This course supports the assessments for Principles of Management. The course covers 7 competencies and represents 4 competency units.

**Introduction**

**Overview**

In this course, you will learn about strategic planning, total quality, entrepreneurship, conflict and change, human resource management, diversity, and organizational structure. All of these topics are descriptive of the working environment managers must learn to oversee. Since the overall environment in which organizations operate is always changing, they require effective managers to ensure that strategic objectives are met. Once you complete this course, you will have demonstrated a level of competence that you can immediately use to become an effective manager in your work and career experience.

**Getting Started**

Welcome to Principles of Management! In this course, you will study 7 topics. Within each topic, you will be asked to read text and complete chapter homework and quizzes, available through McGraw-Hill Connect. Links to the learning activities in Connect are provided in the course. In addition, you will have the opportunity to attend webinar sessions focused on the content you will study in the course, through the cohort offerings. To help you track your progress in the course, view the Topics and Pacing guide located in the Preparing for Success section. Competency will be demonstrated by the successful completion of an objective assessment.

**Competencies**

This course provides guidance to help you demonstrate the following 7 competencies:

- **Competency 317.2.1: Strategic Planning**
  The graduate can explain the strategic planning process.

- **Competency 317.2.2: Total Quality Management**
  The graduate can describe how to establish a total quality management program in a product operation and in a service operation.

- **Competency 317.2.3: Entrepreneurial Perspective**
  The graduate can describe how to establish and promote an entrepreneurial emphasis within an organization.

- **Competency 317.2.4: Conflict and Change Management**
  The graduate can recommend effective techniques for managing conflict and change.

- **Competency 317.2.5: Human Resource Management**
  The graduate can correctly apply principles of human resource management in a given situation.

- **Competency 317.2.6: Workplace Diversity**
  The graduate responds appropriately to diversity issues in the workplace.

- **Competency 317.2.7: Organizational Structure**
  The graduate can recommend an organizational structure to match a given
organization's situation.

Course Instructor Assistance
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources
The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Learning Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

McGraw-Hill Connect

You will access all of the activities for this course, including the reading assignments, in McGraw-Hill Connect. Please note that the primary learning resource for MGC1 is the e-text. The e-text chapters will provide you with an overview of the key concepts, as well as examples of how these concepts are utilized in real-world organizations. Once you have moved through the corresponding e-text chapter for each section, there will be resources from the McGraw-Hill Connect site to provide you with additional review of the concepts found in the e-text.

The following textbook is available to you as an e-text within this course:

Note: This e-text is available to you free of charge, but you may purchase a hard copy at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

VitalSource

For the normal and interactive course access please proceed to the individual topics in the course of study and follow the link to the McGraw-Hill Connect courseware. For offline access to the textbook please navigate to the following link in VitalSource:

- VitalSource Access to Management: Leading & collaborating in the competitive world

Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through VitalSource or a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition. The following sites provide instruction on how to create a VitalSource account, use features such as downloading your e-texts for offline use, and purchase a print-on-demand option, if available.

- VitalSource Navigational Video
- Print-On-Demand Option

Topics and Pacing

This outline suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow these guidelines carefully to complete the course in the suggested timeframe.

Week 1:

- Basics of Strategic Planning
- Organizational Responsiveness

Week 2:

- Total Quality Management

Week 3:

- Entrepreneurship

Week 4:

- Conflict Management
- Communication

Week 5:
Strategic Planning

Strategic planning is a management tool used to guide an organization's decisions and actions in response to a constantly changing business environment. Strategic planning is a disciplined effort that helps managers by focusing on what they should do, why they should do it, and how they can successfully continue to do it.

**Basics of Strategic Planning**

Many tools and processes are used to create a company's direction, such as creating a mission/vision, setting goals and objectives, and analyzing the internal and external environment. This topic will give you an overview of the strategic planning process. Reflect on the following questions as you go through this material:

- How is the strategic plan developed at your organization (or an organization you know well)?
- How well does the strategic plan align to the organization's mission?

