Lumen Principles of Management
Learning Outcomes

Module 1: Introduction to Management
Primary Outcome: Describe the primary functions of management and the roles of managers.

Module 2: History of Management
Primary Outcome: Describe the work of major contributors to the field of management.

Module 3: Planning and Mission
Primary outcome: Explain how managers align the planning process with company mission, vision, and values.

Module 4: Environments and Strategic Management
Primary outcome: Explain the components and considerations of strategic management.

Module 5: Decision-Making
Primary outcome: Explain the process and techniques of individual and group decision-making.

Module 6: Organizational Structures
Primary outcome: Identify common organizational structures and the advantages and disadvantages of each.

Module 7: Human Resource Management
Primary outcome: Discuss the purpose of HR management and its legal constraints.

Module 8: Groups, Teams, and Teamwork
Primary outcome: Explain group and team dynamics within organizations.

Module 9: Culture and Diversity
Primary outcome: Discuss organizational culture and the benefits of diversity.

Module 10: Leadership
Primary outcome: Recognize good and poor leadership and the varieties of leadership.

Module 11: Motivation
Primary outcome: Recognize the importance of employee motivation and how to promote it.

Module 12: The Individual and the Organization
Primary outcome: Recognize how employee personality and attitude affect organizational fit.
Module 13: Ethics in Business
Primary outcome: Describe the methods of encouraging ethical behavior and the laws encouraging good corporate practices.

Module 14: Communication
Primary outcome: Describe typical business communication, and explain barriers to effective communication.

Module 15: Control
Primary outcome: Explain the methods and need for control within an organization.

Module 16: Globalization and Business
Primary outcome: Describe current trends and challenges in global business management.

Module 1: Introduction to Management

Primary Outcome: Describe the primary functions of management and the roles of managers.

1. Describe what management is.
   a. Describe what management is.

2. Explain the primary functions of management.
   a. Explain the primary functions of management.
   b. Differentiate between the planning, organizing, leading, and controlling functions of management.

3. Describe the primary types of managers and the roles they play.
   a. Differentiate between the functions of top managers, middle managers, first-line managers, and team leaders.
   b. Differentiate between leadership, informational, and decision-making roles.

4. Explain the advantages that arise from managing people well.
   a. Explain the advantages that arise from managing people well.
Module 2: History of Management

Primary Outcome: Describe the work of major contributors to the field of management.

1. Describe the contributions of Frederick W. Taylor, Frank and Lillian Gilbreth, and Henry Gantt to the field of scientific management.
   a. Explain the concept of scientific management.
   b. Summarize the work of Frederick W. Taylor.
   c. Summarize the work of Frank and Lillian Gilbreth.
   d. Summarize the work of Henry Gantt.
2. Describe the contributions of Max Weber and Henri Fayol to the field of bureaucratic management.
   a. Explain the concept of bureaucratic management.
   b. Summarize the work of Max Weber.
   c. Summarize the work of Henri Fayol.
3. Describe the contributions of Mary Parker Follett and Elton Mayo (Hawthorne studies) to the field of humanistic management.
   a. Explain the concept of humanistic management.
   b. Summarize the work of Mary Parker Follett.
   c. Explain the significance of Elton Mayo’s work (Hawthorne studies).
4. Describe current developments in management practices.
   a. Explain the concept of operations management.
   b. Explain the concept of systems management.
   c. Explain the concept of information management.
   d. Explain the concept of contingency management.

Module 3: Planning and Mission

Primary outcome: Explain how managers align the planning process with company mission, vision, and values.

1. Distinguish between mission, vision, and values.
   a. Distinguish between mission and vision in business.
   b. Explain how a values statement can support the goals of an organization.
2. Explain the pros and cons of planning.

CC LICENSED CONTENT, ORIGINAL

a. Explain benefits of planning.
b. Explain the drawbacks of planning.

3. Explain the stages of the planning cycle.
   a. Explain the stages of the planning cycle.
   b. Explain why the planning cycle is an essential part of running a business.

4. List and describe the types of plans and common planning tools.
   a. Differentiate between the uses of long-term plans, short-term plans, and operational plans.
   b. Differentiate between standing plans and single-use plans.
   c. Explain how policies, procedures, and regulations impact operational plans.
   d. Explain the role of budgets in the planning process.
   e. Differentiate between forecasting, scenario planning, and contingency planning.
   f. Explain the use of “management by objectives” (MBO), SMART goals, and benchmarking in planning.

Module 4: Environments and Strategic Management

Primary outcome: Explain the components and considerations of strategic management.

