ACM Department Courses

Management and Organization Department

Ramon V. del Rosario College of Business

De La Salle University

1.0 COURSE OVERVIEW

1.1 Management of Organizations (MANAORG). This is an introductory course to the theory and practice of business, taken by all students in the Ramon V. Del Rosario College of Business. It covers the environmental context of management, including the need for ethical and responsible management. Students are exposed to the various business processes and functional areas, emphasizing the need for team work.

Prerequisite: None

1.2 Human Behavior in Organization (HUMANBE). The course introduces students to the theories, concepts, models, and dynamics of human behavior in organization.

Prerequisite: MANAORG

1.3 Strategic Management (STRATEG). This is an integrating course, which exposes students to the basic nature and character of top management decision-making. Students get involved in the formulation and analysis of corporate strategies and policies. It provides the opportunity to link basic concepts and techniques learned from the various functional areas to see how it fits from a total corporate viewpoint.

Prerequisite: PRCAPC2, BASFIN2

1.4 Ethics, CSR, and Governance (CSRGOVE). This course discusses the pressing global issue of poverty and sustainable development. This encompasses the basic issue of business ethics and moves into environmental management. It also addresses the issue of resource and wealth imbalance. The course discusses the on-going debate as sustainable development abuts on the issue of free trade. It also serves as a venue to provide ideological and practical solutions at the micro and macro level.

Prerequisite: MANAORG

2.0   LEARNING OUTCOMES

2.1   Management of Organizations. By the end of the course, students are expected to be able to describe the nature of management, define management and managers and characterize the importance to contemporary organizations. Students should be able to identify and explain the basic management functions in the context of contemporary management issues and challenges. Students should also be able to discern the responsibilities of organization to its stakeholders.

2.2   Human Behavior in Organization. By the end of the course, students are expected to explain the fundamental concepts of organizational behavior and discuss the inter-relationship of the key factors that affect organizational behavior. This is a very applied course so students are expected to immediately apply techniques and approaches pertinent to human behavior, as a leader and a follower.

2.3   Strategic Management. By the end of the course, students should develop a thorough understanding of strategic management and thus are able to integrate the values of fairness and honesty in the formation of corporate strategies. Students should become familiar with the emerging global economy and its potential impact on business activities.

2.4   Ethics, CSR, and Governance. This course aims to enhance the ability of students to diagnose the root cause of ethical and unethical performance in themselves and the organizations they are part of. It teaches them to present both sides of an ethical dilemma before making any decisions. In so doing, they refine their moral perception. The course teaches them to investigate alternative solutions to moral problems by seeking a third acceptable solution. It also helps the students differentiate true social responsiveness from public relations and marketing propaganda. Moreover, it furthers their understanding of the issues involved in social development and provides them a concrete view of the common good that will help them appreciate how much good they can accomplish through their work and other commitments.

By the end of the course, students would have conceptualized and participated in projects that would make a difference to the less fortunate Filipinos. This being an online course, they would also become more adept in using electronic databases, e-journals and other search engines to advance their knowledge in the field. Moreover, they are expected to become more comfortable using online discussion boards as a way of expressing ideas.

Throughout the course, the course will challenge students in their understanding of oneself and develop in them the capacity to recognize and deal with situations that call for an ethical response. Their awareness of environmental issues shall be honed. Finally as the students become familiar with the ethical issues they are likely to face in their careers, they are expected to see relationships based on respect, honesty, fairness and trust. Consequently, in making decisions for their organizations, they are likely to consider the triple bottom line: economic, environmental, and social.

3.0   COURSE COVERAGE

3.1   Management of Organizations (MANAORG)

3.1.1   Characteristics of business organization. This module introduces students to the different forms of organization as well as the different ways it is classified.

3.1.2   Organizational environment. In an open system, any entity is affected not only by its stakeholders but the general environment within which it operates. Thus, even global issues can find its way in affecting the operations of a business.

3.1.3   Ethical behavior and social responsibility. Ethics is central in any other organization but has a special place in business where the ultimate objective is to make profits. Profits however should be generated in an ethical manager with managers focused on their responsibility towards all its stakeholders.

3.1.4   Management approaches. This module presents the different schools of thought about management and how approaches have evolved in response to changes in contemporary issues and challenges.

3.1.5   Concept of management and the role of managers. Management is a set of activities directed at an organizations' resources with the aim of achieving organizational goals in an efficient, effective, and ethical manner. There is a science and art of management. Persons primarily responsible for carrying out management processes are referred to as manager.

3.1.6   Overview of different business functions. Students are exposed to the nature and scope of functional areas, particularly marketing, operations, finance, human resource, and information systems.

3.1.7   Management processes. Students are exposed to the management processes of planning, controlling, organizing, and leading.

3.2   Human Behavior in Organization (HUMANBE)

3.2.1   Fundamentals of organization behavior. Students are introduced to the dynamics of people and organizations, approaches in understanding behavior, and the various models.

3.2.2   Motivation and reward systems. Some people are under the misconception that monetary rewards lead to positive behavior. This module introduces students to the different theories of motivation, thus widening their understanding of how people are actually motivated to act.

3.2.3   Leadership and empowerment. Students are introduced to the nature of leadership as well as the historical evolution of leadership theories. It ends with theories on empowerment.

3.2.4   Individual and interpersonal behavior. Each individual will have his/her own way of behaving and interacting with others. Failure to understand differences lead to conflict. Thus module explores individual attitudes within and outside the workplace. It looks at conflict in organizations and the role of power and politics.

