

PMBA-8070 -- MANAGEMENT: THEORY & APPLICATION
STUDY GUIDE FOR PROFICIENCY EXAM

COURSE DESCRIPTION : A pre-program course that provides an introduction to the theory and practice of management. The management functions of planning, organizing, leading, and controlling provide an organizing framework for examining current management challenges (e.g., globalization, ethics, diversity, and multidimensional organizational structures).

SPECIFIC TOPICS:

- 1 Introduction, History, & Current Approaches
- 2 Managing in a Global Environment
- 3 Organizational Culture and Environment
- 4 Social Responsibility, Ethics and Diversity
- 5 Planning and Strategy
- 6 Organizational Design and Structure
- 7 Managerial Control

SUGGESTED READING: The student should select one text from the following list to prepare for the Proficiency Exam.

Daft, Richard. MANAGEMENT, 2010, 9th ed., South-Western (Cengage)
Chapters 1 – 7, 9, and 18

Schermerhorn, John. MANAGEMENT, 2010, 10th Ed., Wiley
Chapters 1 – 4, 7 – 9, and 17

Griffin, Ricky. MANAGEMENT, 2011, 10th Ed., South-Western (Cengage)
Chapters 1 – 5, 7, 8, 11, 12, and 20

TOPIC LEVEL LEARNING OBJECTIVES:

1. Introduction to Management

- Define management.
- Explain why efficiency and effectiveness are important to management.
- Compare the four functions of management, the three basic managerial roles, and the three essential managerial skills.
- Explain the major characteristics of an organization.
- Discuss why it's important to understand management.
- Explain the universality of management concept.

2. Historical and Current Approaches to Understanding Management

- Explain why studying management history is important.
- Describe the important contributions of the Classical approach.
- Explain the contributions of the Behavioral approach
- Discuss how the Systems approach helps us understand management.
- Explain the Contingency approach as applied to the study of management.

3. Managing in a Global Environment

- Contrast ethnocentric, polycentric, and geocentric attitudes towards global business.
- Describe the current status of the EU, NAFTA, ASEAN and WTO.
- Contrast multinational, multidomestic, global, and transnational organizations.
- Describe the different ways organizations can go international.
- Discuss how the global legal-political and economic environments affect managers.
- Explain Hofstede's five dimensions for assessing cultures.

4. Organizational Culture and Environment

- Identify the seven dimensions of organizational culture.
- Explain how a culture is formed and maintained.
- Compare the characteristics of an ethical culture, an innovative culture, and a customer-responsive culture.
- Explain why workplace spirituality seems to be an important concern.
- List the components of the specific and general environments.
- Explain the two dimensions of environmental uncertainty.
- Identify the most common organizational stakeholders.
- List the major steps in managing external stakeholder relationships.

5. Social Responsibility and Managerial Ethics

- Explain social obligation, social responsiveness and social responsibility.
- Define green management and explain how organizations can go green.
- Define ethics.
- Discuss the factors that influence whether a person behave ethically or unethically.
- Discuss specific ways managers can encourage ethical behavior.
- Explain the role of social entrepreneurs.
- Define Workforce Diversity
- Explain different approaches to managing diversity.

6. Foundations of Planning

- Define planning and explain its major functions.
- Define goals and describe different types of organizational goals.
- Identify and explain the different types of plans.
- Compare traditional goal setting and MBO.
- Describe well written goals and explain how to set them.
- Discuss the contingency factors that affect planning.

7. Strategic Management

- Define strategic management.
- Describe the major steps in the strategic management process.
- Define SWOT (strengths, weaknesses, opportunities, and threats).
- Describe the three major types of corporate strategies.
- Explain the BCG matrix and how it's used to manage corporate strategies.
- Describe the role of competitive advantage.
- Explain Porter's five forces model.
- Discuss strategies organizations might use to become more innovative and customer-oriented.

8. Organizational Design and Structure

- Discuss the traditional and contemporary views of work specialization, chain of command, and span of control.
- Describe each of the five forms of departmentalization.
- Differentiate, authority, responsibility, and unity of command.
- Explain how centralization – decentralization and formalization are used in organizational design.
- Contrast mechanistic and organic organizations.
- Explain the contingency factors that affect organizational design.
- Contrast traditional organizational designs and contemporary organizational designs.
- Discuss the organizational design challenges facing managers today.

9. Managerial Control

- Define controlling and discuss the reasons why control is important.
- Explain the planning-controlling link.
- Describe the three steps in the control process.
- Explain the three courses of action managers can take in controlling.
- Define organizational performance.
- Describe the most frequently used measures of organizational performance.
- Contrast feedforward, concurrent, and feedback controls.
- Describe how managers may have to adjust controls for cross-cultural differences.