


**MGMT 3301.301 - Principles of Management**
**Face to Face – Fall 2017**
**Monday and Wednesday Nights from 6:00-8:45**
**I. COURSE OVERVIEW AND INSTRUCTOR CONTACT INFORMATION**
**Instructor:** Mary Lynn Hanik, MBA

**Cell Phone:** 254-383-8785

**E-mail:** [mary.hanik@tamuct.edu](mailto:mary.hanik@tamuct.edu) – **Best way to reach me as I stay very connected**
**Office Hours:** I will be available 20 minutes before and after class

**College of Business Administration Department Information:**

COBA Department Main Phone Number: 254-519-5437

 COBA Department Main Email: [cobainfo@tamuct.edu](mailto:cobainfo@tamuct.edu)

COBA Department Main Fax#: 254-501-5825

**a. Method of Instruction:** This is face-to-face course that also uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section “Technology Requirements and Support” in this syllabus.

**b. Student/Professor Email:** I am very accessible via email and will usually respond within a few hours. If an appointment is needed contact can be face-to-face or via phone.

**c. 911 Cellular:**

Emergency Warning System for Texas A&amp;M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

**II. COURSE INFORMATION**

**a. Course Description from the University Catalog:** A study of the basic managerial functions of planning, organizing, staffing, directing and controlling resources to accomplish organizational resources. The systems concept of management and the role of the manager at each level of the organization are emphasized.

**b. Course Level Student Learning Outcomes:** The objective of this course is for each student to be able to know, comprehend, apply, analyze, synthesize and evaluate the basic fundamentals of managing

organizations. Students will complete specific activities, as identified in the syllabus, related to each of the four functions of management: planning, organizing, leading and controlling.

At the close of the semester, students will:

- Have developed a working knowledge of fundamental terminology and frameworks in the four functions of management: Planning, Organizing, Leading and Controlling;
- Be able to analyze organizational case situations in each of the four functions of management;
- Be able to identify and apply appropriate management techniques for managing contemporary organizations; and
- Have an understanding of the skills, abilities, and tools needed to obtain a job on a management track in an organization of their choice.

**c. Chapter level objectives are found in Appendix A and in the course content folders.**

**d. Required Textbook and Supplemental Materials:** The required textbook for this course is *Management: Leading & Collaborating in a Competitive World*, Twelfth Edition, by Bateman, Snell, & Konopaske and has been one of the leading books in Principles of Management for many years. Over the duration of the semester, you will also be required to complete a variety of assignments that will be delivered via ConnectPlus, an innovative online learning system that is integrated with the text and proven to help students achieve greater success. Assignments completed in ConnectPlus will make up a significant portion of your total grade in this course so you should arrange access immediately.

To access and purchase ConnectPlus:

- Click the first Connect assignment in your Canvas course. You'll be prompted to either login with an existing Connect account username and password, or to create a new account. Then enter your access code, purchase access online or begin a free trial period. Once you've completed your selection, you'll arrive at the start of your first Connect assignment.

### ***Student Options for Purchasing***

- 1. Campus Bookstore:** You can purchase your package in the bookstore, which includes the print book and the ConnectPlus access code. ISBN10: 1259546942; ISBN13: 9781259546945
- 2. Online:** You can purchase a 1-semester ConnectPlus online access for \$125, which includes an e-text, following the instructions above. ISBN10: 1259732045; ISBN13: 9781259732041

**SUPPORT:** *If you need any Technical Support for Connect, please contact McGraw-Hill Customer Experience at (800) 331-5094 or the chat or email features found on the help button within Connect.* Please be sure to make note of your case number when you contact the McGraw-Hill Customer Experience team. **FAQs:** <http://www.connectstudentsuccess.com/>

III. COURSE REQUIREMENTS/ASSESSMENTS

a. **Learn Smart Completion activities (160 total points, 16 at 10 points each):** Each week you will be responsible for completing a required Learn Smart activity with ConnectPlus that helps measure and improve your understanding of key concepts. The end score is what you make it in terms of effort. You can continue to work at each activity until you earn the full points available. These always must be completed by the start of class in which we will discuss that chapter.

b. **Participation Activities (140 total points):**

It is important that you regularly attend class, as there is more to learn than can just be found in the text. We will discuss some of the textual concepts, as well as current events, and complete some relevant application activities, both individually and as groups.

c. **Exams (400 Total Points, 4 at 100 points each):** You will have four exams over the book and supplemental resources provided.

