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

Introduction

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.

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:
  - Managing Change
- Week 6:
  - Human Resource Management
- Week 7:
  - Diversity
- Week 8:
  - Organizational Structure

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
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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

- chapter 4 ("Planning and Strategic Management")

After you have read the above chapter, solidify what you learned by completing the following exercises in McGraw-Hill Connect:

- chapter 4: Sequencing/Timeline – Steps in the Strategic Management Process
- chapter 4: Sequencing/Timeline – Steps in the Formal Planning Process
- chapter 4: Drag and Drop – Internal Analysis for Planning at Organization Anywhere
- chapter 4: Video Case – Brewing a Better Starbucks
- chapter 4: Quiz

For additional review, use your study journal to write the answers to the "Discussion Questions" at the end of chapter 4. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**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 learning 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

After reading these sections, you should be able to answer the following questions:

- What strategic alliances are present in an organization you are familiar with?
- What benefits are there to an organization being a learning organization?

**The Competitive Environment**

Read the following section of chapter 2 (“The External Environment…”) in *Management: Leading & Collaborating in the Competitive World*:

- “The Competitive Environment”

Complete the following exercise in McGraw-Hill Connect:

- chapter 2: Comprehension Case – Rubio’s Competitive Environment

**Total Quality Management**

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

**Total Quality Management**

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 learning 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](#)

For additional review, use your study journal to write the answers to the “Discussion Questions” at the end of chapter 9. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**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 learning 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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

- [chapter 7 ("Entrepreneurship")](#)
Complete the following exercises in McGraw-Hill Connect:

- chapter 7: Video Case – Entrepreneurship in Action at 1154 Lill Studio
- chapter 7: Decision Generator – To Be or Not to Be an Entrepreneur
- chapter 7 Quiz

After reading the chapter, you should be able to answer the following question:

- How does an organization cultivate intrapreneurship?

Answer the following study questions:

- What role does entrepreneurship play within an organization?
- Should organizations encourage an entrepreneurial spirit within their organization? Why or why not?
- What is the relationship between innovation and entrepreneurship?
- What are the common characteristics of an entrepreneur?
- Do the financing issues that new businesses face differ from those faced by a well-established business? How?

For additional review, answer the "Discussion Questions" at the end of the chapter in your journal. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**Conflict and Change Management**

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 learning 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 the following section of chapter 14 ("Teamwork") in *Management: Leading & Collaborating in the Competitive World:*

- "Managing Lateral Relationships"

After reading the chapter, you should be able to complete the following:

- Explain the difference between avoidance, accommodation, compromise, competing, and collaboration as conflict styles.

Define the following key terms from chapter 14:

- accommodation
- avoidance
- collaboration
- competing
- mediator

For further review, answer "Discussion Questions" 9-11 at the end of the chapter in your journal. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**Constructive Conflict**

Read the following section of chapter 3 ("Managerial Decision Making") in *Management: Leading & Collaborating in the Competitive World:*

- "Managing Group Decision Making"

After reading the chapter, you should be able to complete the following:

- Define *constructive conflict.*

**Motivation**
Read the following sections from chapter 13 (“Motivating for Performance”) in Management: Leading & Collaborating in the Competitive World:

- “Understanding People’s Needs”
- “Designing Motivating Jobs”

Complete the following exercises in McGraw-Hill Connect:

- chapter 13: Video Case – Life at Google
- chapter 13: Decision Generator – The Electricity of Job Enrichment
- chapter 13: Drag and Drop – Which Motivation Theory Fits?
- chapter 13: Quiz

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 learning objectives:

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

Communicating

Read the following chapter in Management: Leading & Collaborating in the Competitive World:

- chapter 15 ("Communicating")

After reading the chapter, you should be able to answer the following questions:

- What are the benefits of effective communication?
- How can organizational leaders improve communication?

Take the following quiz in McGraw-Hill Connect:

- chapter 15: Quiz

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 learning 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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

- chapter 18 ("Creating and Managing Change")

Complete the following exercises in McGraw-Hill Connect:

- chapter 18: “Drag and Drop – Leading the Charge for Change
- chapter 18: Quiz

After reading the chapter you should be able to answer the following question:

- What makes organizational change so difficult?

Answer the following questions:

- What is constructive conflict? What are some conflict resolution techniques that can be employed in an organization?
- What are the stages of change within an organization?
- How can managers solicit support from their employees for their change initiatives?
- What strategies can managers use to overcome resistance to their change initiatives?

For additional review, answer the "Discussion Questions" at the end of chapter 18. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.
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 learning 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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

- chapter 10 ("Human Resources Management")

After reading the chapter, you should be able to answer the following question:

- How do companies use human resource management to gain a competitive advantage?

Complete the following exercises in McGraw-Hill Connect:

- chapter 10: Video Case – Strategic Human Resources Management at Best Buy
For additional review, answer the "Discussion Questions" at the end of chapter 10. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**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 learning 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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

- chapter 11 ("Managing the Diverse Workforce")

Complete the following exercises in McGraw-Hill Connect:

- chapter 11: Video Case – Multigenerational Office
After reading the chapter, you should be able to answer the following questions:

- What distinctions can you make between affirmative action and managing diversity?
- In what ways does your organization (or one you know well) manage diversity well?

Answer the following study questions:

1. What is strategic human resource planning, and how does it benefit an organization?
2. What legal considerations must organizations consider when hiring employees?
3. What is the job characteristics model (JCM)?
4. Why are certain types of diversity protected by law? What are they?
5. What are some barriers to cross-cultural communication in an organization?
6. When are organizations required to modify their workplace in order to accommodate the needs of an individual employee?

For additional review, answer the "Discussion Questions" at the end of chapter 11. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**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 learning objectives:
• Identify the key elements that define a given organization's structure.
• Distinguish between a vertical and a horizontal organizational structure.
• Recognize wither 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 the following chapter in *Management: Leading & Collaborating in the Competitive World*:

• chapter 8 ("Organization Structure")

For additional review, answer the "Discussion Questions" at the end of chapter 8. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

Take the following quiz in McGraw-Hill Connect:

• chapter 8: Quiz

Answer the following study questions:

• What components make up an organization's structure?
• What is the difference between a bureaucracy and a matrix organizational structure?
• What is a boundaryless organization? What is the purpose of creating one?
• What characteristics compose a virtual organization?
• What is the difference between organic structural models and mechanistic structural models?

Organizing for Innovation

Read the following section of chapter 17 ("Managing Technology and Innovation") in *Management: Leading & Collaborating in the Competitive World*:

• "Organizing for Innovation"

Managerial Control

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

• chapter 16 ("Managerial Control")

After reading the chapter, you should be able to complete the following:

• Describe three types of control systems.
What types of control systems have you seen in operation in your organization (or one you know well)?

Complete the following exercises in McGraw-Hill Connect:

- chapter 16: Drag and Drop – Engaging Employees at the Ritz Carlton
- chapter 16: Drag and Drop – The Right Ratio for the Job
- chapter 16: Decision Generator – Is There Empowerment at the Ritz-Carlton?
- chapter 16: Case Analysis – Does Legal Sea Foods Take a Balanced Approach to Control?
- chapter 16: Quiz

For additional review, answer the "Discussion Questions" at the end of chapter 16. Check your answers in the textbook. If you do not know an answer, go back to that section in the textbook and review.

**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.