

Asbury College

Management Principles

Student Guide

ACHIEVE

Degree Completion Program



knowledge elements
educational products

(KEEP)

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COURSE DESCRIPTION

A study of the five parts of managing organizations—planning, organizing, staffing, leading, and controlling/evaluating—with the study of principles for application to both not-for-profit and for-profit organizations with references to Scripture.

LEARNING OUTCOMES

The student will:

1. Demonstrate a knowledge of what the field of management and supervision includes and how principles can guide the actions of managers and supervisors.
2. Explain how Christian faith is integrated into the practice of effective management through knowledge and application of the Holy Bible to managing activities.
3. Describe the need for planning in organizations and how each manager or supervisor can implement planning.
4. Communicate the various ways in which organizations can be structured internally and externally to implement their mission statement.
5. Share the alternatives regarding staffing in organizations and how relationships with individuals are essential to organizational success.
6. Describe the need for leadership at all levels in organizations and how each manager and supervisor has a leadership opportunity.
7. Define leadership through orchestrating the accomplishment of organizational mission and specific goals.
8. Explain the need for control and evaluation in organizations to ensure that the mission is implemented.
9. Summarize how the Bible provides principles and practices for the manager to follow.
10. Describe the external environment in which organizations function.
11. Explain how organizational culture is created by and affects the functions of organizations.
12. Report on the global nature and implications for management.
13. Verbalize the unique role that teams and groups play in the workplace.
14. Explain how people in organizations can work together effectively while addressing conflict, politics and change.
15. State the difference between problems and opportunities in organizations.
16. Describe the impact of ethical behavior in the workplace.

17. Communicate how to manage information systems and technology to maximize their involvement in reaching organizational mission.

TEXTS AND MATERIALS

Required Texts:

Drucker, Peter F. *Managing the Non-Profit Organization*. New York, NY: Collins, an imprint of HarperCollins Publishers, 1992, republished 2005. ISBN-10: 0-06-085114-7; ISBN-13: 978-0-06-085114-9.

Jones, Gareth R., and Jennifer M. George. *Contemporary Management*. Fifth Edition. New York, NY: The McGraw-Hill Companies, Inc., 2008. ISBN-13: 978-0-07-353022-2.

Mulford, John, and Bruce Winston. *The Word on Management*. Second Edition. Franklin, TN: JKO Publishing, 1996. ISBN 0-9645014-2-2.

Course Pack (2008). *Management Principles*. Franklin, TN: knowledge elements, inc. Reference Number MGT01B-01.

Required Materials: In addition to the texts, these materials should be purchased by the students from the Asbury College Bookstore and placed in the Student Guide:

Harvard Business Review, published by Harvard Business School Publishing Corporation (Boston, MA):

1. "Management Time—Who's Got the Monkey?" by William Oncken, Jr. and Donald L. Wass. November-December 1999, Reprint #99609.
2. "The Five Minds of a Manager" by Jonathan Gosling and Henry Mintzberg. November 2003, Reprint #RO311C.

Supplementary Bibliography (purchase not necessary):

Abrams, John. *The Company We Keep: Reinventing Small Business for People, Community, and Place*. Chelsea Green Publishing Co., 2006. ISBN-13: 978-1-933392-19-6.

Adams, Scott. *The Dilbert Principle*. HarperBusiness, 1996. ISBN-10: 0-88730-787-6.

Barker, Joel Arthur. *Paradigms: The Business of Discovering the Future*. HarperCollins, 1993. ISBN-10: 0-88730-647-0.

Barner, Robert W. *Crossing the Minefield*. Amacom, 1994. ISBN-10: 0-8144-0241-0.

Beckwith, Harry. *Selling the Invisible: A Field Guide to Modern Marketing*. Second Edition. Texere, 2001. ISBN-13: 1587990663.

Biehl, Bobb. *Stop Setting Goals If You Would Rather Solve Problems*. Random House, 1995. ISBN-10: 0-345-39566-2.

Clinton, Bill. *My Life*. Alfred A. Knopf, 2004. ISBN-10: 0-375-41457-6.

Collins, Jim. *Good to Great*. Collins, 2001. ISBN-13: 978-0-06-662099-2.

