PRESCOTT UNIFIED SCHOOL DISTRICT
District Instructional Guide
2018/2019 School Year

School: Prescott High	**Grade Level:** 10-12	**Subject:** PHS Advanced Business Management YC MGT 220 – Principles of Management	**Yavapai College**: Year-Long Semester Course (Spring 2019)	Supplemental Texts: *Management: Current Practices & New Directions-*Dyck/Neubert 1e AND *Exploring Management-Schermerhorn/Wiley 4e*

Time Block	Unit / Theme	Content (Nouns)	Skills (Verbs)	YC Learning Outcomes & Course Content/ADE Standards	Assessments / Benchmarks
Qtr. 1	**Introduction to Management**	**The Manager's Job** Types of Managers 4 Functions of Management 17 Managerial Roles 5 Key Managerial Skills Evolution of Management Thought/Theory 2 Approaches to Management: Multistream Perspective & Mainstream Perspective	Explain the term manager, and identify different types of managers. Describe the process of management, including the functions of management. Describe the various managerial roles. Identify the basic managerial skills and understand how they can be developed. Describe how managers have to synthesize 5 mind-sets to accomplish their work. Identify the major developments in the evolution (5 Eras) of management thought.	*YC BSA220-LO: 1, 2 & 3 (1 & 2)* 4.1 Explain management terminology & concepts **ELA: (9-10.RH.4)**	Vocabulary & Spelling Objective Test
Qtr. 1	**Personal Career Growth**	**Business-related Article Summaries & Analysis**	Research, read, summarize, critique, and apply current business articles and relate to a business management use/concept.	10.5 - Research business issues using electronic mediums (Internet, Intranet, etc.)	Article Summaries
Qtr. 1	**Ethics and Social Responsibility**	**Business Ethics & Corporate Social Responsibility** Process of making Ethical Decisions Ethical Influences on the 4 Management Functions Benefits Derived from Ethics & Social Responsibility	Identify the philosophical principles behind business ethics. Explain how values relate to ethics. Identify factors contributing to lax ethics, and common ethical temptations and violations. Apply a guide to ethical decision-making. Describe the stakeholder viewpoint of social responsibility and Corporate Social Performance. Present an overview of social responsibility initiatives. Summarize the benefits of ethical and socially responsible behavior, and how managers can create an environment that fosters such behavior.	*YC BSA220-LO: 3 (2)* 4.0 Demonstrate General Management Practices **ELA: (9-10.RH.3)**	Ethics Case Scenario Vocabulary & Spelling Research & Presentation of Corporate Social Responsibility examples.

Qtr. 1	**FBLA Prep**	Future Business Leaders of America (FBLA) Business Ethics State Competitive Event Prep	Research, prepare, present, and be judged.	4.0 Demonstrate General Management Practices 4.4 Apply management principles to projects.	Ethics Case Scenario research & Presentation.
Qtr. 2	**Planning**	**General Framework for Planning** Strategic Planning and Business Strategies Operating Plans, Policies, Procedures, and Rules	Summarize a general framework for planning and apply it to enhance your planning skills. Explain the use of operating plans, policies, procedures, and rules.	*YC BSA220-LO: 4 (3)* 5.4 Communicate organizational policies & procedures using appropriate methods and technologies.	Create Policies, Rules, & Procedure Manuals
Qtr. 2	**Planning**	**Problem-Solving & Decision-Making** Nonprogrammed vs. Programmed Decisions Steps in Problem Solving & Decision-Making Group Problem-Solving & Decision-Making Creative Problem-Solving	Differentiate between nonprogrammed and programmed decisions. Explain the steps involved in making a nonprogrammed decision. Understand the major factors that influence decision making in organizations. Appreciate the value and potential limitations of group decision making. Understand the nature of creativity and how it contributes to managerial work.	*YC BSA220-LO: 4 (3)* 4.0 Demonstrate General Management Practices.	Vocabulary & Spelling Problem-Solving Case Scenario & Presentation.
Qtr. 2	**Planning**	**Setting Goals and Making Plans** SMART Goals Project Planning Graphical Planning, Scheduling, and Control Tools-Forecasting Methods Program Evaluation & Review Technique (PERT) Gantt Charts	Identify the components of SMART goal format and its use. Establish the purpose and aspirations of the organization Describe how to use Gantt charts and PERT planning techniques.	*YC BSA220-LO: 4 (3)* 2.5 Predict how changes in sales volume, unit costs & unit sales pricing affect net income. 4.4 Apply management principles to projects. 4.5 Develop management objectives 5.3 Manage various reports, records & files using appropriate methods and technologies. 7.1 Identify analytical & statistical tools (PERT, GANTT) used in project planning. 7.2 Analyze & prioritize needs of an organization. 7.3 Determine quality measures & countermeasures. 7.4 Develop project plans & timelines. 7.5 Schedule employee work assignments. 7.6 monitor project progress with management reporting system.	Create personal SMART Goals, work towards achieving, and create 'evidence'. PERT and Gantt chart creation project. Vocabulary & Spelling Forecasting Methods Objective Test

