

MANAGEMENT II

MIS03 14232

Students in Management II will continue the study of management functions and theories. Topics include: business organization, personal and management skills, ethics and social responsibility, human resource management, technology and information management, financial decision making, industry analysis, markets and prices, and organized labor.

Credit ½ credit
Max credit = ½

Level Grades 9-12

Prerequisite: Management I

-These are the standards/competencies taken from the larger Business Education document that are the bare minimum to be covered in the class in any school using this MIS03 code.

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Standard 9	<i>MANAGEMENT</i>	
MANAGEMENT FUNCTIONS		
Topic 9.1	Analyze the management functions and their implementation and integration within the business environment.	
Student Competencies		
	<i>PLANNING</i>	
	9.1.7	Describe how operational and strategic planning differ.
	9.1.8	Prepare a business plan.
	<i>ORGANIZING</i>	
	9.1.13	Explain the advantages and disadvantages of centralizing and decentralizing responsibility and authority when organizing a business.
	9.1.14	Discuss how accountability for decision making is assured in an organization.
	9.1.15	Design an organizational chart.
	<i>LEADING</i>	
	9.1.18	Explain the importance of motivation in leadership.
	9.1.19	Demonstrate leadership in a small group with or without having formal authority.
	9.1.20	Differentiate between leading and managing.
	9.1.21	Compare and contrast leadership styles.

	9.1.22	Identify the leadership style most appropriate for a given situation.
	9.1.23	Explain the difference between leadership traits and leadership behaviors.
	9.1.24	Differentiate between extrinsic and intrinsic motivation and how it manifests itself in a business environment.
	<i>CONTROLLING</i>	
	9.1.25	Discuss the importance of the controlling function in the business environment.
	9.1.26	Describe the importance of controlling.
	9.1.27	Explain the steps in the control process.
	9.1.28	Compare and contrast feedforward, concurrent, and feedback control.
	9.1.29	Analyze the need for changing control mechanisms in decentralized organizations.
MANAGEMENT THEORIES		
Topic 9.2	Analyze the management theories and their application within the business environment.	
	Student Competencies	
	9.2.1	Discuss why knowledge of the evolution of management theories is valuable.
	9.2.2	Identify and discuss the evolution of management theories (e.g., Taylor, Weber, Follett, McGregor).
	9.2.3	Explain how management theories and research inform practice.
	9.2.4	Explain how practice informs management and management education research.
BUSINESS ORGANIZATION		
Topic 9.3	Analyze the organization of a business.	
	Student Competencies	
	<i>FORMS OF BUSINESS OWNERSHIP</i>	
	9.3.4	Differentiate among an international, a multinational, and a transnational organization.
	<i>MANAGEMENT LEVELS</i>	
	9.3.7	Differentiate between tall and flat organization structures.
	9.3.8	Describe the role of self-managed work teams.
	<i>ORGANIZATIONAL STRUCTURE</i>	
	9.3.10	Identify the advantages and disadvantages of organizing using teams.
	9.3.11	Distinguish among functional, divisional, and matrix organizational structures.
	9.3.12	Identify the factors that influence an organization's structure (e.g., size, environment, human resources, technology, and strategy).
PERSONAL MANAGEMENT SKILLS		
Topic 9.4	Develop personal management skills to function effectively and efficiently in a business environment.	
	Student Competencies	
	<i>STRESS MANAGEMENT</i>	
	9.4.6	Identify stressors in the business environment.
	9.4.7	Determine appropriate reactions to stressors in the business environment.
	9.4.8	Recognize the benefits of motivational stress.
	<i>PROFESSIONAL GROWTH AND DEVELOPMENT</i>	

	9.4.9	Recognize the need for lifelong learning.
	9.4.10	Recognize the need for mentoring and networking.
	<i>COMMUNICATION SKILLS (REFER TO THE COMMUNICATION STANDARDS)</i>	
	9.4.13	Use feedback to enhance the communication process.
	9.4.16	Identify major problems that prevent effective communication in organizations.
	<i>RELATIONSHIP BUILDING (Refer to the Career Development and Communication Standards)</i>	
	9.4.18	Establish a common goal with a team.
	9.4.19	Identify available resources inside and outside the school for making professional contacts (e.g., professional organizations, business schools, alumni, and business leaders).
	9.4.20	Evaluate the progress made toward achieving the common goal as a team.
	9.4.21	Explain why different management styles can be equally effective and successful.
	<i>MOTIVATION</i>	
	9.4.27	Contrast how expectancy, equity, goal-setting, and self-efficacy motivate behavior.
	9.4.28	Discuss the motivational implications of reinforcement principles and strategies.
	9.4.29	Explain the relationship between motivation and performance.
	9.4.30	Describe process and content theories of motivation.
	9.4.31	Identify ways managers can motivate employees.
	<i>CONFLICT MANAGEMENT</i>	
	9.4.35	Identify the stages of conflict and the characteristics of each stage.
	9.4.36	Describe the differences between functional and dysfunctional conflict.
ETHICS AND SOCIAL RESPONSIBILITY		
Topic 9.5	Examine the role of ethics and social responsibility in decision making.	
	Student Competencies	
	<i>ETHICS</i>	
	9.5.2	Describe ethical dilemmas faced by managers.
	9.5.5	Examine a business code of ethics.
	9.5.6	Explain the importance of an ethical work environment.
	9.5.7	Identify the impact of unethical behavior on a business.
	9.5.8	Explain the relationship between ethics and governmental regulations.
	9.5.9	Identify guidelines for ethical decision making.
	9.5.10	Identify ethical considerations resulting from various situations (e.g., technological advances, global competition, employer-employee relationships, and consumer relations).
	<i>SOCIAL RESPONSIBILITY</i>	
	9.5.13	Identify ways in which an organization demonstrates social responsibility toward its internal and external stakeholders.
	9.5.14	Discuss the impacts resulting from an organization being socially responsible toward its internal and external stakeholders.

