STUDYWALKS · COURSE SYLLABUS

Principles of Management — High School Course with CLEP Preparation

Every organization runs on management: the plans and strategies that set its direction, the structures and people that carry out the work, the leaders and teams that keep it moving, and the controls that check results against the plan. This course covers the history of management thought, the organizational environment, ethics and international management, planning, strategy and decision-making, organizing and organizational design, change, human resources and labor relations, motivation, leadership, teams, communication and conflict, controlling and budgeting, operations and quality, and information management, one lesson at a time, each theory taught with its theorist, its assumptions and its limits, and every worked number checked by computer. It teaches general principles, not legal or employment advice.

CREDIT LABEL	HOURS GOAL	STUDYWALKS LEARNING HOURS	SUGGESTED OFFLINE HOURS
1.0 credit	**120 h**	**35 h**	**85 h**
high school, with the study plan	the 1.0-credit convention	measured runtime plus assessment time	reading, review and writing

35 h StudyWalks (9.1 h of lessons, 17 h of lectures, 9.1 h of quizzes and exams) + **85 h** suggested offline study = **120 h**. 559 lessons in 27 units; prepares for the CLEP Principles of Management exam.

High school credit is granted by the homeschool parent under the state's rules. StudyWalks supplies the record: hours, scores and this syllabus. The credit label is a suggestion; the parent makes the final call.

Course contents

Unit	Title and lecture topics	Lessons	Lecture
1	**Getting Ready: The Exam and What Managers Do** The exam · What managers do and where they sit · Mintzberg's roles · Skills, the day and performance	18	29 min
2	**The History of Management: Classical Approaches** Before scientific management · Taylor and his associates · Fayol and Weber · Limits and the whole unit	20	29 min
3	**Human Relations, Behavioral, Systems and Contingency Approaches** The human relations movement · Follett and Barnard · The Hawthorne studies · Assumptions about people · Systems and contingency · Knowledge, contemporary principles and the whole unit	20	40 min (2 parts)
4	**Organizational Environments and Corporate Culture** The external environment · Uncertainty and response · Inside the organization · Kinds of culture · Making, keeping and changing culture · Stakeholders and the whole unit	20	38 min (2 parts)

Unit	Title and lecture topics	Lessons	Lecture
5	**Ethics and Social Responsibility of Business** Ethics and its sources · Principles and decisions · Ethics in the organization · The pyramid and the debate · Stakeholders and measurement · Ethics abroad, voice and the unit case	22	41 min (2 parts)
6	**International Management: Global Environment, Value Dimensions and Trading Alliances** Globalization and the multinational · Trade, barriers and the balances · Trade institutions and blocs · Culture and Hofstede · GLOBE, stereotypes and institutions · People sent abroad · Strategy and entry · The unit in one case	22	41 min (2 parts)
7	**Planning and Goal Setting** What planning is and why · The planning process · Levels and time frames · Plans by use, and purpose · Kinds of goals · Goals that motivate, and their costs · Management by objectives and the unit case	21	40 min (2 parts)
8	**Strategic Planning and Analysis** Strategy and the process · Scanning and SWOT · The macro environment and the industry · Looking inward and choosing how to compete · Position and rivalry · Levels and portfolios · Grand strategies and realized strategy · Evaluation and the unit case	22	42 min (2 parts)
9	**Decision-Making and Problem-Solving** Kinds of decisions · Processes and models · Intuition, creativity and barriers · Biases · Better decisions, alone and in groups · Structured groups and groupthink	22	44 min (2 parts)
10	**Organizing: Structure, Authority and Organization Charts** Organizing and departments · The chart and the chain · Authority and span · Setting the span · Matters of degree · Off the chart, and one firm	22	41 min (2 parts)
11	**Organizational Design and Organizational Theory** Mechanistic and organic · The contingencies · Whole-firm structures · Theory and trends	20	29 min
12	**Change, Organizational Development, Creativity and Innovation** What change is · Kinds of change · Models of change · How people react · Easing change · Creativity and the intrapreneur · Innovation and learning	22	41 min (2 parts)
13	**Human Resource Management: Planning, Recruiting and Selecting** What HRM does · Planning and job analysis · Recruiting · Hurdles and tests · The interview · Closing the hire	22	40 min (2 parts)
14	**Training, Development and Performance Appraisal** Starting well · Training methods · Looking ahead · The appraisal process · Appraisal techniques · Errors and feedback	21	41 min (2 parts)
15	**Compensation, Benefits and Legal Concerns** Setting pay · Individual incentives · Group incentives and benefits · Total rewards and compliance · Discrimination and pay laws · Leave, safety and harassment	22	45 min (2 parts)
16	**Labor Relations and Collective Bargaining** Unions and the law · Organizing and bargaining · Administering the contract and disputes	18	30 min
17	**Workforce Diversity** What diversity is and who works · The case for diversity and its costs · Theories and practice	18	29 min
18	**Motivation and Human Relations** What motivation is · Content theories: what people need · Process theories: how people decide · Reinforcement · Managers' assumptions · Designing the work	22	43 min (2 parts)

