



Republic of the Philippines  
**BENGUET STATE UNIVERSITY**  
**OPEN UNIVERSITY**  
La Trinidad, Benguet



## **I. Catalogue Course Description**

|                             |   |
|-----------------------------|---|
| Course Code:                | MUM 201   |
| Course Title:               | Management Concepts and Approaches  |
| Course Description:         | This Course presents the fundamentals of management and stresses on the learning of the evolution of ideas leading to the contemporary management thought, its empirical value and knowledge enlargement possibilities. The Course presents both substantive and procedural theories in management as adapted and applied to cooperatives and other organization settings and situations. The learning approach is on the positive (proactive) rather than on the prescriptive (reactive) management actions. |
| Pre-requisite:              | None  |
| Period Covered:             | First Semester 2018-2019  |
| Credit:                     | 3 units   |
| Total No. of Contact Hours: | 54 Hours (Lecture/Online)   |

## **II. Institutional Vision and Mission**

Vision: A premier university delivering world-class education that promotes sustainable development amidst climate change.

Mission: To provide quality education to enhance food security, sustainable communities, industry innovation, climate resilience, gender equality, institutional development and partnership.

## **III. Goals:**

### **A. Institutional:**

1. To develop proactive programs to ensure relevant quality education
2. To develop proactive programs for quality service
3. To enhance response systems and procedures for transparent institutional development
4. To develop relevant and gender sensitive research and extension programs for institutional development, sustainable communities, climate resilience, industry innovation, and partnerships.

5. To strengthen and expand public-private partnerships

B. Open University

Vision: Socially and professionally excellent human resource developer.

Mission: Provide advanced quality life-long education for all through open distance learning interventions.

Objectives:

1. To offer through distance learning degree and non-degree programs that are responsive to the needs of learners and the society of which they are a part;
2. To develop a system of continuing education to sustain professional growth and promote life-long learning;
3. To develop and adapt delivery systems appropriate to distance learners;
4. To provide leadership in the development of open and distance education expertise;
5. To make instructional packages accessible to all publics through collaboration, institutional agreement, and other appropriate mechanisms.

C. Program: **MASTER IN URBAN MANAGEMENT**

The program is offered for the following:

1. For managers of today and the future, planners, and implementers of urban development programs/projects and enforces of urban laws and policies in the public and private sectors and those who want to acquire/improve their knowledge and skills on public and urban management.
2. For those who wish to have higher educational degree for the improvement of their career and personal development.

D. Course: After finishing this course, the students are expected to have:

1. Clearly understood the ff:
  - a) VMGO
  - b) Expected outcomes after finishing the degree and the course for this semester
  - c) course content and requirements
  - d) Class policies
2. Agreed and signed the learning contract

3. Attained the confidence to define management, discuss the nature and relate management to leadership and organization.
4. Gained the competence to discuss well the systems and management process frameworks as tools in assessing activities concerning the interplay between the external and internal environment variables as they affect organization's resources and the attainment of its goals and objectives, identify and discuss the major functions of management, and confidently discuss the evolution of management thoughts in relation to the development of school of management thoughts and the changing perspectives of man.
5. Developed the ability to identify, discuss and differentiate the different approaches to management, and have gained insights on how these approaches help practicing managers.
6. Gained self-assurance to converse the principles of management that serves as ready toolbox for practicing managers and well familiarized with some management tools used for analysis to aid decision making and in crafting strategic and tactical plans.
7. Internalized the simple ethics check as guide for right conduct and source of wisdom in daily decision making and be well oriented on the concept and approach of Corporate Social Responsibility as a self-imposed social responsibility of organizations to develop the community and nurture planet earth.