This topic addresses the following competencies:

- **Competency 317.2.1 - Strategic Planning**
  The graduate can explain the strategic planning process.

This topic highlights the following objectives:

- Differentiate the steps in the strategic planning process.
- Define the components of a SWOT analysis.
- Define the role of core capabilities in strategic planning.
- Distinguish between cost and differentiation strategies an organization may use to gain competitive advantage.
- Define vertical integration strategy.
- Differentiate strategic vision from strategic mission.
- Contrast strategic mission and strategic goals.

**Planning and Strategic Management**
Read chapter 4 in *Management: Leading & Collaborating in the Competitive World* and complete the chapter 4 exercises:

- chapter 4 ("Planning and Strategic Management")

**Organizational Responsiveness**

Once a strategic plan is decided upon and written, it has to be implemented and continually revised in response to customer needs and the changing environment. Reflect on the following questions as you work through this material:

- How responsive to the environment is an organization you are familiar with?
- What external pressures are being exerted on the organization to change its strategic objectives?

This topic addresses the following competencies:

- **Competency 317.2.1: Strategic Planning**
  The graduate can explain the strategic planning process.

This topic highlights the following objectives:

- Contrast organic structural models with mechanistic structural models.
- Define the value chain concept.
- Define the purpose of value chain analysis.
- Identify the steps for managing an organization’s resources.
- Describe the Five Forces model of competitive forces.

**Organizational Agility**

Read the following sections of chapter 9 ("Organizational Agility") in *Management: Leading & Collaborating in the Competitive World*:

- "The Responsive Organization"
- "Strategy and Organizational Agility"
- "Organizational Size and Agility"
- "Customer Relationship Management" (found in the "Customer and Responsive Organization" section)

Complete the following exercises in McGraw-Hill Connect:

- chapter 9: Video Case – Organizational Agility at DHL
- chapter 9: Sequencing/Timeline – The Value Chain of a Snowboard Company

**The Competitive Environment**
Total Quality Management

Total quality management is a management method to achieve customer satisfaction and high-quality goods and services.

Continuous improvement is a mainstay at any organization, and it is important at every level—not just at the executive ranks. To achieve top efficiencies and productivity, processes must be continuously improved to ensure consistency and reduced variation.

Reflect on the following questions as you move through the material:

- What quality initiatives are you familiar with at an organization you know well?
- Are those initiatives successful? Why or why not?

This topic addresses the following competencies:

- Competency 317.2.2: Total Quality Management
  The graduate can describe how to establish a total quality management program in a product operation and in a service operation.

This topic highlights the following objectives:

- Identify principal benefits of implementing a total quality management system.
- Recognize principal features of specified continuous improvement methodologies.
- Select appropriate tools for implementing the quality management process in a given situation.
- Identify appropriate techniques for achieving quality improvement in delivery services in a given situation.
- Define how management can achieve a greater level of customer-focus in a given department.
- Identify appropriate strategies for meeting the demands for products and services.

Total Quality Management and Organizational Agility

Read the following sections of chapter 9 ("Organizational Agility") in Management: Leading & Collaborating in the Competitive World:

- "Customers and the Responsive Organization" (except "Customer Relationship Management," which you have already read)
- “Technology and Organizational Agility”
"Final Thoughts on Organizational Agility"

Complete the following activities in your study journal:

- Summarize how firms organize to meet customer requirements.
- Define reengineering. How is reengineering important to an organization's success?

Complete the following exercises in McGraw-Hill Connect:

- chapter 9: Drag and Drop – Designing for Organizational Agility
- chapter 9 Quiz

**Entrepreneurial Perspective**

Entrepreneurship is about innovation and creating new ideas, concepts, and products that did not exist before.

**Entrepreneurship**

Where would society be without the enterprising people called entrepreneurs? Society would be missing out on such products and services as computers, eBay, Amazon, cell phones, and sticky notes, to name a few. Organizations need to cultivate an entrepreneurial orientation; otherwise, it is possible that their product/service line will quickly become obsolete. As you work through this material, reflect on the following question:

- How does your organization encourage creativity and innovation?