- Drucker, Peter F. *Management Challenges for the 21st Century*. Collins, 2001. ISBN-13: 978-0-88-730999-1.
- Duncan, Todd. *The Power to Be Your Best*. W Publishing Group, 2004. ISBN-13: 0849991073.
- Gates, Bill. *Business @ The Speed of Thought*. Warner Books, 1999. ISBN-10: 0-446-52568-5.
- George, Bill. *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*. Jossey-Bass, 2004. ISBN-13: 978-0-7879-7528-9.
- George, Bill, and Peter Sims. *True North: Discover Your Authentic Leadership*. Jossey-Bass, 2007. ISBN-13: 978-0-7879-8751-0.
- Giuliani, Rudolph W. *Leadership*. Miramax Books, 2005. ISBN-13: 978-1401359287.
- Grove, Andrew S. *High Output Management*. Random House, 1983. ISBN-10: 0-394-53234-1.
- Heller, Robert. *The Business of Business*. Harcourt Brace Jovanovich Publishers, 1981. ISBN-10: 0-15-114982-8.
- Hunt, Carle M., Kenneth W. Oosting, Robert Stevens, David Loudon, R. Henry Migliori. *Strategic Planning for Private Higher Education*. The Haworth Press, 1997. ISBN-13: 978-0789000989.
- Katzenbach, Jon R., and Douglas K. Smith. *The Wisdom of Teams*. Reprint Edition. Collins, 2003. ISBN-13: 978-0-06-052200-1.
- Kengor, Paul. *God and Ronald Reagan*. HarperCollins, 2004. ISBN-10: 0-06-057141-1.
- Kiam, Victor. *Going For It!* William Morrow and Co., 1986. ISBN-10: 0-688-06060-9.
- Kutler, Stanley I. *Abuse of Power*. Simon & Schuster, Inc., 1997. ISBN-10: 0-684-84127-4.
- Landry, Tom, with Gregg Lewis. *Tom Landry: An Autobiography*. HarperCollins, 1990. ISBN-10: 0-310-52910-7.
- Lencioni, Patrick. *The Five Temptations of a CEO*. Jossey-Bass Inc., 1998. ISBN-10: 0-7879-4433-5.
- Lencioni, Patrick. *The Four Obsessions of an Extraordinary Executive: A Leadership Fable*. Jossey-Bass Inc., 2000. ISBN-13: 978-0-787905403-1.
- Mackay, Harvey B. *Pushing the Envelope All the Way to the Top*. Ballantine Books, 2000. ISBN-13: 978-0449006696.
- Mackay, Harvey B. *Swim with the Sharks Without Being Eaten Alive*. Reprint Edition. HarperBusiness, 2005. ISBN-13: 978-0-06074-281-2.

- Mansfield, Stephen. *The Faith of George W. Bush*. Charisma House, 2003. ISBN-10: 1-59185-242-0.
- Moore, Geoffrey A. *Living On the Fault Line*. HarperBusiness, 2000. ISBN-10: 0-88730-888-0.
- Morris, Tom. *If Aristotle Ran General Motors*. Henry Holt & Co., 1997. ISBN-10: 0-8050-5252-6.
- Nanus, Burt, and Stephen M. Dobbs. *Leaders Who Make a Difference*. Jossey-Bass, 1999. ISBN-13: 978-0-7879-4665-4.
- Pfeffer, Jeffrey. *Managing With Power*. Harvard Business School Press, 1992. ISBN: 0-87534-314-X.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. Revised Edition. Currency, published by Doubleday, 2006. ISBN-13: 978-0-385-51725-6.
- Senge, Peter M., Art Kleiner, Charlotte Roberts, George Roth, Rick Ross, and Bryan Smith. *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*. Currency, published by Doubleday, 1999. ISBN-13: 978-0-385-49322-2.
- Shapley, Deborah. *Promise and Power: The Life and Times of Robert McNamara*. Little Brown & Co., 1993. ISBN-10: 0-316-78280-7.
- Swindoll, Charles R. *Hand Me Another Brick*. Revised Edition. Thomas Nelson, 2007. ISBN-13: 978-0849914607.
- Sylvester, James L. *401 Questions Every Entrepreneur Should Ask*. Career Press, 2006. ISBN-13: 978-156414-901-5.
- Tarrant, John J. *Drucker: The Man Who Invented the Corporate Society*. Cahners Books, Inc., 1976. ISBN-13: 978-0-8436-0744-4.
- Thomas, Dan. *Business Sense: Exercising Management's Five Freedoms*. The Free Press, 1993. ISBN-10: 0-02-932444-0.
- Tichy, Noel M. *The Leadership Engine*. Reprint Edition. Collins, 2002. ISBN-13: 978-0-88-730931-1
- Toogood, Granville N. *The Articulate Executive*. McGraw-Hill, Inc., 1997. ISBN-13: 978-0-07-065338-2.
- Trump, Donald J., with Charles Leerhsen. *Trump: Surviving at the Top*. Random House, 1990. ISBN-10: 0-394-57597-0.
- Turner, Marcia Layton. *The Unofficial Guide to Starting a Small Business*. Second Edition. Wiley, 2004. ISBN-13: 978-0764572852.