#### IV. Course Content (use outcomes-Based Approach)

| Desired Learning Outcomes (DLO)  | Course Content/ Subject Matter  | Time Allotment (Hours) | Textbooks/ References   | Teaching and Learning Activities (TLAs)   | Assessment Methods/Tasks                                  | Resources/ Instructional Materials  |
|--|---|------------------------|---|---|---|---|
| <p><b><i>At the end of the session, the students must have:</i></b></p> <p>1. Clearly understood the ff:<br/> a) VMGO<br/> b) Expected outcomes after finishing the degree and the course for this semester<br/> c) Course content and</p> | <p><b>INTRODUCTORY TOPICS</b></p> <p>Presentation/Discussion of the following:<br/> 1. VMGO<br/> 2. Institutional Outcomes<br/> 3. Program Outcomes<br/> 4. Course Outcomes<br/> 5. Course Coverage/Student</p> | 1 hour                 | <p>VMGO primer</p> <p>BOR and Admin Council Minutes of Meetings on VMGO</p> <p>Shamag newsletter (published VMGO)</p> | <p>BSU Historical sketch (video presentation)</p> <p>Power point presentation of the VMGO</p> | <p>Oral recitation of the VMGO</p> <p>Written quizzes</p> | <p>Laptop<br/>LCD Projector</p> <p>VMGO flyers</p> <p>Shamag newsletter</p> <p>Photocopies of</p> |

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| requirements<br>d) Class policies<br><br>2. Agreed and signed the learning contract  | Outputs<br>6. Course Requirements& Deadlines<br>7. Evaluation Measures/Rating System<br>8. Consultation Schedule<br>9. Policies on Class Attendance<br>10. Learning Contract   |         | Course Syllabus  | Discussion of the syllabus<br><br>Presentation/Dis cussion and signing of the Learning Contract   |   | Course Outline and Requirements – for distribution to the students  |
| <b>At the end of the Module, the students must have:</b><br><br>Define management, discuss the nature, scope and relate management to leadership and organization                    | Module 1: INTRODUCTION TO THE DISCIPLINE OF MANAGEMENT <ul style="list-style-type: none"> <li>• Overview, nature, scope and definition of management</li> <li>• Leadership and Management</li> <li>• Organization and Management</li> </ul> Discussion Forum Topic: Universal Natural Laws in relation to scope of management, leadership and management perspective | 2 hours | Lab-oyan, G. (2011). <i>Management Principles and Approaches</i> . Benguet State University Open University.<br><br>Management Study HQ (n.d.). <i>Nature and Scope of Management</i> . Retrieved from <a href="http://www.managementstudyhq.com/nature-and-scope-of-management.html">http://www.managementstudyhq.com/nature-and-scope-of-management.html</a> | Virtual Discussion Forum-Through Class Webpage<br><br>Reciprocal teaching<br><br>Facilitation of assigned or posted virtual discussion forum topic(s) | Oral recitations during face-to-face class<br><br>Graded Discussion Forum with Grading Rubric<br><br>Sample activities/exercises produced | Laptop<br>LCD Projector<br><br>Illustrations<br><br>Posted Class Topics at Resource menu of Class Webpage |
| <b>At the end of the Module, the students must have:</b><br><br>Explain well the systems and management process frameworks as tools in assessing activities concerning the interplay | MODULE 2: MANAGEMENT STUDY FRAMEWORK <ul style="list-style-type: none"> <li>▢ Open Systems Framework</li> <li>▢ Management Process Framework</li> <li>▢ Evolution of Contemporary Management Thought</li> </ul>  | 9 hours | Daft, P. (1997). <i>Management. 4th to 6th edition</i> . Dryden Press.<br><br>Lab-oyan, G. (2011). <i>Management Concepts and Approaches</i> . Benguet State University Open   | Virtual Discussion Forum-Through Class Webpage<br><br>Reciprocal teaching   | Oral recitations during face-to-face class<br><br>Graded Discussion Forum with Grading Rubric   | Laptop<br>LCD Projector<br><br>Charts/Illustrations<br><br>Posted Class Topics at                         |