Qtr. 2	**Planning** *(con't)*	<u>**Setting Goals and Making Plans**</u> *(con't)*		**ELA: (11-12.RH.7)** 7.7 Adjust action based upon collection & analysis of project data & records. 8.5 Analyze & prepare budgets for an organization. 9.1 Interpret data on financial statements (income statement, balance sheet, cash flow statement, net worth statement) 9.2 Prepare comparative (actual vs. budgeted) income statements 9.3 Prepare cost and revenue analyses 9.4 Forecast financial growth based upon organization's future 10.3 Use electronic communications, project management & scheduling software.	
Qtr. 2	**Planning**	<u>**Strategic Management**</u> Organization's Mission & Vision Statement SWOT Analysis The Strategic Management Process E-Business Strategies	Define the term strategic Management, and explain its relationship to strategic planning, implementation, and control. Describe the nature of business strategy. Explain how business strategy is developing, including SWOT analysis. Explain the nature and purpose of a SWOT analysis. Identify levels of business strategy, competitive forces, and types of business strategies. Identify and describe the four steps in the strategic management process.	*YC BSA220-LO: 4 & 8 (3 &7)* 2.1 Explain marketing terminology & marketing concepts – e-Business 5.5 Perform managerial reporting duties. 9.5 Prepare a presentation to demonstrate decisions based upon financial data analysis, accounting practices, the organization's vision and business plan 10.4 Use multimedia software to generate presentations & reports. **ELA: (9-10.RST.1)**	Creation of personal Mission & Vision statements. SWOT Case Scenario Analysis Vocabulary & Spelling Objective Test
Qtr. 2	**Personal Career Growth & FBLA Prep**	<u>**Resume, Cover Letter, Job Applications, and Interviewing**</u> E-Portfolios – LinkedIn Profiles	Update resumes, cover letters, job application information. Practice and prepare for in-person and virtual interviews Create E-Portfolio	10.2 Utilize appropriate hardware and software to generate business communications and reports (word processing, spreadsheet, database, graphics, etc.)	E-Portfolio Creation/LinkedIn Profiles
Qtr. 3	**FBLA Prep**	Future Business Leaders of America (FBLA) Management Decision-Making & Emerging Business Issues State Competitive Event Prep	Practice Case Scenarios, present, and be judged.	4.4 Apply management principles to projects.	Case Analysis Scenario and Presentation