3.2.5   Group behavior. Many individuals tend to identify with groups and thus exhibit group behavior. There are formal groups and informal groups, permanent groups and ad-hoc groups. This module teaches team building techniques so that people working together can achieve their individual, group, and organizational objectives.

3.2.6   Managing change. Change is inevitable, yet there is resistance to change. This module enlightens students on the causes to change, the resistance to change, as well as possible ways to implement change. Also covered in this module is how to manage stress.

3.3   Strategic Management (STRATEG)

3.3.1   Strategic management concepts and models. Covered in this module is the nature of strategic management as well as the strategic management/planning process.

3.3.2   External analysis. Students are exposed to environmental scanning, industry analysis, as well as competitor and competitive analysis.

3.3.3   Internal analysis. This module covers organizational and value chain analysis. Topics covered are resources, capabilities, and core competencies.

3.3.4   Strategy formulation. A substantial portion of the course looks at the competitive dynamics and the different strategic responses at the business and corporate level.

3.3.5   Strategy execution. There are several implementation issues that arise when strategy is finally executed. This modules looks at strategy implementation and resource mobilization as well as building and managing organizational capabilities. Also included are ethics, social responsibility and corporate governance.

3.3.6   Strategy evaluation. The strategic process does not end with implementation. Students are taught that all decisions have to be evaluated and thus a module on strategy evaluation. Techniques introduced are shareholder value analysis and the balanced scorecard.

3.4   Ethics, CSR, and Governance (CSRGOVE)

3.4.1   Ethical Theories. This module provides the theoretical grounding in shaping our moral reasoning. One starts with Greek philosopher, Aristotle and moves on to learn from Immanuel Kant. One also comes across Adam Smith, Machiavelli, Ayn Rand, Karl Marx, and Thomas Aquinas. Then one progresses to understand how moral judgment is shaped by reviewing Kohlberg's level of moral development.

Students are later introduced to the concept of business ethics and are shown how the moral principles apply. From there one can see how the ethical climate of an organization may affect business decision making. One also learns what management can do to shape the company's ethical climate.

Finally, students see that corporations exist within a system and thus it becomes necessary for companies to be more socially responsive, not only to their internal stakeholders but their external stakeholders as well. One begins to unfold the responsibilities that corporations have towards its environment and recognize the need for companies to go beyond the objective of profit maximization.

3.4.2   Ethical Dilemmas. An ethical dilemma arises when a situation calls us to choose one course of action against an opposing course of action. It is easier for us to choose right over wrong, assuming our definitions of right and wrong are clear. These are called moral temptations. But, what of situations wherein we are asked to choose from two otherwise right actions? That is where ethical dilemma begins.

In this module, students explore the various conflicts they are confronted with. They learn to differentiate moral temptation from ethical dilemma. Then they explore the moral reasoning one can use to help in decision-making. It is only when one constantly grapples with the issues and engages in mental deliberations, that one learns to become ethically fit.

3.4.3   Corporate Obligations to Internal Stakeholders. In every organization, the employees, managers, and owners have rights and responsibilities. It is clear

the relationships are not one way. The students begin to understand the concept of social contract and then move on to discuss employee rights.

3.4.4   Corporate Obligations to Extern Stakeholders. The lesson moves to external stakeholders, primarily suppliers and consumers. Students look more closely at the relationship with suppliers as many anomalies may arise in the selection of suppliers. Scandals in the awarding of supply contracts bears down on ethical standards organizations impose on its officers, managers, and employees

Then, the lessons move to the organization's responsibilities to its consumers. "Caveat emptor" are words students become familiar with when they take their law courses. Should buyers really beware? Shouldn't buyers be assured that they are purchasing goods and services that will not harm them?

Another controversial topic that will be discussed is the role of advertising and what makes a good marketing strategy. How far should companies go to create a perceived need, in their efforts to improve their gross revenues? What would your marketing professors as well as strategic management professors tell you about the role of ethics in pursuing an organization's mission? Is the business of business, business?

3.4.5   Corporate Obligations to the Community. There are many reasons that can explain the poor social, economic, and political state the country is in today, depending on whose point of view is taken. Taking this as a given situation, one sees there is presently a wide disparity between the rich and the poor. In efforts to maintain a decent standard of living, the poor only ask that they not be exploited. This module challenges future leaders of organizations to think what they can do to uphold the dignity of less fortunate Filipinos

3.4.6   Corporate Obligations to the Nation. Students tackle the question of the inequitable distribution of wealth and how it encourages each take responsibility in reaching out. So organizations give now to society, not only financial resources that are often tax-deductible, but human and organization resources as well.

3.4.7   Corporate Obligations to the Environment. The responsibilities of organizations to the environment have changed over the years. This shift has been prompted by the accelerated depletion and degradation of our natural resources. Ecological balance is needed too as it affects the food chain that eventually provides human beings with sustenance. Thus from simple pollution control, businesses must make environmentally sound decisions that aims to preserve and even rejuvenate wasted resources.

3.4.8 Sustainable Development and Multinational Companies. At the current pace man consumes renewable and non-renewable resources and destroys the atmosphere, environmentalists predict that there will be little left for generations to come. Thus, there is a call to conserve and use our resources wisely and to eliminate pollution emissions.

Discussing sustainable development brings students to confront the larger issue of placing responsibilities both on developed and developing countries. When 20% of the world population consumes 80% of the resources, it is apparent there is injustice. This is exacerbated with the relocation of multinational companies to developing countries by taking advantage of the cheap source of production inputs for greater gain in the name of competitive advantage. This brings a student back to the concept of ethical responsibilities, ethical norms, and the differences that exist between and among nations.