This topic addresses the following competencies:

- **Competency 317.2.3: Entrepreneurial Perspective**
  The graduate can describe how to establish and promote an entrepreneurial emphasis within an organization.

This topic highlights the following objectives:

- Recognize the role of intrapreneurship in an organization.
- Recognize why innovation is an essential element of entrepreneurship.
- Identify the common characteristics of entrepreneurial individuals.
- Recognize common considerations for starting a new business venture.
- Compare and contrast financing issues for a new business as opposed to a well-established business.
- Identify effective techniques for maintaining an organization's entrepreneurial spirit in a given situation.

**Entrepreneurship**

Read chapter 7 in *Management: Leading & Collaborating in the Competitive World* and
Conflict and Change

Conflict and change occur naturally in all types of organizations. All institutions experience some form of conflict and change in their daily operations. Sometimes the conflict results in positive, constructive change, and other times it results in negative change. Organizations must be aware of conflict and change, analyze it, and develop strategies to put their plans into action.

### Conflict Management

Conflict is a natural occurrence in the workplace. If managed well, conflict can be a healthy element of team growth. Conflict dealt with in healthy ways uncovers issues in need of addressing so that the organization can move forward. As you work through this material, reflect on the following questions:

- What conflict management tools and techniques are used in an organization you are familiar with, and are they effective?

This topic addresses the following competencies:

- **Competency 317.2.4: Conflict and Change Management**
  The graduate can recommend effective techniques for managing conflict and change.

This topic highlights the following objectives:

- Identify the lateral role relationships found in teams.
- Identify the dimensions of conflict-management strategies.
- Identify appropriate conflict-resolution techniques to apply in a given situation.
- Identify situations in which application of constructive conflict techniques would be appropriate.
- Define the core job dimensions in the job-characteristics model of organizing and describing jobs.
- Identify how specified organizational design characteristics affect work design in a given situation.

### Teamwork: Managing Lateral Relationships

Read chapter 14 in *Management: Leading & Collaborating in the Competitive World:*

- "Managing Lateral Relationships"

### Constructive Conflict

Read chapter 3 in *Management: Leading & Collaborating in the Competitive World:*

...
• “Managing Group Decision Making”

Motivation

Read chapter 13 in *Management: Leading & Collaborating in the Competitive World* and complete the quiz:

• Chapter 13 (“Motivating for Performance”)

Communication

Communication is a cornerstone to any successful relationship, including relationships within the organization: relationships among individuals on the team, between the team members and the team leader, and between teams and departments. As you work through the material, reflect on how communication flows within an organization you are familiar with. What are the outcomes of that communication?

This topic addresses the following competencies:

• Competency 317.2.4: Conflict and Change Management
  The graduate can recommend effective techniques for managing conflict and change.

This topic highlights the following objectives:

• Identify barriers to cross-cultural communication in a given workplace setting.
• Identify the purposes for creating a boundaryless organization.

Communicating

Read chapter 15 in *Management: Leading & Collaborating in the Competitive World* and complete the quiz:

• chapter 15 (“Communicating”)

Managing Change

You often hear that the only thing you can count on is change. This is especially true in organizations as customer requirements, markets, technology, and laws change. Because change can often be a painful process that many resist, a manager's ability to help the team cope with change is especially critical. As you work through this material, reflect on the following question:

• What are some of the most effective methods a manager can use to handle change effectively?

This topic addresses the following competency:

• Competency 317.2.4 - Conflict and Change Management
  The graduate can recommend effective techniques for managing conflict and change.
This topic highlights the following objectives:

- Describe strategies that organizations can implement to create a successful future.
- Identify appropriate techniques for gaining support for change in a given situation.
- Select appropriate strategies for overcoming resistance to change in a given situation.

**Creating and Managing Change**

Read chapter 18 in *Management: Leading & Collaborating in the Competitive World* and complete the chapter 18 exercises:

- [chapter 18 ("Creating and Managing Change")](#)

**Human Resource Management**

People perform the work that goes into achieving an organization's strategic objectives. This means the majority of a manager's job focuses directly on managing the individuals and the relationships: hiring, training, motivating, and evaluating. Throughout this process, the manager performs these tasks within the legal scope of labor laws and with the growing diversity of the workforce. It is important to understand these dimensions to be successful as a manager.