- Exam 1 will cover chapters 1-4
- Exam 2 will cover chapters 5-8
- Exam 3 will cover chapters 9-12
- Exam 4 will cover chapters 13-16

All exams will be administered in class and will most likely be 50 multiple choice and or T/F questions covering both the chapter concepts and the material presented in class. **There will be no make-ups for missed exams unless there is a documented medical emergency.**

d. **Company Analysis Assignment (300 total points):**

There are two components with the Company Analysis Assignment:

1. **Company Analysis/Applications** - There are 6 company analysis assignments based on the information covered in the text that challenges you to analyze and apply the concepts learned for your chosen company. The organization you select should be a Fortune 500 company or other business that has enough written about it in the press (e.g., *Business Week*, *Fortune*, *Forbes*, *The Wall Street Journal*) and online (**not Wikipedia**) for you to do an in-depth analysis. It should also be one that you might have an interest in working for one day. The specific questions to be addressed are found in Appendix B. In each analysis, make sure to follow APA guidelines. Each analysis should be no more than a page in length double spaced. Make sure to cite your sources in answering these questions and include the associated references at the end. These are to be submitted in class. If you will not be in class, you may email it to me for the purposes of being on time, but I will not grade it until you hand me a paper copy in class. **Each chapter assignment is worth 40 points (10 points are devoted to grammar, citations and references), thus they're worth 240 total points of your final course grade.**
2. **Reflection Assignment** – At the end of the semester you will re-assess whether or not you would still be interested in working for the company you identified. This component will be worth **60 of the 300 points.**

For information on APA standards and correct citation formats consult the following sources:

<http://www.tamuct.edu/departments/library/citingsources.php>  
<http://owl.english.purdue.edu/owl/section/2/10/>

[http://www.library.cornell.edu/newhelp/res\\_strategy/citing/apa.html](http://www.library.cornell.edu/newhelp/res_strategy/citing/apa.html)  
<http://research.lesley.edu/content.php?pid=36436&sid=374698>

**Evaluation criteria for these analysis submissions also include:**

1. Effective and accurate use of management terminology and principles.
2. Appropriate application of management principles and theories.
3. Quality and sophistication of writing and expression.

**NOTE: DO NOT RECYCLE PAPERS FROM OTHER COURSES (I will be able to tell)!**

#### **IV. GRADING POINTS AND POLICIES**

- a. There are a total of 1,000 grading points possible in this course. The points and percentages associated with each assignment as it contributes to your final grade include:

Learn Smart (16 @ 10 points each)	16%	160
Management Activities/Discussions (6 @ 40 points each)	14%	140
Chapter Exams (4 at 100 points each)	40%	400
Company Analysis (300 points total)		
1. Company Analyses (6 at 40 points each)	24%	240
2. Company Reflection Assignment	6%	60
	<b>100 %</b>	<b>1000</b>

**NO LATE WORK ACCEPTED!**

**NOTE #1:** Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances where the majority of the course at a minimum has already been completed. Any request for an incomplete grade in this course must be approved by the professor and department chair prior to the end of the course. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. TAMUCT uses the grade of 'K' on transcripts and grade reports to identify incomplete grades.

**NOTE #2:** Questions concerning one's grade on a particular task (e.g., test, case) should be resolved within one week after receiving the graded material.

Course Grades are assigned as follows:

LETTER GRADE	Point Ranges	FROM	TO	Performance
"A"	900 and above	90 %	100 %	Excellent
"B"	800-899	80%	89%	Good
"C"	700-799	70%	79%	Acceptable
"D"	600-699	60%	69%	Needs Improvement
"F"	500-599	Below	60%	Unsatisfactory

- b. **Grading Policy:** Minimum points and percentages required for a specific course grade are noted on the above table. There are NO expectations that I may deviate from these required point ranges.
- c. **Posting of Grades:** All student grades will be posted in the Canvas Grade book and students should monitor their grading status through this tool. Grades for Exams will be posted the day after the availability period has expired. Grades for longer Written Assignments will be posted within one week from the due date.

### V. PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

- a. **Course Standards:** Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional, including Discussion Board postings and email correspondence. For written assignments, all work should be proofread, free of grammatical errors, include proper citations and references in accordance with American Psychological Association (APA) standards.