HUMAN RESOURCE MANAGEMENT		
Topic 9.6	Describe human resource functions and their importance to an organization’s successful operation and strategic congruence.	
Student Competencies		
	HUMAN RESOURCE PLANNING	
	9.6.3	Define outsourcing as it relates to human resource planning.
	RECRUITMENT AND SELECTION	
	9.6.5	Identify recruitment sources.
	9.6.6	Identify selection tools and explain how they are used (e.g., interviews, tests, and reference checks).
	9.6.7	Identify legislation affecting the recruitment and selection processes (e.g., Title VII of Civil Rights Act of 1964, affirmative action, Americans with Disabilities Act, and Genetic Information Nondiscrimination Act).
	9.6.8	Explain the concept of talent acquisition.
	EMPLOYEE DEVELOPMENT	
	9.6.12	Explain the difference between job enlargement and job enrichment.
	PERFORMANCE APPRAISAL/REVIEW	
	9.6.16	Identify the impact of performance appraisals on employees and the organization.
	9.6.17	Explain the legal ramifications of performance appraisals.
	COMPENSATION, PROMOTION, BENEFITS, AND INCENTIVES	
	9.6.18	Identify and describe compensation plans, benefit packages, and incentive programs available to employees.
	9.6.19	Identify non-salary issues such as flextime, childcare, discounts, tuition programs, etc.
	9.6.20	Identify and explain advancement opportunities within an organization.
	9.6.21	Identify issues encountered when determining levels of compensation.
	SEPARATION, TERMINATION, AND TRANSITION	
	9.6.22	Define and discuss the concept of rightsizing.
	9.6.23	Describe legal reasons for terminating employees.
	9.6.24	Describe the process of progressive discipline.
	LABOR RELATIONS	
	9.6.25	Explain the role of management in labor relations.
	9.6.26	Describe an employment contract.
	9.6.27	Define right to work state.
ORGANIZED LABOR		
Topic 9.7	Describe the role and impact of organized labor on an organization’s operations.	
Student Competencies		
	9.7.1	Describe the history of the labor movement and why unions were organized.
	9.7.2	Describe the collective bargaining process.
	9.7.3	Explain the role of labor unions in the collective bargaining process.

TECHNOLOGY AND INFORMATION MANAGEMENT		
Topic 9.9	Utilize information and technology tools to conduct business effectively and efficiently.	
	Student Competencies	
	<i>TECHNOLOGY TOOLS (REFER TO INFORMATION TECHNOLOGY STANDARDS)</i>	
	9.9.4	Use appropriate technology tools for specific business applications.
	<i>INFORMATION MANAGEMENT</i>	
	9.9.5	Define knowledge management.
	9.9.6	Interpret, analyze, and synthesize information for decision making.
	<i>E-BUSINESS</i>	
	9.9.8	Differentiate between e-commerce and e-business.
	9.9.9	Explain how successful e-business systems depend upon much more expertise than just technical skill in website design.
	9.9.10	Evaluate an e-business website.
INDUSTRY ANALYSIS		
Topic 9.10	Analyze a business organization's competitive position within the industry.	
	Student Competencies	
	<i>COMPETITION</i>	
	9.10.5	Describe how various laws impact competition (e.g., Sherman Antitrust Act and Robinson-Patman Act).
	<i>COMPETITIVE ADVANTAGE</i>	
	9.10.7	Analyze various organizations to determine their competitive advantage.
	9.10.8	Discuss how financial ratios are used in business decision making.
	<i>INTERNAL AND EXTERNAL SOURCES OF DATA</i>	
	9.10.9	Identify internal and external data sources valuable for strategic planning.
	9.10.10	Explain how organizations use internal and external data sources for planning and control.
FINANCIAL DECISION MAKING		
Topic 9.11	Analyze financial data influenced by internal and external factors in order to make short-term and long-term decisions.	
	Student Competencies	
	<i>SHORT-TERM AND LONG-TERM FINANCING</i>	
	9.11.4	Identify sources of short- and long-term financing.
	<i>RISK MANAGEMENT</i>	
	9.11.5	Identify risks to business.