 Discuss the need for and some methods of training and developing employees.			X	X		X	X	X	X	X		X	X		X									X			X	
9.7 Explain the role of employee appraisals.			X	X		X	X	X	X	X		X	X		X										X			X
9.8 Describe some compensation problems, especially the growing role of employee benefits.			X	X		X	X	X	X	X		X	X		X										X			X
9.9 Discuss how employee health and safety can be maintained.			X	X		X	X	X	X	X		X	X		X										X			X
9.10 Explain how industrial relations can be handled effectively.			X	X		X	X	X	X	X		X	X		X										X			X
10.1 Recognize the important role communication plays in practicing management.			X	X		X	X	X	X	X		X	X		X										X			X
10.2 Identify the four basic flows of formal organizational communication.			X	X		X	X	X	X	X		X	X		X										X			X
10.3 State the purpose served by informal communication.			X	X		X	X	X	X	X		X	X		X										X			X
10.4 Describe the major elements in a communication model.			X	X		X	X	X	X	X		X	X		X										X			X
10.5 Describe the main types of nonverbal communication.			X	X		X	X	X	X	X		X	X		X										X			X
10.6 Explain some of the new technological developments that permit managers to communicate electronically.			X	X		X	X	X	X	X		X	X		X										X			X
10.7 Show how certain organizational and interpersonal factors act as barriers to effective communication.			X	X		X	X	X	X	X		X	X		X										X			X
10.8 Discuss how feedback and effective listening help communication effectiveness.			X	X		X	X	X	X	X		X	X		X										X			X
11.1 State the purposes of motivation in organizations.			X	X		X	X	X	X	X		X	X		X										X			X
11.2 Discuss why the study of motivation is important.			X	X		X	X	X	X	X		X	X		X										X			X
11.3 Describe how human behavior affects motivation.			X	X		X	X	X	X	X		X	X		X										X			X

11.4 Explain how some popular theories of motivation operate.			X	X		X	X	X	X		X		X		X							X		X
11.5 Recognize that money is involved in many aspects of motivation.			X	X		X	X	X	X		X		X		X							X		X
11.6 Understand that motivation is more than mere techniques; it is a philosophy with ethical implications.			X	X		X	X	X	X		X		X		X							X		X
11.7 Understand what motivation strategies are important in today's business environment.			X	X		X	X	X	X		X		X		X							X		X
12.1 Define what leadership is.			X	X		X	X	X	X		X		X		X							X		X
12.2 Explain some of the traitist ideas about leadership.			X	X		X	X	X	X		X		X		X							X		X
12.3 Explain what the behavioral approach to leadership is and discuss some of the more popular theories.			X	X		X	X	X	X		X		X		X							X		X
12.4 Describe the contingency-situational approach.			X	X		X	X	X	X		X		X		X							X		X
12.5 Present a logical argument in favor of an ideal leadership style and the contingency-situational approach to leadership.			X	X		X	X	X	X		X		X		X							X		X
12.6 Present some insights into diagnosing the proper leadership style to use in various situations.			X	X		X	X	X	X		X		X		X							X		X
12.7 Compare and contrast transformational leadership with transactional leadership.			X	X		X	X	X	X		X		X		X							X		X
13.1 Appreciate the impact of change and development on individuals and organizations.			X	X		X	X	X	X		X		X		X							X		X
13.2 Describe some ways to cope with and manage the changes that inevitably occur in organizations.			X	X		X	X	X	X		X		X		X							X		X
13.3 Define organization development, name its objectives, and show how the process works.			X	X		X	X	X	X		X		X		X							X		X
13.4 Discuss how to manage conflict.			X	X		X	X	X	X		X		X		X							X		X

13.5 Discuss ways of dealing with stress.		X	X		X	X	X	X		X		X		X		X								X		X
14.1 Define a group and identify the types of groups.		X	X		X	X	X	X		X		X		X		X								X		X
14.2 Identify the stages of group development.		X	X		X	X	X	X		X		X		X		X								X		X
14.3 Compare the advantages and limitations of groups.		X	X		X	X	X	X		X		X		X		X								X		X
14.4 Describe the variables that determine a group's effectiveness.		X	X		X	X	X	X		X		X		X		X								X		X
14.5 Explain what is involved in implementing successful total quality management and partnering programs.		X	X		X	X	X	X		X		X		X		X								X		X
14.6 Describe the role of self-managing work teams.		X	X		X	X	X	X		X		X		X		X								X		X
14.7 Explain how to manage work groups.		X	X		X	X	X	X		X		X		X		X								X		X
15.1 Explain what management control is.		X	X		X	X	X	X		X		X		X		X								X		X
15.2 Identify and describe the steps in the control process.		X	X		X	X	X	X		X		X		X		X								X		X
15.3 Explain the relationship between controlling and the other management functions.		X	X		X	X	X	X		X		X		X		X								X		X
15.4 Describe the characteristics of effective control systems.		X	X		X	X	X	X		X		X		X		X								X		X
15.5 Discuss the more popular control techniques.		X	X		X	X	X	X		X		X		X		X								X		X
15.6 Explain the need for information management and describe the more popular information technologies.		X	X		X	X	X	X		X		X		X		X								X		X
15.7 Define a business information system and explain how it operates.		X	X		X	X	X	X		X		X		X		X								X		X
16.1 Discuss the rewards and challenges of being an entrepreneur.		X	X		X	X	X	X		X		X		X		X								X		X

16.2 Describe how to become an entrepreneur.			X	X		X	X	X	X		X			X		X									X			X	
16.3 Discuss some of the unique problems of managing human resources in a small business.			X	X		X	X	X	X		X			X		X											X		X
16.4 Debate the relationships between government assistance to, and regulation of, small businesses.			X	X		X	X	X	X		X			X		X											X		X
16.5 Explain the growing trend toward family-owned businesses.			X	X		X	X	X	X		X			X		X											X		X
16.6 Discuss the need for tax and estate planning.			X	X		X	X	X	X		X			X		X											X		X
17.1 Discuss the outlook for jobs in the management field.			X	X		X	X	X	X		X			X		X											X		X
17.2 Describe the characteristics of successful managers.			X	X		X	X	X	X		X			X		X											X		X
17.3 Explain how companies identify managerial talent in nonmanagerial employees.			X	X		X	X	X	X		X			X		X											X		X
17.4 Describe the four career stages through which individual's progress.			X	X		X	X	X	X		X			X		X											X		X
17.5 Relate some problems encountered by individuals in their first management positions.			X	X		X	X	X	X		X			X		X											X		X
17.6 Explain how organizations help individuals in their career development.			X	X		X	X	X	X		X			X		X											X		X