1. Explain the role of strategy in management.
   a. Explain the concept of competitive advantage.
   b. Explain the concept of value proposition.
   c. Explain how strategy relates to the overall management of a business.

2. Describe common frameworks used to evaluate the business environment.
   a. Explain environmental scanning and the PESTEL checklist for a company’s general environment.
   b. Explain the impact of Porter’s “five forces” on industry profits.
   c. Explain competitor analysis.

3. Describe common frameworks used for situational analysis.
   a. Differentiate among five components of industry environment: customers, competitors, suppliers, regulations, and advocacy groups.
   b. Explain SWOT.
   c. Explain the resource-based view of strategy.

4. Explain the stages of strategy, and describe the common types of business strategies.
   a. Explain the stages of strategy.
   b. Explain Porter’s general types of competitive strategies.
   c. Explain e-commerce strategy.

5. Explain the key aspects of the environment that can affect strategy.
   a. Explain the key aspects of the environment that can affect strategy (e.g., stability, complexity, resource scarcity, and uncertainty).
Module 5: Decision Making

Primary outcome: Explain the process and techniques of individual and group decision-making.

1. Describe the barriers to individual decision-making and common styles of decision-making.
   a. Describe the barriers to decision-making.
   b. Identify common styles of decision-making.
2. Explain the concept of “rational decision making” and contrast it with prospect theory, bounded rationality, heuristics, and robust decisions.
   a. Summarize the steps in the rational decision-making process.
   b. Differentiate between prospect theory, bounded rationality, heuristics, and robust decisions.
3. Explain evidence-based decision making and its tools.
   a. Explain evidence-based decision-making.
   b. Explain the uses of descriptive and predictive analytics.
4. Describe the components and use of a decision tree.
   a. Describe the components and use of a decision tree.
5. Explain common techniques used to manage group decision making.
   a. Identify the advantages of group decision making.
   b. Identify the disadvantages of group decision making.
   c. Describe techniques managers can use to guide and reach consensus in groups.

Module 6: Organizational Structures

Primary outcome: Identify common organizational structures and the advantages and disadvantages of each.

1. Explain the purpose of organization.
   a. Explain the efficiencies created by specialization and the division of labor.
   b. Describe characteristics of organizational structures.
   c. List Edgar Schein’s four common elements of an organization.
2. Describe common organizational structures and their advantages and disadvantages.
   a. Differentiate between the four basic types of departmentalization (function, product, customer, and geography).
   b. Distinguish matrix organizations from traditional departments.
   c. Differentiate between team-based structures, networks, modular organizations.

CC LICENSED CONTENT, ORIGINAL

- Learning Outcomes. **Provided by:** Lumen Learning. **License:** [CC BY: Attribution]
3. Identify important factors for consideration in organizational design.
   a. Identify aspects of the external environment that influence the design of an organization’s structure.
   b. Identify aspects of the internal environment that influence the design of an organization’s structure.
   c. Explain how business growth cycle affects organizational choices.

4. Describe current trends in organization and job design.
   a. Explain the advantages of flatter organizational structures.
   b. Explain the benefits of employee empowerment.
   c. Explain the trend toward flexible work schedules.

Module 7: Human Resource Management

Primary outcome: Discuss the purpose of HR management and its legal constraints.

1. Explain the purpose of human resource management for both the organization and individuals.
   a. List the functions of human resource management.
   b. Explain how HR decisions reflect the corporate strategy.

2. Summarize the key laws affecting human resource practices.
   a. List the protected employee classes in the U.S.
   b. Summarize the key laws related to employee discrimination.
   c. Explain what HR managers can do to protect the company against discrimination lawsuits.
   d. Explain HR’s role in workplace safety.
   e. Explain collective bargaining and the law that governs it.

3. Describe effective strategies for recruiting and selecting qualified job applicants.
   a. Describe effective strategies for recruiting and selecting qualified job applicants.

4. Describe employee orientation and training approaches.
   a. Describe employee orientation approaches.
   b. Describe employee training approaches.

5. Describe employee development and performance evaluations.
   a. Describe employee development approaches.
   b. Describe performance-evaluation approaches.

6. Describe common employee compensation, incentive, and benefits strategies.
   a. Describe common employee compensation and incentive strategies.
   b. Describe common benefits strategies.

7. Describe the options for employee separation/termination.
   a. Describe the options for employee separation/termination.

8. Describe current trends and challenges in HR management.
a. Describe common effects of instant communication on motivation and work-life balance.
b. Describe the advantages of part-time employees.
c. Describe the disadvantages of part-time employees.
d. Explain the decline in union membership and the impact on labor relations.