Qtr. 3	Organizing	**Fundamentals of Organizing** Mainstream: Standardization, Specialization, Centralization, Departmentalization Multistream: Experimentation, Sensitization, Dignification, Participation.	Describe the bureaucratic organization structure and discuss its advantages and disadvantages. Explain the major ways in which organizations are divided into departments.	*YC BSA220-LO: 5 (4)* 4.0 Demonstrate General Management Practices.	Vocabulary & Spelling Poster creation differentiating Objective Test
Qtr. 3	Organizing	**Organization Design** Organization Structure, Effectiveness, Strategy & Technology Organization Charts Changing shape of Organizations: Hourglass, Cluster, Virtual Effective Delegation Organizational Culture & Managing Change	Identify key factors that influence the selection of organization structure. Define the term delegation, and list at least five common barriers to delegation. Explain how the traditional pyramid organization is being reshaped. Describe at least 3 characteristics of organizational cultures. Identify major aspects of organizational culture.	*YC BSA220-LO: 5 (4)* 4.2 Compare & contrast vertical & horizontal management structures in organizations 4.3 Explain the role of top, middle & supervisory levels of management 5.1 Create organizational and departmental charts based on functions. 5.3 Manage various reports, records & files using appropriate methods and technologies. **ELA: (9-10.RST.7)**	Chart creation Research & presentation of organizational culture Vocabulary & Spelling
Qtr. 3	Organizing	**Human Resource Management** Job Analysis & Planning Staffing Training & Development Job Design, Description, Enrichment Physical Space Utilization and Ergonomics High-Performance Work Systems Performance Management Contemporary Human Resource Challenges & Problems	Explain how human resource management is part of business strategy. Describe components of organizational staffing. Identify &describe the Knowledge, Skills, Abilities, and Other characteristics (KSAOs) necessary for a specific job. Present an overview of recruitment, selection, employee orientation, training, and development. Describe job enrichment, including the job characteristics model. Illustrate how ergonomic factors can be part of job design. Plan physical space utilization. Explain the basics of a performance evaluation system. Explain how job design can contribute to a high-performance work system.	*YC BSA220-LO: 5 (4)* 4.4 Apply management principles to projects. 5.2 Conduct task analysis. 5.5 Perform managerial reporting duties. 6.1 Analyze current & future staffing needs of a business 6.2 Develop job descriptions for an organization. 6.3 Utilize appropriate mediums to identify candidates for available positions. 6.4 Explain the selection process of candidates. 6.5 Orient new employees to an organization and the job. 4.6 Plan physical space utilization. 4.7 Explain how ergonomics impacts the productivity 6.6 Monitor employee performance. 6.7 Assess employee performance. 6.8 Explain discipline & dismissal procedures **ELA: (9-10.RST.3)**	Project encompassing all phases of Human Resource Management: Job Analysis, write job description, staffing, create training video, performance review, workspace design, etc.

Qtr. 4	**Managing for Personal Effectiveness**	**Enhancing Personal Productivity & Managing Stress** Improve Work Habits, Time Management, & Stress Management Techniques. Understanding & Reducing Procrastination The Nature of Stress & Burnout	Identify techniques for improving work habits & time management. Explain why people procrastinate, and identify techniques for reducing procrastination. Understand the nature of stress burnout, including their consequences. Explain how stress can be managed effectively.	4.0 Demonstrate General Management Practices.	Self-application project and report.
Qtr. 4	**Personal Career Growth**	**Business Management Book Review & Analysis**	Read, summarize, review, and present information learned from various business management books.	4.0 Demonstrate General Management Practices	Book review & presentation
Qtr. 4	**Leading**	**Leadership** Link Between Leadership & Management Leadership Use of Power & Authority Characteristics, Traits, & Behaviors of Effective Leaders Leadership Styles The Leader as a Mentor & Coach Leadership Skills	Differentiate between leadership & management. Describe how leaders influence & empower team members. Identify important leadership characteristics, skills, & behaviors. Describe participative leadership, authoritarian leadership, the Leadership Grid, situational, & entrepreneurial leadership. Explain the leadership role of mentoring & coaching.	*YC BSA220-LO: 6 (5)* 4.0 Demonstrate General Management Practices	Vocabulary & Spelling Objective Test
Qtr. 4	**Leading**	**Motivation** Relationship Between Motivation, Performance, and Commitment Motivation Through Need Satisfaction Motivation Through Goal Setting Behavior Modification Expectancy Theory of Motivation Motivation Through Rewards Motivation Through Quality-of-Work-Life Programs Motivation Through Employee Participation	Explain the relationship between motivation & performance. Present an overview of major theories of need satisfaction in explaining motivation. Explain how goal setting is used to motivate. Describe application of behavior modification to worker motivation. Explain motivation according to expectancy theory. Distinguish extrinsic rewards from intrinsic reward, and list four rules for administering extrinsic rewards effectively. Explain how quality control circles, open-book management, and self-managed teams promote employee participation. Explain motivating today's diverse workforce with quality-of-work-life programs.	*YC BSA220-LO: 6 (5)* 3.1 Set short-and long-term goals for assigned areas of responsibility/accountability. 3.2 Plan & organize work. 3.3 Monitor & adjust performance. 3.4 Solicit & use feedback.	Vocabulary & Spelling Objective Test