### VI. TECHNOLOGY REQUIREMENTS AND SUPPORT

- a. **Technology Issues & Troubleshooting:** This course will use the A&M-Central Texas Instructure Canvas learning management system.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

#### General Technology Support.

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

*Please let the support technician know you are an A&M-Central Texas student.*

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

For issues related to course content and requirements, contact your instructor. **Technology issues are not an excuse for missing a course requirement – make sure your computer is configured correctly and address issues well in advance of deadlines.**

## **VII. COURSE AND UNIVERSITY POLICIES/PROCEDURES**

### **a. Drop Policy.**

If you discover that you need to drop this class, you must complete a Drop Request Form, found through the [Registrar’s web page](#):

<https://www.tamuct.edu/departments/business-office/droppolicy.php>

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will likely receive an F in the course, which may affect your financial aid and/or VA educational benefits.

### **b. Academic Integrity.**

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course at my discretion. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university’s Office of Student Conduct. Ignorance of the university’s standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

**c. Academic Accommodations.**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our Access & Inclusion webpage [<https://www.tamuct.edu/student-affairs/access-inclusion.html>].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these requirements and guidelines online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

**d. Tutoring.**

Tutoring is available to all TAMUCT students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Kim Wood at [k.wood@tamuct.edu](mailto:k.wood@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables TAMUCT students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

**e. The University Writing Center.**

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via WCOOnline [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and

connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu).

**f. University Library.**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at TAMUCT are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments. Our 27,000-square-foot facility on the TAMUCT main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [homepage](https://tamuct.libguides.com/): <https://tamuct.libguides.com/>

**VIII. Policies/Expectations**

- a. **What You Can Expect of Me:** You can expect that I will be an active participant in the classroom. I will be prepared and ready to engage in active learning. I will work to create a respectful learning environment where all of us can express our thoughts and ask questions. While we do not have to agree with each other, we will do so in respectful ways. I expect to learn from you as we spend the next 8 weeks together! I will be available to answer your questions and help you be successful in this course.
- b. **I reserve the right to make reasonable alterations to the course calendar and syllabus. It is a guide, not a hard and fast rule. Changes will only be made that benefit the class as a whole.**
- c. Though not specifically required, attendance is very important in a class of this nature. Those that regularly attend and participate generally score much better than those that do not.

**IX. COURSE OUTLINE**

*This course outline is provided for informational purposes and is subject to change. All times are Central Standard Time.*

<b>Module</b>	<b>Subject/Reading</b>	<b>Assignments</b>
Week 1 <b>8/28</b>	Read Chapter 1- Managing and Performing and listen to or read any supplemental resources	<b>1. Submit Management Activity #1</b>
	Read Chapter 2 - The External and Internal Environments and listen to or read any supplemental resources	<b>1. Complete the LearnSmart activity for Chapters 1 &amp; 2</b> <b>2. Submit Company Analysis #1</b>
Week 2 <b>9/4</b>	Read Chapter 3 - Managerial Decision Making and listen to or read any supplemental resources	<b>1. Complete the LearnSmart activity for Chapter 3</b> <b>2. Submit Management Activity #2</b>
	Read Chapter 4 - Planning and Strategic Management and listen to or read any supplemental resources	<b>1. Exam #1 (Chapters 1-4)</b> <b>2. Complete LearnSmart activity for Chapter 4</b>
Week 3 <b>9/11</b>	Read Chapter 5 - Ethics and Corporate Responsibility and listen to or read any supplemental resources	<b>1. Complete LearnSmart activity for Chapter 5</b> <b>2. Submit Company Analysis #2</b>
	Read Chapter 6 - International Management and listen to or read any supplemental resources	<b>1. Complete LearnSmart activity for Chapter 6</b> <b>2. Submit Management Activity #3 by Sunday, 10/8;</b>
Week 4 <b>9/18</b>	Read Chapter 7 - Entrepreneurship and listen to or read any supplemental resources	<b>1. Complete LearnSmart activity for Chapter 7 by Sunday, 10/15;</b> <b>2. Submit Company Analysis #3 by Sunday, 10/15.</b>
	Read Chapter 8 – Organization Structure and listen to or read any supplemental	<b>1. Exam #2 (Chapters 4-8)</b> <b>2. Complete LearnSmart activity for Chapter 8 by Sunday, 10/22;</b>
Week 5 <b>9/25</b>	Read Chapter 9 – Organizational Agility and listen to or read any supplemental	<b>1. Complete LearnSmart activity for Chapter 9;</b> <b>2. Submit Management Activity #4;</b>
	Read Chapter 10 – Human Resource Management and listen to or read any supplemental resources	<b>1. Complete Learnsmart activity for Chapter 10</b> <b>2. Submit Company Analysis #4 by</b>
Week 6	Read Chapter 11 – Managing the Diverse Workforce and listen to or read any supplemental resources	<b>1. Complete Learnsmart activity for Chapter 11</b> <b>2. Submit Management Activity #5</b>

