

# BADM-1122: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

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## Cuyahoga Community College

**Viewing: BADM-1122 : Principles of Management and Organizational Behavior**

**Board of Trustees:**

October 2022

**Academic Term:**

Fall 2023

**Subject Code**

BADM - Business Administration

**Course Number:**

1122

**Title:**

Principles of Management and Organizational Behavior

**Catalog Description:**

Introduction to management and organizational behavior principles, concepts, and skills employed in operation of a business organization. Emphasis on the planning, organizing, leading, controlling and decision making. Also includes organizational structures, organizational communication, and organizational performance.

**Credit Hour(s):**

3

**Lecture Hour(s):**

3

## Requisites

**Prerequisite and Corequisite**

BADM-1020 Introduction to Business or departmental approval: previous coursework and/or experience.

## Outcomes

**Course Outcome(s):**

Utilize interpersonal communication and conflict management effectively in a diverse organizational setting.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

1. Identify the components of effective interpersonal communications.
2. Demonstrate techniques for effective interpersonal and organizational communications.
3. Discuss formal and informal communication process.
4. Identify barriers to effective communication and discuss methods to overcome barriers.
5. Discuss appropriate conflict management techniques.
6. Explain individual and group decision making processes for managers and organizations.
7. Explain different communication styles.
8. Explain perception differences, errors and attributions.
9. Explain different personalities and how emotional intelligence is used with different personality types.

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**Course Outcome(s):**

Analyze how teams and groups act as supportive functions within organizational structures.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

1. Discuss the advantages and disadvantages of working in teams.
2. Differentiate between group development vs. team development and how they operate within an organization.
3. Discuss the stages of team development and the dynamics and challenges of working in groups and teams.
4. Discuss team communication, the challenges of working in teams and concepts in team development and building.
5. Summarize rational decision making models, Intuitive decision making models, and evidence based decisions.
6. Identify the role of personal values and describe how these values impact organizational values and ethical behavior.
7. Discuss the importance of individual and team goal setting and decision making.

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**Course Outcome(s):**

Identify fundamental concepts and principles for managing organizations and employees.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

- a. Discuss job modification theories.
- b. Identify contributing factors of historical perspectives, management theories, models, and practices.
- c. Describe the staffing functions including recruiting, interviewing, and employee/labor relations.
- d. Summarize variables that impact management philosophy.
- e. Develop benchmarks and organizational control mechanisms.
- f. Explain the roles of leaders and managers, including management levels and disciplines.
- g. Identify management challenges and concepts to overcome challenges.
- h. Discuss themes across management including diversity, globalization, and ethics.
- i. Demonstrate ability to create a strengths, weaknesses, opportunities and threats (SWOT) analysis and various planning tools.
- j. Discuss various decision-making tools, including biases and traps.

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**Course Outcome(s):**

Utilize an effective leadership style to contribute to organizational success and aid in the development of a positive organizational culture.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

1. Explain the factors that contribute to effective leadership and the leader's role in shaping organizational culture.
2. Explain the importance of understanding organizational culture and diversity.
3. Describe various leadership styles and behaviors including transactional and transformational.
4. Discuss the importance of power and influence.
5. Explain the need to utilize empowerment as an effective leader.
6. Explain an ethical culture and how to maintain, establish ethical cultures.
7. Define the levels and functions of culture.
8. Develop organizational strategies and values.

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**Course Outcome(s):**

Define motivational theories and apply the theories to human motivation, positive reinforcement, and organizational performance.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

1. Develop skills to manage work-related stress.
2. Practice motivational techniques based on key theories of motivation.
3. Describe human motivation.
4. Demonstrate the practice and administration of positive reinforcement.
5. Demonstrate the use of constructive feedback.
6. Describe the interrelationship of job performance and morale.
8. Discuss the importance of understanding culture and diversity both in the work place and the global environment.

**Course Outcome(s):**

Analyze models of change management and the forces driving changes in organizations used as organizational control mechanisms

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

1. Explain modes and models of change management resulting in organizational improvements.
2. Identify forces driving change in organizations.
3. Discuss strategies for overcoming resistance to change.
4. Explain the challenges of organizational change agents.
5. Discuss employee privacy issues.
6. Discuss organizational design concepts including contingency factors.
7. Explain the learning organization.
8. Discuss fostering innovation in organizations.