Qtr. 4	**Leading**	**Communication** Communication Process & Nonverbal Communication Organizational Channels & Directions of Communication Barriers & Overcoming Barriers How to conduct Effective Meetings Organizational Politics & Interpersonal Communication	Describe the steps in the communication process. Recognize the major types of nonverbal communication in the workplace. Explain & illustrate the difference between formal & informal communication channels. Identify communication barriers & develop tactics for overcoming. Describe how to conduct more effect meetings. Describe how organizational (or office) politics affect interpersonal communication.	*YC BSA220-LO: 6 (5)* 1.8 Describe the impact of quality business communications on the success of an organization. 5.4 Communicate organizational policies & procedures using appropriate methods and technologies. 5.3 Manage various reports, records & files using appropriate methods and technologies. **ELA: (11-12.RST.5)**	Vocabulary & Spelling Objective Test
Qtr. 4	**Controlling**	**Fundamentals of Organizational Control** Types of Control Components of Organizational Control Systems Strategic Control Steps in the Control Process Identifying Control Problems Characteristics of Effective Controls Crisis/Risk Management	Explain how controlling relates to the other management functions. Understand the different types and strategies of control. Describe the 4 steps in the control process: Establish Performance Standards, Monitor Performance, Evaluate Performance, Respond Accordingly Specify several characteristics of effective controls. Identify four key elements of a crisis management program.	*YC BSA220-LO: 7 (6)* 1.6 – Describe an understanding of risk management. **ELA: (11-12.RST.2)**	Vocabulary & Spelling Objective Test
Qtr. 4	**Controlling**	**Managing Ineffective Performers** Factors Contributing to Ineffective Performance The Control Model for Managing Ineffective Performers Coaching and Constructive Criticism Employee Discipline Dealing with Difficult People, Including Cynics Terminations	Identify factors contributing to poor performance. Describe the control model for managing ineffective performers. Know what is required to coach and constructively criticize employees. Understand how to discipline employees. Develop an approach to dealing with difficult people, including cynics. Explain the recommended approach to termination employees.	*YC BSA220-LO: 7 (6)* 4.4 Apply management principles to projects. 5.3 Manage various reports, records & files using appropriate methods and technologies. 5.5 Perform managerial reporting duties. 6.6 Monitor employee performance. 6.7 Assess employee performance. 6.8 Explain discipline & dismissal procedures.	Cartoon creations
Qtr. 4	**Controlling**	**Information Technology and e-Business** Information Technology & the Manager's Job The Positive & Negative Consequences of Information Technology	Summarize the demands information technology places on the manager's job. Describe positive and negative consequences of information technology for the manager. Discuss the impact of the Internet on customers and other external relationships.	*YC BSA220-LO: 7 (6)* 1.9 Identify customer relations issues.	Vocabulary & Spelling Objective Test

		The Impact of the Internet on /customers & Other External Relationships The Effects of the Internet on Internal Operations Success Factors in e-Business.	Explain the effects of the Internet on internal company operations. Pinpoint factors associated with success in e-Business.		