**Human Resource Management**

Without a qualified, well trained, motivated staff, it is much more difficult to achieve strategic objectives. A good manager hires the right people, trains them properly (and continually), motivates them, and evaluates and rewards performance. Performing these duties well requires skill and thoughtful consideration of the legal environment and the specific individuals on the team. As you work through this material, think about the best managers you have worked with in the past and reflect on the following question:

- In what ways do those managers train, provide feedback, and motivate employees, as well as reward good performance?

This topic addresses the following competencies:

- Competency 317.2.5: Human Resource Management
  The graduate can correctly apply principles of human resource management in a given situation.

This topic highlights the following objectives:

- Identify specific legal considerations that affect staffing decisions in a given situation.
- Describe how strategic human resource planning can benefit an organization in a given situation.
- Identify appropriate steps to follow when selecting new employees in a given situation.

**Human Resources Management**

Read chapter 10 in *Management: Leading & Collaborating in the Competitive World* and complete the chapter 10 exercises:
Workplace Diversity

Diversity is an increasingly important topic in business. As global markets continue to globalize and converge, the importance of successfully navigating workplace diversity will continue to grow. This section will help you develop these essential diversity management skills.

Diversity

Diversity is much broader than ethnicity, gender, and race. Diversity refers to those human qualities that are present in other individuals and groups. It is important to understand how these dimensions affect performance, motivation, success, and interactions with others within an organization. As you work through this material, reflect on the following questions:

- How diverse is an organization you are familiar with?
- How has your view of diversity changed over the years?

This topic addresses the following competency:

- Competency 317.2.6: Workplace Diversity
  The graduate responds appropriately to diversity issues in the workplace.

This topic highlights the following objectives:

- Explain why certain types of diversity are protected by law.
- Identify possible sources of conflict that may arise between younger and older workers in a given workplace situation.
- Recognize business situations in which religious preferences may inappropriately affect decision making.
- Recognize situations in which it would be appropriate to modify the workplace to accommodate the needs of an individual worker.
- Identify common elements of effective diversity training programs.

Managing the Diverse Workforce

Read chapter 11 in Management: Leading & Collaborating in the Competitive World and complete the chapter 11 exercises:

- chapter 11 ("Managing the Diverse Workforce")

Organizational Structure

Organizational design is the process by which managers select and manage various dimensions and components of organizational structure and culture so that an organization can
achieve its goals.

**Organizational Structure**

In order to achieve an organization's strategic initiatives, it is not enough to have the qualified people in place to do the work; the right structure has to surround them. Organization structure is about division of labor (who does what, hierarchical structures, who reports to whom) and setting those up so that information and work flows efficiently throughout the organization. It is much more complex than you might initially think. As you work through this material, reflect on the following question:

- In what ways does the organizational structure of your organization (or one you know well) help or hinder work and communication processes?

This topic addresses the following competencies:

- Competency 317.2.7: Organizational Structure
  The graduate can recommend an organizational structure to match a given organization's situation.

This topic highlights the following objectives:

- Identify the key elements that define a given organization's structure.
- Distinguish between a vertical and a horizontal organizational structure.
- Recognized whether a given organization exhibits the characteristics of a virtual organization (dynamic network).
- Recognize the common purposes of the controlling function.
- Identify the basic areas of budgetary control.
- Sequence the steps in the control process.

**Organization Structure**

Read chapter 8 in *Management: Leading & Collaborating in the Competitive World* and complete the chapter 8 exercises:

- [chapter 8 ("Organization Structure")](#)

**Organizing for Innovation**

Read chapter 17 in *Management: Leading & Collaborating in the Competitive World*:

- [Chapter 17 ("Managing Technology and Innovation")](#)

**Managerial Control**

Read chapter 16 in *Management: Leading & Collaborating in the Competitive World* and complete the chapter 16 exercises:
Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.