Waghorn, Terry and Ken Blanchard. *Mission Possible: Becoming a World-Class Organization While There's Still Time*. McGraw-Hill, 1997. ISBN-13: 978-0-07-005940-5.

Wunderman, Lester. *Being Direct: Making Advertising Pay*. Direct Marketing Association, Inc. 2004. ISBN-13: 978-1931361439.

STUDENT EVALUATION

Students in this accelerated course will be evaluated by the College's grading system as explained in the College Catalog. Refer to the Student Handbook or College Catalog for additional details on the grading system. The criteria for grading in this course will be as follows:

1. (20%) Completion of assigned written exercises and reading (see Student Assignments pages for exact assignments).
2. (20%) Participation in class discussion and group activities. The criteria will be the quality and quantity of the contribution to the group.
3. (50%) Final Paper—Refer to the next page for instructions on how the Final Paper is to be prepared. The Final Paper will be due one week after the final class period delivered to the College, sent by e-mail, or postmarked on that date. Turning in the Final Paper late will result in a penalty on the grade for the Final Paper.
4. (10%) Quality of comments, insight and extent of learning as reflected in the student's journal. The student is required to write in the journal at the close of each class session and may add to it at other times such as after reading an assignment or completing an exercise. The journal is to be handed in with the Final Paper.

Attendance: Any class missed must be made up. The student is obligated to contact the instructor to make suitable arrangements in case of any absence or tardiness. Unexcused absences and absences not made up will adversely affect the student's grade.

Late Work Or Work Not Handed In: Any written exercise or the Final Paper handed in after 6 p.m. on the due date will result in a reduction of the grade for that item. Any item not turned in will result in an "F" for that item and a reduction in grade for the course.

FINAL PAPER

Each student must complete a Final Paper. Students may use any material in developing the Final Paper, but every word (unless expressly quoted with appropriate credits given) must be that of the student submitting the paper. Any use of material written by another person without credit given will be considered plagiarism; this will result in at least an "F" for the Final Paper.

Students are encouraged to take notes on how they will respond to the Final Paper as they progress through the course. This includes making notations in their class notes or in their journals. The journal is intended to be a major help in producing the Final Paper. As a result, it is important that journal writing be taken seriously. In addition, the journal itself constitutes a part of the student's grade for the course.

The Final Paper is to be submitted in typewritten, double-spaced form on one side only of 8½" x 11" white paper. A cover sheet should clearly indicate the student's name, course name, instructor's name and the date submitted. The Final Paper will be due one week after the final class period.

This Final Paper needs to respond to the following specific questions:

1. What are the keys to effective planning in organizations? Discuss how these keys were (or are) used by you in an organization with which you have been associated.
2. Explain at least five areas in which a Christian could apply his/her faith in action as a manager or supervisor. Give examples for each of the areas (minimum of 5) that you have used.
3. Where do you fit as a leader in an organization with which you are currently associated? Describe the circumstances under which you would have the potential for further leadership. Do you have the gift of leadership? Why or why not? If you are not in a current leadership role, as a Christian what style would you take to be an effective leader?
4. What are ten of your most significant values which you feel help you to be an effective Christian manager? Explain why each is important.
5. Identify and explain at least three principles from the Drucker book, *Managing the Non-Profit Organization*. Give examples of application.