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| between the external and internal environment variables as they affect organization's resources and the attainment of its goals and objectives; identify and discuss the major functions of management; and, confidently discuss the evolution of management thoughts in relation to the development of school of management thoughts and the changing perspectives of man. | Discussion Forum Topic: The Simple Four One Minute Management in relation to Functions of Management |  | University. | Facilitation of assigned or posted virtual discussion forum topic(s) | Sample activities/exercises produced | Resource menu of Class Webpage |
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| <p><b>At the end of the Module, the students must have</b></p> <p>Identify, discuss and differentiate the different approaches to management problems, issues, concerns and emerging issues.</p> | <p>MODULE 3: APPROACHES TO MANAGEMENT</p> <ul style="list-style-type: none"> <li>• Empirical Approach</li> <li>• Human Behaviour Approach: Maslow's Hierarchy of Human Needs; Alderfer's ERG Model; McGregor's Theory X and Theory Y; &amp; Ouchi's Theory Z</li> <li>• Social System Approach</li> <li>• Decision Theory Approach: Bounded Rationality Decision Making Model &amp; Recognition Primed Decision Making Model <ul style="list-style-type: none"> <li>• Mathematical Approach</li> <li>• Operational Approach</li> <li>• Socio-Technical Approach</li> </ul> </li> <li>• Systems Approach (7-S Model) <ul style="list-style-type: none"> <li>• Contingency Approach</li> </ul> </li> </ul> | 15 Hours | <p>Lab-oyan, G. (2011). <i>Management Concepts and Approaches</i>. Benguet State University Open University.</p> <p>McClelland, D. C. (1987). <i>Human Motivation</i>. CUP Archive</p> <p>Ouchi, W.G. (1981). <i>Theory Z: How American Business Can Meet the Japanese Challenge</i>. Reading, MA: Addison-Wesley.</p> <p>Simon, H. (1979). <i>Rational Decision Making in Business Organizations</i>. The American Economic Review, Vol. 69, No. 4</p> | <p>Virtual Discussion Forum-Through Class Webpage</p> <p>Reciprocal teaching</p> <p>Facilitation of assigned or posted virtual discussion forum topic(s)</p> | <p>Oral recitations during face-to-face class</p> <p>Graded Discussion Forum with Grading Rubric</p> <p>Sample activities/exercises produced</p> | <p>Laptop<br/>LCD Projector</p> <p>Charts/Illustrations</p> <p>Posted Class Topics at Resource menu of Class Webpage</p> |
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|  |  |  | <p>12manage. <i>The Hierarchy of Needs Model</i> by Abraham Maslow. Retrieved from <a href="https://www.12manage.com/methods_maslow_hierarchy_needs.html#summary">https://www.12manage.com/methods_maslow_hierarchy_needs.html#summary</a></p> <p>_____. <i>The ERG Categories of Human Needs</i>. Retrieved from <a href="https://www.12manage.com/methods_alderfer_erg_theory.html">https://www.12manage.com/methods_alderfer_erg_theory.html</a></p> <p>Jurevicius, O. (2013). <i>McKinsey 7s Model</i>. Retrieved from <a href="https://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html">https://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html</a></p> |  |  |  |