Unit	Title and lecture topics	Lessons	Lecture
19	**Leadership** Leaders and power · Traits and behaviors · The turn to contingency · Adaptive situational models · Contemporary views	23	40 min (2 parts)
20	**Groups, Teams and Group Dynamics** Groups and teams · Kinds of teams · How teams develop and hold together · Size, effort and barriers · Diversity and intergroup links · The unit in one case	20	38 min (2 parts)
21	**Communication and Conflict Resolution** The communication process · Types and directions · Channels · Barriers and listening · What conflict is · Handling and bargaining · Reducing conflict, and the unit in one case	22	41 min (2 parts)
22	**Controlling and Budgeting** The control function · Control by timing · Kinds of control systems · Budgets and statements · Ratios, capital budgets and nonfinancial controls · The unit in one case	22	43 min (2 parts)
23	**Operations Planning, Control and Work Scheduling** Operations and its decisions · Process choices · Facilities · Materials and planning systems · The supply chain and inventory flow · Routing, scheduling and the Gantt chart · The critical path, PERT and float · Deadlines, compression and the whole unit	25	48 min (2 parts)
24	**Quality Management and Productivity** What quality is and what it costs · Deming and total quality management · Six Sigma and the standards · The Baldrige award and lean · Productivity and factory technology · The whole unit	21	40 min (2 parts)
25	**Information Management and E-Business** Data, information and the systems that hold it · Supporting managers' decisions · Networks, the cloud and security · Planning technology, e-commerce and the whole unit	20	30 min
26	**Entrepreneurship, Small Business and Government Regulation** The entrepreneur · Starting and funding the business · Running a small firm · Government, regulation and the whole unit	18	30 min
27	**Capstone: One Manager Through the Four Functions** Planning · Organizing and staffing · Leading · Controlling, two decisions and the whole course	14	31 min

Assessment and grading

- **Unit quizzes.** 27 quizzes, 10 questions each, checked as the student goes, each answer with the lesson to review. Untimed; retakes are unlimited.
- **Mid exam.** 50 questions on units 1–14, drawn fresh each time and scored at the end with a breakdown by content area. Untimed; retakes are unlimited.
- **Final exam.** 100 questions, 90 minutes, on the whole course. Scored 20–80; 50 passes (67 of 100 correct, about 67%). Retakes are unlimited with a 24-hour wait, each a fresh draw.

Suggested composite grade

Part	Weight
Unit quizzes (average of best scores)	20%
Mid exam (best score)	20%
Final exam (percent correct)	60%

Suggested letter scale

Letter	Composite
A	90–100
B	80–89
C	70–79
D	60–69
F	below 60

Suggested; the parent sets the grade. A passing final is the completion standard for the course record.

Study plan

The 85 offline hours are spread over the units in proportion to each unit's StudyWalks time. For each unit: read the matching sections of *Principles of Management (OpenStax); Principles of Management; Organizational Behavior (OpenStax)*, review the unit quiz misses, and write a one-page unit summary. Log the time as you go.