COURSE OVERVIEW

This accelerated course, focusing upon principles of management and supervision, is intended to give you an idea of what the field of management and supervision is about, how principles governing behavior in this field can be applied to a number of situations, what effective management of organizations includes and how you can be a more effective manager. The focus is to pull together what the adult student knows about management from experience and perspective, along with knowledge and perspective from the previous courses, into a more comprehensive view of management and supervision.

You are encouraged to read the Learning Outcomes carefully to determine the specific areas in which this course is intended to work for you. Each of the activities which follow over the next five weeks is intended to provide a means by which one or more of the Learning Outcomes is realized.

Because you are attending a Christian college, we have taken the approach in teaching management and supervision principles that there is a close relationship between Christian faith and how one should manage and supervise. Much of this is in how we regard the individual, but it also relates to stewardship of resources entrusted to us and how we emerge when given leadership opportunities.

An interesting development continues to unfold. While organizations have largely relied upon technological advances and capital investments for significant gains in productivity, such advances have largely leveled off for a number of reasons. Interest rates have had an impact on the rate of return formulas associated with capital investment, and technology has dramatically changed due to the advent of the microprocessor and robotics. These factors, combined with a significantly more highly educated workforce, have resulted in increased emphasis upon productivity gains through the more effective utilization of the human resources involved in organizations. Thus, the managerial perspective of the importance and value of people is changing. As this perspective continues to change, organizations and society will also change. This course should assist you in understanding this period of transition and should acquaint you with the emerging views of management based upon an affirmation of the value of people.

Due to your interest in management and supervision, we think you will find the issues in this course challenging. As you make notes in your journal at the end of each class, it is hoped that you will discover many ways in which you will be able to be an even more effective manager or supervisor.

LOGISTICS CHART

Hour	Week 1	Week 2	Week 3	Week 4	Week 5
1	Introduction to the Course The Five Areas of Management A Framework for Management	Organizational Planning Values, Attitudes and Culture	Got a Moment, Pastor? Decision Making	Management Concepts in the Bible Human Motivation	Controlling Performance Managing Information Systems Problem vs. Opportunity
2	(continued) The Bible and Business Break	(continued) The Ten Commandments and Business Implications for Christian Workers	(continued) The Human Resource Function His Best Pitch	Groups and Teams in the Workplace People and Relationships Break	(continued) Customer Relations Leadership in Business Break
3	The Non-profit Mission Organizational Environment	Break From Mission to Performance Managing Organizational Structures	Break Managing for Performance The Bible and Interpersonal Relations	He Couldn't Call It Quits Leading Organizations	Developing Yourself Leadership in the Bible Organizational Learning and Entrepreneurship
4	The Global Environment Working Ethically Managing by the Good Book Journal Entry	(continued) Biblical View of Work Journal Entry	(continued) Diversity in the Workplace Management Time/ Delegation Journal Entry	The Five Minds of a Manager Organizational Conflict and Change Journal Entry	(continued) What Is Ethical in the Work Setting? Journal Entry Course Evaluation

STUDENT ASSIGNMENTS

Note: All discussion/study questions are to be handed in at the beginning of the week in which they are assigned.

Week One

1. Read the Course Overview, Course Description, Learning Outcomes, Student Assignments and Final Paper sections in the Student Guide.
2. Read "The Five Areas of Management" and "Managing by the Good Book" in the Course Pack and prepare written responses to the following study questions:

"The Five Areas of Management"

1. What is the difference between a principle and a procedure?
2. In what ways is leadership an integral part of management?

"Managing by the Good Book"

Describe the management style of Truett Cathy.

3. Read Jones and George, Chapters 1, 2, 4 and 6, and prepare written responses to the following study questions:

Chapters 1 and 2

Complete one of the "Topics for Discussion and Action" at the end of each chapter.

Chapter 4

What, in your opinion, is the viewpoint of the authors on working ethically?

Chapter 6

1. What are the components of global environment?
 2. Explain why the ability to perceive, interpret, and respond appropriately to the global environment is crucial for managerial success.
4. Read Section I (pp. 1-10) in Mulford and Winston and prepare a written response to the following study question:

In a world in which we often feel we must borrow money (capital) in order to either start a business or take care of seasonal lows, what does the Bible direct us to do when we consider borrowing (debt)?