**Methods of Evaluation:**

1. Examinations
2. Case problems, oral and/or written
3. Quizzes
4. Simulation games
5. Research assignments

**Course Content Outline:**

- a. Introduction to the Evolution of Management
  - i. History of Management Theories (Classical, Behavioral, Theory Z, etc.)
  - ii. Legal and Regulatory Environment (EEOC, OSHA, etc)
  - iii. Organizational Culture, Ethics and Values
  - iv. Organizational Goals and Benchmarks
  - v. Global Competition
- b. Planning
  - i. Developing Goals and Objectives
  - ii. Strategic, Tactical, Operational and Contingency Plans
  - iii. Planning Tools (SWOT analysis, SMART implementation, Surveys, etc.)
  - iv. Decision Making Process (Breakeven-analysis, Fishbone Diagram, PERT, etc.)
  - v. Establishing Standards of Performance
  - vi. Identifying individual performance goals
  - vii. Developing organizational goals and benchmarks
  - viii. Individual and organizational development assessments and techniques
  - ix. Organizational development: mentoring, training and skill enhancement
  - x. Employee morale and organizational performance
- c. Organizing
  - i. Centralized vs. Decentralized Structures
  - ii. Staffing Functions (Recruiting, Developing, Employee / Labor Relations, etc.)
  - iii. Job Modification Theories (Enrichment, Enlargement, Rotation, etc.)
  - iv. Global and international structures
  - v. Types of organizational structure: complex structures, organic structures, mechanistic structures

- vi. Organizational Communication
- vii. Formal and informal communication processes
- viii. Barriers to effective communication
- ix. Effective communication methods
- x. Individual and organizational ethics and values
- xi. Global awareness and diversity in the organization
- xii. Emotional intelligence
- xiii. Learning styles of individuals
- xiv. Group dynamics
- xv. Conflict management
- xvi. Stress management
- xvii. Job motivation
- xviii. Emotional Intelligence
- xix. Personalities
- xx. Perceptual differences
- xxi. Attribution Error
- xxii. Individual motivation
- xxiii. Team motivation
- xxiv. Consequences of job dissatisfaction
- xxv. Applications of motivational theories
- xxvi. Decision-making models and theories
  - 1. Rational decision making
  - 2. Intuitive decision making
  - 3. Evidenced-based decision making
  - 4. Individual decision making
  - 5. group decision making
- d. Leading
  - i. Leadership Styles and Behaviors
  - ii. Roles of Leaders and Managers
  - iii. Management challenges
  - iv. Team effectiveness
  - v. Stages of team development
  - vi. Team decision making approaches
  - vii. Team dynamics and challenges
  - viii. Making Individual and group decisions
  - ix. Management diversity, ethics and globalization
  - x. Employee Motivational Theories (Equity, Expectancy, Hygiene Factors, etc.)
  - xi. Managing Stakeholder Relationships (Suppliers, Customers, Employees, etc).
  - xii. Leadership Assessment Instruments
  - xiii. Power and Influence of the Leader
  - xiv. Developing Leadership Skills
  - xv. Leading and Implementing Organizational Change
  - xvi. Empowerment
  - xvii. Individual and Organizational Ethics and Values
- e. Controlling
  - i. Financial Controls (Budgets, Ratios, Audits, etc.)
  - ii. Operational Controls (Scheduling, TQM, System Analysis, etc.)
  - iii. Measuring, Evaluating and Organizational Performance
  - iv. Critical components for Quality and Efficiency
- f. Organizational Change Management Strategies and the Global Environment
  - i. Need for Organizational Change
  - ii. Establishing, changing and maintaining culture
  - iii. Internal and External Forces that Necessitate Organizational Change
  - iv. Strategies for Overcoming Resistance Change
  - v. Models that Support Organizational Change
  - vi. Employee Privacy Issues

## Resources

Angelo Kinicki and Brian Williams. *Management, A Practical Approach*. 10th ed. New York, NY: McGraw-Hill, 2022.

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Fred David. *Strategic Management*. 17th ed. New York, NY: Pearson, 2019.

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Schermerhorn. *Management*. 15th ed. Hoboken, NJ: Wiley Publishers, 2022.

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Mitchell Adrian. "Determining the Skills Gap for New Hires in Management: Student Perceptions vs Employer Expectations" 5. 2017-06-12 22:00:00.0.

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## Instructional Services

### OAN Number:

Transfer Assurance Guide OBU012

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