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| <p><b>At the end of the Module, the students must have</b></p> <p>Converse the principles of management that serves as ready toolbox for practicing managers and well familiarized with some management tools used for analysis to aid decision making and in crafting strategic and tactical plans.</p> | <p>MODULE 4: MANAGEMENT PRINCIPLES AND TOOLS</p> <ul style="list-style-type: none"> <li>Principles of Management</li> <li>Stakeholder Analysis</li> <li>SWOT Analysis</li> <li>Competitive Environment Analysis: Porter's Five-Forces</li> <li>Force Field Analysis</li> <li>Weisbord's Six-Box Model</li> <li>Flow Chart Analysis</li> <li>Tree or Fishbone) Analysis</li> <li>PERT/CPM Analysis</li> </ul> | 18 Hours | <p>Lab-oyan, G. (2011). <i>Management Concepts and Approaches</i>. Benguet State University Open University.</p> <p>Koontz, H. and C. O'Donnell (1972). <i>Principles of management: an analysis of managerial functions</i>. McGraw-Hill, University of Michigan.</p> | <p>Virtual Discussion Forum-Through Class Webpage</p> <p>Reciprocal teaching</p> <p>Facilitation of assigned or posted virtual discussion forum</p> | <p>Oral recitations during face-to-face class</p> <p>Graded Discussion Forum with Grading Rubric</p> <p>Sample activities/exercises produced</p> | <p>Laptop<br/>LCD Projector</p> <p>Charts/Illustrations</p> <p>Posted Class Topics at Resource menu of Class Webpage</p> |
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|  | <ul style="list-style-type: none"> <li>Project Management Tools: PCM, Log Frame, Gantt Chart, PERT-CPM</li> </ul> |  | <p>Disraeli, B. (1872). <i>Quality Management: Deming's 14 Points for Management</i>. Retrieved from <a href="https://www.stat.auckland.ac.nz/~mullins/quality/Deming.pdf">https://www.stat.auckland.ac.nz/~mullins/quality/Deming.pdf</a></p> <p>Martin, M. (2017). <i>Porter's Five Forces: Analyzing the Competition</i>. Retrieved from <a href="https://www.businessnewsdaily.com/5446-porters-five-forces.html">https://www.businessnewsdaily.com/5446-porters-five-forces.html</a></p> <p>MSG Management Guide. <i>Henri Fayols 14 Principles of Management</i>. Retrieved from <a href="http://managementstudyguide.com/management_principles.htm">http://managementstudyguide.com/management_principles.htm</a></p> <p>Tools for Knowledge and Learning (n.d.). <i>Force Field Analysis Introduction</i>. Retrieved from <a href="https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6395.pdf">https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6395.pdf</a></p> | topic(s) |  |  |
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|  |  |         | Weisbord, M. (1976). <i>Six-Box Model</i> . Retrieved from <a href="http://www.marvinweisbord.com/index.php/six-box-model/">http://www.marvinweisbord.com/index.php/six-box-model/</a>  |  |  |  |
| <p><b>At the end of the Module, the students must have</b></p> <p>Internalize the simple ethics check as guide for right conduct and source of wisdom in daily decision making and be well oriented on the concept and approach of Corporate Social Responsibility as a self-imposed social responsibility of organizations to develop the community and nurture planet earth.</p> | <p>MODULE 5: MANAGEMENT ETHICS AND SOCIAL RESPONSIBILITY</p> <ul style="list-style-type: none"> <li>• 3- Ethics Check (Blanchard and Peale)</li> <li>• 4-Way Test (of Rotary International)</li> <li>• The Concept of Corporate Social Responsibility</li> </ul> | 9 Hours | <p>Lab-oyan, G. (2011). <i>Management Concepts and Approaches</i>. Benguet State University Open University.</p> <p>Peale, N. and K. Blanchard (1988). <i>The Power of Ethical Management</i>. William Morrow.</p> <p>Experience Rotary (n.d.). <i>Guiding Principles</i>. Retrieved from <a href="http://www.contactrotary.org/what-is-rotary/guiding-principles/">http://www.contactrotary.org/what-is-rotary/guiding-principles/</a></p> | <p>Virtual Discussion Forum-Through Class Webpage</p> <p>Reciprocal teaching</p> <p>Facilitation of assigned or posted virtual discussion forum topic(s)</p> | <p>Oral recitations during face-to-face class</p> <p>Graded Discussion Forum with Grading Rubric</p> <p>Sample activities/exercises produced</p> | <p>Laptop<br/>LCD Projector</p> <p>Charts/Illustrations</p> <p>Posted Class Topics at Resource menu of Class Webpage</p> |