5. Read Drucker, Part One (pp. 3-49), and prepare a written response to the following study question:

Why does Drucker say mission comes before leadership?

6. If your workplace has a Code of Ethics, bring a copy to class.

Week Two

1. Read Jones and George, Chapters 3, 8 and 10, and prepare a written response for one of the "Topics for Discussion and Action" at the end of each chapter assigned.
2. Read Section II (pp. 11-14) and Section III (pp. 15-23) in Mulford and Winston and prepare written responses to the following study questions:

Section II

Choose one of the Scriptures listed relative to authority and describe how it relates to you and your work.

Section III

What is integrity and what does the Bible tell us about it?

3. Read "Applying the Ten Commandments to Your Business" in the Course Pack and prepare a written response to the following study question:

What "idols" might a manager select (in the context of this article) in carrying out the managerial role?

4. Read Drucker, Part Two (pp. 51-103), and prepare a written response to the following study question:

How does Drucker differentiate marketing from selling?

Week Three

1. Read "Got a Moment, Pastor?" and "His Best Pitch" in the Course Pack and prepare written responses to the following study questions:

"Got a Moment, Pastor?"

How should a pastor or other manager of an organization balance love and compassion of the moment with prioritized goals set for the day, week or month?

"His Best Pitch"

How should a small businessman plan to compete with major organizations with virtually unlimited resources?

2. Read Jones and George, Chapters 5, 7 (pp. 250-272 only) and 12, and prepare a written response for one of the "Topics for Discussion and Action" at the end of each chapter assigned. For Chapter 7, choose one that relates to the assigned section of reading.

3. Read Drucker, Part Three (pp. 105-142), and prepare a written response to the following study question:

What is the ultimate measurement of performance when an organization is non-profit according to Drucker?

4. Read Section IV (pp. 25-55) in Mulford and Winston and prepare a written response to the following study question:

Explain how you forgive others and how you also have been forgiven by citing at least two Scripture verses about forgiveness.

5. Read "Management Time—Who's Got the Monkey?" (Harvard Business Review reprint) in the Student Guide and prepare a written response to the following study question:

What is the symbolic reference to the monkey? What does the monkey represent?

Week Four

1. Read Section V (pp. 57-67) in Mulford and Winston and prepare a written response to the following study question:

In light of Proverbs 19:21, what does the Bible tell a corporation that is considering going through an elaborate strategic planning process?

2. Read Jones and George, Chapters 13, 14, 15 and 17, and prepare a written response for one of the "Topics for Discussion and Action" at the end of each chapter assigned.

3. Read Drucker, Part Four (pp. 143-185), and prepare a written response to the following study question:

What does Drucker see as the biggest difference between non-profits and for-profits and why?

4. Read "He Couldn't Call It Quits" in the Course Pack and the "The Five Minds of a Manager" (Harvard Business Review reprint) in the Student Guide and prepare written responses to the following study questions:

"He Couldn't Call It Quits"

What were the major factors that kept John Wiens in business rather than declaring bankruptcy?

"The Five Minds of a Manager"

What does the author mean by "a reflective mind-set"?

Week Five

1. Read Jones and George, Chapters 7 (pp. 273-287 only), 9, 11 and 18, and prepare written responses to the following study questions:

Chapter 7

Prepare a written response for one of the "Topics for Discussion and Action" at the end of Chapter 7 that relates to this section of reading.

Chapter 9

What is meant by the term *value chain*?

Chapters 11 and 18

Complete one of the "Topics for Discussion and Action" at the end of each chapter.

2. Read Drucker, Part Five (pp. 187-224), and prepare a written response to the following study question:

What does Drucker say is the first priority goal for an executive? Explain why he says this.

3. Read "Leadership in Business" and "The Difference Between a Problem and an Opportunity" in the Course Pack and prepare written responses to the following study questions:

"Leadership in Business"

What does Burkett feel that having a clear vision will do for an organization?

"The Difference Between a Problem and an Opportunity"

1. Why would the "negative thoughts" mentioned in this article tend to lead to negative reactions?
 2. What did Truett Cathy say about attitude?
4. Read Section VI (pp. 69-70) in Mulford and Winston. It is recommended that you review the Appendix. Prepare a written response to the following study question:

If we are told to be under God's will constantly, how can we be leaders?