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<b>10/2</b>	Read Chapter 12 – Leadership and listen to or read any supplemental resources in the Week 12 Folder	<ol style="list-style-type: none"> <li><b>1. Exam #3 (Chapters 9-12)</b></li> <li><b>2. Complete LearnSmart activity for Chapter 12</b></li> </ol>
Week 7 <b>10/9</b>	Read Chapter 13 – Motivation for Performance and listen to or read any supplemental resources	<ol style="list-style-type: none"> <li><b>1. Complete LearnSmart activity for Chapter 13</b></li> <li><b>2. Submit Company Analysis #5</b></li> </ol>
	Read Chapter 14 – Teamwork and listen to or read any supplemental resources in the Week 14 Folder	<ol style="list-style-type: none"> <li><b>1. Complete LearnSmart activity for Chapter 14</b></li> <li><b>2. Submit Management Activity #6</b></li> </ol>
Week 8 <b>10/16</b>	Read Chapter 15 – Communicating and listen to or read any supplemental resources	<ol style="list-style-type: none"> <li><b>1. Complete LearnSmart activity for Chapter 15</b></li> <li><b>2. Submit Company Analysis #6</b></li> </ol>
	Read Chapter 16 – Managerial Control and listen to or read any supplemental resources	<ol style="list-style-type: none"> <li><b>1. Complete LearnSmart activity for Chapter 16</b></li> <li><b>2. Exam #4 (Chapters 13-16)</b></li> <li><b>3. Submit company analysis reflection assignment</b></li> </ol>

***This Syllabus is subject to change by the Professor. Should changes be made, it will be announced via the course Canvas web site, and a revised Syllabus with new information will be posted.***

**Important Dates:**

August 28, Add/Drop/Late Registration begins

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

September 1, Priority Deadline to Submit Graduation Application

September 4, Labor Day, CAMPUS CLOSED

September 5, Last day to drop 1st 8-week classes with no record

September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 6, Deadline to submit graduation

October 18, Last day of class for 1<sup>st</sup> 8-class MW

Appendix A

KEY CHAPTER LEVEL LEARNING OBJECTIVES

**PART ONE: INTRODUCTION TO MANAGEMENT FOUNDATIONS**

**Chapter 1 (“Managing and Performing”)**

- Identify the sources of competitive advantage for a company.
- Illustrate how the four functions of management are exercised in today’s business environment.
- Reflect on the skills you need to be an effective manager.

**Chapter 2 (“External and Internal Environments”)**

- Discuss how environmental forces influence organizations and how organizations can influence their environments.
- Distinguish between the macro environment and the competitive environment.
- Identify elements of the competitive environment.
- Discover the elements of an organization’s culture you prefer.

**Chapter 3 (“Managerial Decision-Making”):**

- Apply the steps in making “rational” decisions.
- Recognize the pitfalls you should avoid when making decisions.
- Evaluate the pros and cons of using a group to make decisions.
- Identify procedures to use in leading a decision-making group.

**PART TWO: FUNDAMENTALS OF PLANNING**

**Chapter 4 (“Planning and Strategic Management”)**

- Recognize the basic steps in any planning process.
- Understand how strategic planning should be integrated with tactical and operational planning.
- Identify elements of the external environment and internal resources of the firm to analyze before formulating a strategy.
- Explain how core competencies impact business strategy.
- Identify the types of choices available for corporate strategy.

**Chapter 5 (Ethics and Corporate Social Responsibility”)**

- Measure your ethical work behavior
- Understand how different ethical perspectives guide decision making.
- Discuss issues surrounding corporate social responsibility.
- Identify actions managers can take to manage with the natural environment in mind.

**Chapter 6 (“International Management”)**

- Discuss what integration of the global economy means for individual companies and their managers.
- Recognize the strategies organizations use to compete in the global marketplace.
- Compare the various entry modes organizations use to enter overseas markets.

- Understand the skills and knowledge managers need to manage globally.
- Identify ways in which cultural differences across countries influence management.