#### V. Course Requirements:

- A. Midterm Output – Research, virtual posting and sharing of posted Graded Forum Topic(s).  
Deadline: one week before the set deadline of the posted Graded Forum Topic(s).
- B. Final Output – Research, virtual posting and sharing of the second series of posted Graded Forum Topic(s).  
Deadline: one week before the final examination
- C. Summative Final Examination



## VI. Evaluation and Grading System:

|  |            |             |
|--|------------|-------------|
| A. Evaluation measures and weights ( <i>% weights &amp; measures</i> ) | Midterm    | Final       |
| Midterm output on Graded Forum (Virtual)                               | 25%        |             |
| Final output on Graded Forum (Virtual)                                 | 25%        |             |
| Points earned for class participation (F-T-F & Virtual)                | 10%        |             |
| Summative Examination  |            | 40%         |
| <b>TOTAL</b>   | <b>60%</b> | <b>40%</b>  |
| <b>GRAND TOTAL</b>   |            | <b>100%</b> |

### A. Grading System

$$\text{Midterm Grade} = \frac{(\text{Class Standing} \times 2) + \text{Term Exam Grade}}{3}$$

$$\text{Final Term Grade} = \frac{(\text{Tentative Final Grade} \times 2) + \text{Midterm Grade}}{3}$$

## VII. Provision for Differentiated Instruction:

1. The instructional plan was designed considering the students' learning styles.
2. Utilization of varied teaching techniques and strategies to accommodate diverse learners.
3. Managing classroom (both face-to-face and virtual) to create a meaningful and supportive teaching- learning environment.
4. Conduct of individual student consultations for academic advising.
5. Evaluation of students' learning using varied assessment tools.
6. Constant assessment and adjustment of lesson content to meet learners' needs.
7. Allowing students to create outputs according to their skills and abilities.
8. Provision of options for students to express their creativity in different forms.

## VIII. References:

### A. Books/Journals:

Blanchard, K. and N.V. Peale (1988). *The Power of Ethical Management*. William Morrow and Company, Inc.  
 Daft, P. (1997). *Management*. 4th to 6th edition. Dryden Press.  
 Koontz, H. and C. O'Donnell (1972). *Principles of management: an analysis of managerial functions*. McGraw-Hill, University of Michigan.  
 Lab-oyan, G. (2011). *Management Concepts and Approaches*. Benguet State University Open University.  
 McClelland, D. C. (1987). *Human Motivation*. CUP Archive  
 Ouchi, W.G. (1981). *Theory Z: How American Business Can Meet the Japanese Challenge*. Reading, MA: Addison-Wesley.  
 Peale, N. and K. Blanchard (1988). *The Power of Ethical Management*. William Morrow.  
 Simon, H. (1979). *Rational Decision Making in Business Organizations*. The American Economic Review, Vol. 69, No. 4

B. Online Resources:

12manage. *The Hierarchy of Needs Model by Abraham Maslow*. Retrieved from [https://www.12manage.com/methods\\_maslow\\_hierarchy\\_needs.html#summary](https://www.12manage.com/methods_maslow_hierarchy_needs.html#summary)  
 \_\_\_\_\_. *The ERG Categories of Human Needs*. Retrieved from [https://www.12manage.com/methods\\_alderfer\\_erg\\_theory.html](https://www.12manage.com/methods_alderfer_erg_theory.html)  
 Disraeli, B. (1872). *Quality Management: Deming's 14 Points for Management*. Retrieved from <https://www.stat.auckland.ac.nz/~mullins/quality/Deming.pdf>  
 Jurevicius, O. (2013). *McKinsey 7s Model*. Retrieved from <https://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html>  
 Management Study HQ (n.d.). *Nature and Scope of Management*. Retrieved from <http://www.managementstudyhq.com/nature-and-scope-of-management.html>  
 Martin, M. (2017). *Porter's Five Forces: Analyzing the Competition*. Retrieved from <https://www.businessnewsdaily.com/5446-porters-five-forces.html>  
 MSG Management Guide. *Henri Fayols 14 Principles of Management*. Retrieved from [http://managementstudyguide.com/management\\_principles.htm](http://managementstudyguide.com/management_principles.htm)  
 Reference for Business. *Contingency Approach to Management*. Retrieved from <http://www.referenceforbusiness.com/management/Comp-De/Contingency-Approach-to-Management.html>  
 Tools for Knowledge and Learning (n.d.). *Force Field Analysis Introduction*. Retrieved from <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6395.pdf>  
 Weisbord, M. (1976). *Six-Box Model*. Retrieved from <http://www.marvinweisbord.com/index.php/six-box-model/>

