

BUS310: Management Principles and Practice

Instructor: Masahiko AGATA

Spring semester 2009

Office:

Consultations: By appointment

Meeting times: Fridays 12:30 – 15:50

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Course Description:

- The course aims at learning the basics of methodical management and leadership, for not only corporations but also public services and private associations, which are necessary for them to face the unceasing and increasing changes and challenges in business environment.
- As sessions are discussed with abundant episodes of practical experiences of the lecturer, students will understand the basics of management and how management and leadership function respectively and mutually.
- The course deploys not only lectures but also occasional exercises and workouts, providing the students an in-the-scene atmosphere.

Course Objectives:

After successful completion of the course, students will be able to:

- Know the principles of management and leadership.
- Pick the true issues of business in articles on newspapers and magazines.
- Know what “great organization” is.
- Know how to proactively face challenges in business environments.
- Know the true values of mature and educated persons.
- Figure out what they need to learn more on management and leadership.

Policies:

- Students are expected not only to attend all classes but be active in group work sessions as well in order to receive a passing grade. Expression of own opinions and suggestions in his/her own words will be meritorious.
- Absence from the class must be notified to the instructor prior to the class.

Class Materials

No textbook is used but the lectures are aided by slides, of which copies are distributed after each session (day). They, bound together, will make an original textbook.

Recommended References

Understanding Business, William G. Nickles, James M. McHugh, Susan M. McHugh, McGraw-Hill Irwin.

<Especially recommended as a sub-textbook>

Leadership on the Line, Ronald A. Heifetz and Marty Linsky, Harvard Business School Press (Japanese- translation: “*Saizensen no Leadership*,” First Press)

Good to Great and the Social Sectors, a Monograph to Accompany Good to Great, Jim Collins (Japanese-translation: “*Visionary Company*,” Nikkei BP)

Additional readings may be assigned.

Grading Methods

Attendance:	40%
Exam:	40%
Group Exercises/Workouts:	20%

Grading criteria for written submissions:

- Clarity and focus on the topic discussed about.
- Integration and demonstration of what have been learned from the course.
- Adequacy and strength of analysis and discussion.
- Presenting of writer’s own conclusion.
- Organized format and writing in a style which should be the writer’s original.

Grading criteria for group work participation:

Evaluated on the basis of attendance and contribution to the group works.

Contribution will be assessed based on activeness, quality and the frequency of their voicing of inputs, opinion.

Exam

- Objective questions on basic subject(s).
- If one knows in advance that he/she may not be able to take the exam at the designated hour, an early exam may be considered on an individual basis. Make up exam will not be given.

Group Works

Group works will be called on certain subjects, and a group work (drill) is scheduled during the course. Further details will be announced and instructed in due course.

BUS310: Management Principles and Practice
Course Program

ver. March 22, 2009

Week	Sch. HR	Cum. HR	Lecture Subjects	Date (Tentative)
1	1	1	Introduction (Lecturer & Course) "Business"	10-Apr
	2	2	Objectives	
	3	3	"Stakeholders" Rules of Trade Mission	
2	1	4	"Ever Changing Business Environments" Economic, Social, Political and Legal	17-Apr
	2	5	Local and Global	
	3	6	Competitive (Free Market vs. Socialistic) Technological (the E- means) Multinational Corporations	
3	1	7	Management Business, Non-profit Organizations, Social Sector, Public Sector ...	24-Apr
	2	8	Ownership of Business	
	3	9	Sole Proprietorship, Partnership, Corporations, Cooperatives, Franchises M & A	
4	1	10	Entrepreneurship Functions of Enterprises	1-May
	2	11	Entrepreneurship Process	
	3	12	Organization and Reorganization "Boundaryless" Culture	
5	1	13	"Customer" Who they are	15-May
	2	14	<Simulation> Comparative Advantage/Absolute Advantage	
	3	15	Pricing Costs Demand & Supply	
6	1	16	Functions by Department Marketing/Sales/Production/Distribution/Finance/Legal/Human Resources	22-May
	2	17	Management of Production	
	3	18	Management of Distribution	
7	1	19	Quality Management "CTQ" "Six Sigma"	29-May
	2	20	Management of Human Resources "Personnel" vs "HR"	
	3	21	Motivating Stock Options Empowering Operational Ownership / Delegation of Power Finding and Keeping the Best Resources Labor Issues	
8	1	22	Compliance / Integrity	5-Jun
	2	23	Financial Management	
	3	24	Profit and Loss Statements/Balance Sheet (Contingencies) Cash-flow Procurement of Funds Investments	
9	1	25	(Financial Management) Cash-flow <Case Study>	12-Jun
	2	26		
	3	27	Management of Relationships Customer Relationship B-to-B (B2B), B-to-C (B2C) Relationships with Stakeholders (Investor Relationship)	

Week	Sch. HR	Cum. HR	Lecture Subjects	Date (Tentative)
10	1/ 2/ 3	28/ 29/ 30	Management / Leadership Manager and Leader What leadership really do. Who are leaders?	19-Jun
11	1 2 3	31 32 33	(Management / Leadership) Organization: Purpose and Objectives "Great organization" Information and Intelligence Risk Management	26-Jun
12	1 2 3	34 35 36	(Management / Leadership) Mission, Vision, Strategy, Action Plans Analysis and Planning <Exercise>	3-Jul
13	1 2 3	37 38 39	(Management / Leadership) Communication Human Relations Factor Sending Messages	10-Jul
14	1 2 3	40 41 42	(Management / Leadership) (Communication) Assertion <Exercise: Illustrating Your Thoughts> <Exercise: One Pager/Four Blocker>	17-Jul
15	1 2 3	43 44 45	(Management / Leadership) Managers' Perspectives "Get off the dance floor and go to the balcony." Wrap-up Jobs of Management Jobs of Leadership Exam	24-Jul
16	(Back up day)			31-Jul