**Chapter 7 (“Entrepreneurship”)**

- Recognize why people become entrepreneurs and what it takes, personally.
- Identify common causes of success and failure.
- Illustrate how to increase your chances of Entrepreneurial successes, including good business planning.

**PART THREE: FUNDAMENTALS OF ORGANIZING**

**Chapter 8 (“Organization Structure”)**

- Understand how differentiation and integration influence an organization’s structure.
- Identify ways organizations can be structured and pros and cons of each type.
- Explain how span of control affects structure and managerial effectiveness.
- Explore the pros and cons of decentralization.
- Discuss the issue of delegating effectively.
- Recognize importance of and types of integrative mechanisms.

**Chapter 9 (“Organization Agility”)**

- Identify the reasons why it is critical for organizations to be responsive.
- Recognize the qualities of an organic organization structure.
- Discuss how organizations are responsive to their customers’ needs

**Chapter 10 (“Human Resources Management”)**

- Recognize how companies can use human resources management to gain competitive advantage.
- Identify various methods for selecting new employees.
- Discuss the issues involved in employee appraisals.
- Understand how unions and labor laws influence human resources management.

**Chapter 11 (“Managing the Diverse Workforce”)**

- Understand how diversity can give an organization a competitive advantage
- Understand the changes in the changes in the U.S workforce.
- Discuss how managers can cultivate diversity.

**PART FOUR: FUNDAMENTALS OF LEADING**

**Chapter 12 (“Leadership”)**

- Identify sources of power in organizations.
- Discuss the behaviors/traits that will makes one a better leader.
- Distinguish between different types of leaders.
- Differentiate leadership from management.

**Chapter 13 (“Motivating for Performance”)**

- Differentiate between the different motivational theories.
- Identify how to reward good performance effectively.

- Recognize ways to create jobs that motivate.

**Chapter 14 (“Teamwork”)**

- Identify how teams can contribute to an organization’s effectiveness.
- Discuss the barriers to teamwork and how to overcome them,
- Recognize how to build an effective team.

**Chapter 15 (“Communicating”)**

- Identify when and how to use the various communication channels.
- Discuss communication problems and ways to become a better sender and receiver of information.
- Understand the importance of non-verbal communication.
- Recognize how to work with the company Grapevine.

**PART FIVE: FUNDAMENTALS OF CONTROLLING**

**Chapter 16 (“Managerial Control”)**

- Discuss why companies develop control systems for employees.
- Recognize basic types of financial statements and financial ratios used as controls.
- Identify procedures for implementing effective control systems.

## Appendix B

### Management Analysis Assignment Instructions

#### **Part 1 – Applications and Analysis**

When you submit the answers for each analysis, they must be cited and grammatically correct, as well as have proper APA style references at the end. Each chapter's questions should be answered in one or two paragraphs that do not exceed one page double-spaced.

- 1) Company Introduction: A good approach to this assignment in general should probably begin with choosing a company you might like to work for some day that would allow you to fulfill your ultimate career aspirations. After identifying the company, and why you chose it, give a brief history including: How old is it? What products or services does it sell? What are the company's mission, vision, values, and major goals? Does it appear to be living up to them? Explain briefly.
- 2) The Competitive Environment: Who are your organization's current major competitors and how is it performing compared to them (use most recent annual financial data for your company and its competitors)? Also, briefly discuss the competitive environment relative to Porter's other four forces.
- 3) Ethics and Corporate Social Responsibility: (a) How would you characterize the ethical climate of your company? What evidence is there to support your conclusion? (b) Does the organization undertake investments related to corporate social responsibility or the natural environment and sustainability that go beyond its narrow economic self-interest? If so, what kind of investments has it made?
- 4) Strategy and Change: Conduct a simple SWOT analysis for your company. What are your company's core capabilities and what unique challenges does it face in the future? How does your organization manage change?
- 5) Human Resources: What is your company's main approach for staffing the organization? Do they appear to value diversity? Cite examples, including any legal issues they have had from a labor and/or employment discrimination standpoint.
- 6) Leadership: Who is the CEO? How long has she or he been in this position? What has been the career track of the CEO? Discuss the CEO's leadership style. Would you characterize the CEO as an effective leader? How would you explain his or her success or lack thereof based on text principles? (Cite examples)

#### **Part 2 – Lessons Learned**

**Reflection Assignment:** You are to re-assess whether you are still interested in working for your chosen company. Expand on Why or Why Not? Also, discuss management lessons learned in doing the company analysis assignment. This reflection assignment should be a minimum full page in length, double-spaced.