C. Motion Picture/Video Clip (YouTube)

IIMTS FZE (2013). *Nature and Scope of Management* (Video File). Video posted to <https://www.youtube.com/watch?v=Em4ZLQCldY>

**IX. Suggested Readings (Indicate title and reference materials)**

David, F. (1997). *Concepts of Strategic Management*. Prentice hall.

Drucker, P. (1982). *The Practice of Management*. Harper Business.

Kreitner, R. (1995). *Management*. 6th edition. Houghton Mifflin Company.

Kloeber, L. (2010). *Summary of "The One Minute Manager"*. Retrieved from <http://ezinearticles.com/?Summary-of-The-One-Minute-Manager&id=5500604>

Mintzberg, H. (1992). *Structure in fives: Designing effective organizations*. Upper Saddle River, NJ: Prentice Hall.

MSG Management Guide. *Functions of Management*. Retrieved from [http://managementstudyguide.com/management\\_functions.htm](http://managementstudyguide.com/management_functions.htm)

Reference for Business. *Theory Z*. Retrieved from <http://www.referenceforbusiness.com/management/Str-Ti/Theory-Z.html>

Shead, M. (n.d.). *The Definition of Management*. Retrieved from <http://www.leadership501.com/definition-of-management/21/>

Walker, J.G. (1998). *A definition of theory: research guidelines for different theory-building research methods in operations management*. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.470.4555&rep=rep1&type=pdf>

Weber, M. (1905). *The Protestant Ethic and "The Spirit of Capitalism"*. Transl. by Stephen Kalberg (2002), Roxbury Publ. Co.

**X. Course Policies, Attendance and Deadlines:**

**A. Course Policies**

1. Students must know how to manipulate a computer
2. All students must create an email address and know how to access the internet.
3. Login in the virtual class webpage is a must
4. Research work and required readings for specific discussion topics is required for this course.
5. Late submission of requirements without valid reason will be accepted but point deductions will be applied based on number of days delayed.
6. Students will be evaluated/assessed based on the desired learning Outcomes.

**B. Class Attendance**

1. All students are obliged to attend classes punctually and regularly.
2. Allowable Absences is 20% of the prescribed class hours in a semester. Absences incurred by the student for three (3) consecutive or five (5) accumulated meetings shall be reported to the Office of Student Services for proper action and formal notification of the parents or guardian.

- 3. Excused absences incurred due to activities authorized by the University shall be considered excused such as attendance to athletic meets, conferences and academic-related activities and or other valid reasons as determined by the OSS. All works covered by the class during the absence shall be made up within the term by the student concerned.
- 4. Students who have been absent from classes due to illness are required to secure medical certificate from the University Health Services.
- 5. Any student who absents himself/herself from class for three consecutive class days must obtain a class admission slip from the OSS. This slip must be presented to the faculty concerned not later than the next class session following the student's return.

**XI. Consultation Hours/Schedule:**

Consultation Hours will be given during first day of face-to-face class as per format below:

| Month                              | Date/Day | Hours    |
|------------------------------------|----------|----------|
|                                    |          |          |
|                                    |          |          |
|                                    |          |          |
|                                    |          |          |
|                                    |          |          |
| Total number of consultation hours |          | 39 Hours |

Prepared by:

GERRY T. LAB-OYAN  
Adjunct Instructor

Approved:

ROMEO A. GOMEZ, JR. PhD  
Director, Open University