Module 8: Groups, Teams, and Teamwork

Primary outcome: Explain group and team dynamics within organizations.

1. Describe common group behaviors that can help or hurt organization goals.
   a. Discuss social cohesion, social loafing, and collective efficacy.
2. Describe the types of teams found in business organizations.
   a. Describe the advantages of teams.
   b. Describe the disadvantages of teams.
   c. Differentiate between task forces and cross-functional teams.
   d. Differentiate between virtual teams and self-managing teams.
3. Describe common techniques used to build effective teams.
   a. Explain the importance of communication in teams.
   b. Explain how team goals and accountability differ from individual goals and accountability.
   c. Summarize common techniques for team building.
   d. Evaluate the advantages and disadvantages of large and small teams.
4. Describe the five stages of team development.
   a. Describe the five stages of team development.
   b. Explain how team norms and cohesiveness affect performance.
5. Describe common types and causes of conflict that arise within teams.
   a. Describe common types of conflict that arise within teams.
   b. Describe common causes of conflict that arise within teams.
   c. Explain how conflict can be beneficial to teamwork.
   d. Describe common approaches to conflict resolution.

Module 9: Culture and Diversity

Primary outcome: Discuss organizational culture and the benefits of diversity.

1. Describe organizational culture, and explain how culture can be a competitive
4. Differentiate between leadership and management.
   a. Differentiate between leadership and management.
2. Identify the traits, dimensions, and styles of effective leaders.
   a. Identify the traits of effective leaders.
   b. Differentiate between task-centered and employee-centered leadership behavior.
   c. Differentiate between autocratic, democratic, and laissez-faire styles of leadership.
3. Compare examples of effective and poor leadership.
   a. Compare examples of effective and poor leadership.
4. Summarize the situational theories of leadership.
   a. Summarize the situational theories of leadership.
5. Summarize transformational and transactional theories of leadership.
   a. Summarize transformational theories of leadership.
   b. Summarize transactional theories of leadership.

Module 10: Leadership

Primary outcome: Recognize good and poor leadership and the varieties of leadership.

1. Differentiate between leadership and management.
   a. Differentiate between leadership and management.
2. Identify the traits, dimensions, and styles of effective leaders.
   a. Identify the traits of effective leaders.
   b. Differentiate between task-centered and employee-centered leadership behavior.
   c. Differentiate between autocratic, democratic, and laissez-faire styles of leadership.
3. Compare examples of effective and poor leadership.
   a. Compare examples of effective and poor leadership.
4. Summarize the situational theories of leadership.
   a. Summarize the situational theories of leadership.
5. Summarize transformational and transactional theories of leadership.
   a. Summarize transformational theories of leadership.
   b. Summarize transactional theories of leadership.
Module 11: Motivation

Primary outcome: Recognize the importance of employee motivation and how to promote it.

1. Explain the importance of employee motivation in an organization.
   a. Explain the importance of employee motivation in an organization.
   b. Distinguish between internal and external motivation.
2. Explain needs-based theories of motivation.
   a. Differentiate between Maslow’s hierarchy of needs and Herzberger’s two-factor theory of needs.
   b. Explain Alderfer’s existence-relatedness-growth theory.
   c. Explain McClelland’s acquired-needs theory.
   a. Explain equity theory.
   b. Differentiate between procedural justice and interactional justice.
   c. Explain expectancy theory.
4. Describe the job characteristics that affect motivation.
   a. Describe the job characteristics that affect motivation.
5. Explain goal-setting theory.
   a. Explain goal-setting theory.
6. Explain reinforcement theory.
   a. Explain reinforcement theory.
7. Explain the manager’s role in promoting motivation.
   a. Explain how companies address basic needs.
   b. Explain how managers can individualize motivation strategies.

Module 12: The Individual and the Organization

Primary outcome: Recognize how employee personality and attitude affect organizational fit.

1. Recognize the role of personal values and personality at work.
   a. Describe Goldberg’s “Big Five” personality traits.
   b. Evaluate whether personality tests can predict performance.
   c. Explain how work expresses individual values.
2. Explain common biases that can affect a manager’s perception of employees.
   a. Explain some of the biases that affect a manager’s perception of employees.
3. Explain the major attitudes that affect job performance.
   a. Differentiate job satisfaction and organizational commitment.
   b. Explain the use of employee attitude surveys.
   c. Explain employees’ perceptions of organizational justice.
4. List and explain common factors that influence job fitness and performance.
   a. Explain the concept of “fitness” within an organization.
   b. Explain the influence of common factors (such as work-life balance, stress, interpersonal relationships, attitudes, work ethic) on job performance.

