



LEADERSHIP EDUCATION 400:



PRINCIPLES OF MANAGEMENT

Excerpts taken from:

Fundamentals of Management: Essential Concepts and Applications, Fifth Edition
by Stephen P. Robbins and David A. DeCenzo

The Human Challenge: Managing Yourself and Others in Organizations, Seventh Edition
by Mary L. Tucker, Anne M. McCarthy, Douglas A. Benton

Coaching and Mentoring Skills
by Andrew J. DuBrin

Management, Ninth Edition
by Stephen P. Robbins and Mary Coulter



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Preface

Leadership Education 400: *Principles of Management* is the fourth-year Leadership Education Course for AFJROTC. The text has been completely revised and new topics have been included based on feedback received from our instructors. This course provides exposure to the fundamentals of management. This fourth-year course is taught to cadets who have normally been in the program for at least three years, have assumed leadership roles in the cadet corps, and are usually managing all aspects of the cadet corps activities. This revised course contains many leadership topics that will benefit you as well as provide you with some of the necessary skills you need to put into practice what you have learned. We are confident this course, coupled with what you have already learned during your time in AFJROTC, will provide you with the ability to lead and direct your cadet corps and equip you with the qualities you need to serve in leadership roles. In addition, the material you will learn in this course will significantly benefit you no matter what you decide to do after high school.

Throughout the course are many ethical dilemmas, case studies, and role-play activities built into the lessons that we think you will enjoy. They will allow you the opportunity to practice what you have learned by getting involved in discussions and expressing your opinions. These activities are based on “real life” experiences. Each lesson closes with “checkpoints,” which allow you to review what you have learned; there is also an additional question at the end of each lesson that gives you a chance to apply your learning and is another way to reinforce your understanding of what you have learned. A student workbook, an instructor guide with lesson plans and PowerPoint slides, and a test bank supplement the text. Chapter 10 entitled “*Leadership and Trust*” features profiles of some 21st Century Air Force leaders.

This text has four units. “Unit One: Introduction to Management” covers managers and management, the historical roots of contemporary management practice, and management and the environment. It covers such topics as management basics, management in the marketplace, management theories and management approaches. You will learn about management and the economy and management and society. You will also read about what society expects from organizations and managers and the workforce and labor.

“Unit Two: Planning” focuses on foundations of planning and decision making. You will learn about such topics as planning basics, including what planning is, types of plans, planning in uncertain environments, and how to establish goals and develop plans. In addition, you’ll learn about the decision-making process and the challenges of decision making. You’ll also read discussions on what defines a decision problem, the rational model for decision making, decision-making styles, making decisions in groups, and culture and decision making.

The lessons in “Unit Three: Organizing” will allow you the opportunity to learn about managing change, stress, and innovation. You will read about managers and change with discussions on forces for change, views of the change process, and employee resistance to change. There is also discussion on change and the organization, change and stress, and how to stimulate innovation. In addition, you’ll read about managing yourself, which includes topics on handling personal stress, time management, and time management and meetings.

“Unit Four: Leading” deals with foundations of individual and group behavior, understanding work teams, communication and interpersonal skills, and leadership and trust. You’ll discuss behavior and personality and managers and group behavior, and cover such topics as how to explain and predict behavior, personality theories, how people learn, and foundations of group behavior. The unit continues with a discussion about the popularity of and types of work teams and turning individuals into team players. You’ll read about communication skills and challenges, and communications and information technology. You will also read about developing interpersonal skills, with topics on listening and feedback skills, delegation and negotiation skills, and writing personnel evaluations. You’ll study leadership and trust and learn about leadership theory, leadership issues, and effective coaching and mentoring.

This book has been prepared especially for you, the cadet—to increase your knowledge and success as American citizens and members of the Air Force JROTC. Hopefully after studying this course, you will become more capable of leading in JROTC—a skill that can be very valuable to you for the rest of your life.

Acknowledgements

The subject matter in Leadership Education 400: *Principles of Management* was based on suggestions received from AFJROTC instructors around the world. The Jeanne M. Holm Center for Officer Accession and Citizen Development team involved in the production effort was under the direction of Dr. Charles Nath III, Director of Curriculum, at Maxwell Air Force Base, Alabama, and Mr. Roger Ledbetter, Chief of Junior ROTC Curriculum. This exceptional leadership team resulted in an outstanding product for the AFJROTC program. Special thanks go to Ms Naomi Mitchell, an instructional systems specialist for AFJROTC Curriculum. Naomi was the primary editor and reviewer for the textbook and conducted a persistent and thorough review of the material. We commend Naomi for her effort to produce the best academic materials possible for more than 850 AFJROTC units worldwide.

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The AFJROTC mission is to develop citizens of character dedicated to serving their nation and community. Our goal is to create materials that provide a solid foundation for producing contributing members of society able to productively fulfill their citizenship roles. We believe this course continues the precedent set with the previous curriculum materials. All the people identified above combined their efforts on this project—to form one great team providing “world class” curriculum materials to all our schools.