Unit	Title	StudyWalks	Offline, suggested	Unit total
1	Getting Ready: The Exam and What Managers Do	46 min	2 h 30 min	3 h 16 min
2	The History of Management: Classical Approaches	49 min	2 h 40 min	3 h 29 min
3	Human Relations, Behavioral, Systems and Contingency Approaches	1 h	3 h 15 min	4 h 15 min
4	Organizational Environments and Corporate Culture	57 min	3 h 5 min	4 h 2 min
5	Ethics and Social Responsibility of Business	1 h 3 min	3 h 25 min	4 h 28 min
6	International Management: Global Environment, Value Dimensions and Trading Alliances	1 h 2 min	3 h 20 min	4 h 22 min
7	Planning and Goal Setting	1 h 1 min	3 h 20 min	4 h 21 min
8	Strategic Planning and Analysis	1 h 4 min	3 h 30 min	4 h 34 min
Lessons and lectures		**26 h 9 min**	**85 h**	**111 h 9 min**
Quizzes, mid exam and final (stated time)		**9 h 6 min**	**—**	**9 h 6 min**

Unit	Title	StudyWalks	Offline, suggested	Unit total
9	Decision-Making and Problem-Solving	1 h 5 min	3 h 30 min	4 h 35 min
10	Organizing: Structure, Authority and Organization Charts	1 h 3 min	3 h 25 min	4 h 28 min
11	Organizational Design and Organizational Theory	48 min	2 h 35 min	3 h 23 min
12	Change, Organizational Development, Creativity and Innovation	1 h 2 min	3 h 20 min	4 h 22 min
13	Human Resource Management: Planning, Recruiting and Selecting	1 h 2 min	3 h 20 min	4 h 22 min
14	Training, Development and Performance Appraisal	1 h 1 min	3 h 20 min	4 h 21 min
15	Compensation, Benefits and Legal Concerns	1 h 6 min	3 h 35 min	4 h 41 min
16	Labor Relations and Collective Bargaining	47 min	2 h 30 min	3 h 17 min
17	Workforce Diversity	46 min	2 h 30 min	3 h 16 min
18	Motivation and Human Relations	1 h 4 min	3 h 30 min	4 h 34 min
19	Leadership	1 h 3 min	3 h 25 min	4 h 28 min
20	Groups, Teams and Group Dynamics	57 min	3 h 5 min	4 h 2 min
21	Communication and Conflict Resolution	1 h 3 min	3 h 25 min	4 h 28 min
22	Controlling and Budgeting	1 h 4 min	3 h 30 min	4 h 34 min
23	Operations Planning, Control and Work Scheduling	1 h 13 min	3 h 55 min	5 h 8 min
24	Quality Management and Productivity	1 h 1 min	3 h 20 min	4 h 21 min
25	Information Management and E-Business	50 min	2 h 40 min	3 h 30 min
26	Entrepreneurship, Small Business and Government Regulation	48 min	2 h 35 min	3 h 23 min
27	Capstone: One Manager Through the Four Functions	44 min	2 h 25 min	3 h 9 min
Lessons and lectures		**26 h 9 min**	**85 h**	**111 h 9 min**
Quizzes, mid exam and final (stated time)		**9 h 6 min**	**—**	**9 h 6 min**

Unit times are the unit's lecture runtime plus its lessons at the course's measured average lesson length; totals can differ from the learning hours by rounding.

Sources

- **Anchor:** *Principles of Management* (2019). OpenStax, Rice University. CC BY-NC-SA 4.0
- **Witness:** *Principles of Management*, version 1.1. Saylor Academy. CC BY-NC-SA 3.0
- **Witness:** *Organizational Behavior* (2019). OpenStax, Rice University. CC BY-NC-SA 4.0
- **Witness:** *Introduction to Business 2e* (2026). OpenStax, Rice University. CC BY-NC-SA 4.0
- **Witness:** Watt, A. *Project Management*, 2nd edition (2014). BCcampus. CC BY 4.0

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