Module 13: Ethics in Business

Primary outcome: Describe the methods of encouraging ethical behavior and the laws encouraging good corporate practices.

1. Explain the need for ethics in the workplace.
   a. Explain the need for ethics in the workplace.
   b. Describe the costs to a company’s health of unethical behavior.
2. Explain the U.S. Sentencing Guidelines for Organizations and how the compliance steps encourage ethical behavior.
   a. Explain the U.S. Sentencing Guidelines for Organizations.
   b. List the compliance steps from the U.S. Sentencing Commission Guidelines.
3. Describe the influences on an employee’s ethical choices.
   a. Explain the concept of “ethical intensity.”
   b. Identify seven common principles of ethical decision-making (long-term self-interest, personal virtue, utilitarianism, individual rights, government requirements, distributive justice, and religious injunction).
   c. Explain why managers can disagree about what is ethical.
4. Describe practical steps that managers should take to model ethical behavior and encourage ethical choices.
   a. Explain the purpose of a code of ethics (why U.S. laws require one for companies listed on the largest stock exchanges).
   b. Explain the benefits of ethics training.
   c. Describe the methods of selecting and hiring ethical employees.
   d. Explain whistleblower protection.
   e. Explain senior management’s role in fostering ethical decisions and behavior.
5. Explain corporate social responsibility (CSR) and its relationship to economic performance.
   a. Explain the concept of corporate social responsibility.
   b. Explain the relationship between CSR and a company’s various stakeholders.
   c. Describe the relationship between CSR and economic performance.

CC LICENSED CONTENT, ORIGINAL

Module 14: Communication

Primary outcome: Describe typical business communication, and explain barriers to effective communication.

1. Recognize the role of communication in the management function.
   a. Describe the components of the communication-process model.
   b. Recognize common missteps in communication.
   c. Differentiate between formal and informal communication networks.
2. Differentiate between typical communication flows within an organization.
   a. Differentiate between downward, upward, horizontal, diagonal, and external communication flows.
3. Explain barriers to effective communication.
   a. Differentiate between filtering, selective perception, and information overload.
   b. Differentiate between emotional disconnects, lack of source credibility, and semantics.
   c. Explain active listening.
4. Differentiate between typical channels of business communication.
   a. Differentiate between face-to-face, written, oral, Web-based, and other typical channels of business communication.
   b. Explain the importance of tailoring the message to the audience.

Module 15: Control

Primary outcome: Explain the methods and need for control within an organization.

1. Explain what control means in a business setting and why it is needed.
   a. Explain what control means in a business setting.
   b. Describe the benefits and costs of organizational control.
2. Explain the basic control process and monitoring points.
   a. Explain the basic control process.
   b. Differentiate between feedback, proactive, and concurrent controls.
3. Describe the different levels and types of control.
   a. Differentiate between strategic, operational, and tactical controls.
   b. Differentiate between top-down, objective, and normative control.
4. Explain the need for a balanced scorecard.
   a. Identify the four typical components of the balanced scorecard.
   b. Explain the need for a balanced scorecard.

CC LICENSED CONTENT, ORIGINAL

5. Explain the use of financial and nonfinancial controls in business.
   a. Explain the use of budgets to both control and delegate authority.
   b. Explain the use of financial ratios (comparisons) as a control method.
   c. Explain the benefits of quality management.
   d. Explain the costs of quality management.

Module 16: Globalization and Business

Primary outcome: Describe current trends and challenges in global business management.

1. Describe current trends in global business.
   a. Describe key characteristics of business globalization.
   b. Explain global competition.
   c. Explain global supply chains.
   d. Give examples of the global nature of innovation.

2. Explain the risk tradeoffs in typical forms of global business.
   a. Differentiate among the risk tradeoffs for exporting, licensing, alliances, wholly owned affiliates, and global ventures.

3. Explain the dimensions of cultural difference and their effect on global business.
   a. Explain the dimensions of cultural difference.
   b. Identify effects of cultural differences on global business.

4. Explain the strategies managers can use to respond to cultural differences.
   a. Explain export strategies for global management.
   b. Explain standardization strategies for global management.
   c. Explain multidomestic strategies for global management.
   d. Explain transnational strategies for global management.

5. Explain how managers can effectively train employees for international assignments
   a. Differentiate between documentary training, cultural simulations, and field simulation training.