The goal of this project is to evaluate your ability to apply the management concepts you have learned in this course to a work environment, and identify how management concepts (skills) affect each other. For example, if staff is not provided with adequate training, it could effect staff evaluations, production accuracy, and safety. Likewise, if adequate training is provided, it could have a positive effect on staff morale, motivation, and production accuracy. One management concept can have a positive or negative impact on many different management concepts. The key to being a successful manager is understanding and applying the necessary management skills. Remember: You need to earn at least 60% on this project and your midterm exam combined in order to pass the course.

Background:

Congratulations! You have just accepted a middle manager position within ABC Company. For the past five years, you have worked for another company as a unit supervisor for an operations unit. ABC Company was impressed with your management skills, and the success you had as a unit supervisor.

As a middle manager for ABC Company, you are now responsible for the following units: Finance, Operations, Design, and Marketing. Each unit has two shift supervisors that will now report to you. In addition, your supervisory team consists of both women and men representing a variety of diverse backgrounds. Four of the supervisors are experienced, and four of the supervisors have recently been hired and do not have experience in management.

Your new position has been vacant for over six months. As a result, the units are not functioning effectively. During your first month as the middle manager, you notice many staff issues that are of concern and need to be addressed.

The ABC President has asked you to write a memo describing why these staff problems are occurring in your section, and what your management plan is to improve the issues. The President knows that you understand the importance of effective supervisory skills and how to apply them. You also understand that when effective supervisory skills are not applied, many management concepts can be affected.

Staff Issues:

A. The Design Unit has experienced a 30 percent staff turnover rate during the past year. The unit supervisors are complaining that they are not getting qualified applicants to fill positions. The Human Resources Department has a staff member assigned to assist the unit supervisors with personnel matters. The human resource staff member is very efficient and experienced in personnel issues, but some of the unit supervisors have mentioned to you they do not like working with “HR staff.” They would rather handle personnel matters themselves.
B. The Marketing Unit is a month past its deadline to develop a marketing plan for a new product. There are rumors that some employees in Marketing are drinking alcohol on the job. A recent equipment audit revealed that inventory is missing from the Marketing Department. One of the marketing supervisors who was recently hired has many years of experience in inventory control.

C. The last performance appraisals given to the four experienced unit supervisors look identical. The unit supervisors received the same reviews and scores. You must complete their next appraisal in six months. Along with the experienced employees’ appraisals, you must also complete an appraisal on the four new unit supervisors. You have noticed that some of the unit supervisors are very efficient and effective managers, and some are not.

D. Staff morale is low in many units. Line staff has complained that management does not care about them. Communication is not flowing efficiently between line staff and management. In addition, management functions are not well defined. Training has not occurred for over a year in the Finance and Operations units. However, you have noticed that staff morale in the Operations Unit is high, and staff appears to have a positive working relationship with the two unit managers.

E. During the six months your position was vacant, unit supervisors enjoyed not having to report to someone. Some supervisors are giving you “attitude” about reporting to you and accounting for their unit’s progress. The Operations Unit managers have been very supportive towards you and upper management. In the past, staff meetings were not held regularly. When a staff meeting was held, it was typically called at the last minute and not organized. Many supervisors thought it was a waste of their time to attend these meetings. The past middle manager used a spectator style of management. You were told that the past manager’s style was not effective. The past manager was terminated.

F. A staff member in the Design Unit has filed a complaint stating that the younger staff members are given the “better projects” than the older, experienced members. Another staff member has filed a grievance stating they were not selected for a unit supervisor position because of their ethnic background. Three employee accidents have occurred in the Operations Unit during the past four months. You have also been notified by OSHA that they will be investigating these incidents and inspecting the operations facility within 30 days.

Final Project:

Based on the background information given above, write a memo to the ABC President that addresses four of the six staff issues described above (A through F). You have been given some basic information, but you will have to make some assumptions in order to address the issues you choose. Identify your assumptions
clearly within your paper so that your instructor knows why you are making the decisions and drawing the conclusions that you are. Use the outline below to address the staff issues. Each staff issue should be at least a page in length.

Outline for Addressing Each Staff Issue:

1. Identify the current problems, and the possible reasons for the problems. [Use the background information, and your assumptions about the situations to make your conclusions. Describe the assumptions that are made.]

2. How does the staff issue affect the company, unit supervisor, and line staff?

3. Identify and describe three management concepts from the textbook that are not being used. Explain how these management concepts have a negative effect on other management concepts. [Remember, the lack of one management concept can have a negative effect on other concepts. Use concepts from different chapters.]

4. Identify three management concepts that you will use to resolve the issue. Explain the management concept and how it will affect the issue. In addition, explain how the concepts will have a positive effect on other management concepts. [Remember, the use of one management concept can have a positive effect on other concepts. Use concepts from different chapters.]

5. Explain the directions you will provide to the unit supervisors to resolve the issue. How will you delegate this responsibility to the unit supervisors?

Important

This project is worth 200 points. Be thorough with your answers. Review the scoring matrix below to ensure that your answers reflect the highest points in each criterion. You will receive more points if you address a variety of different management concepts. In other words, do not use the same management concepts for each answer. Remember to consider the steps for decision making as you think through each of the issues.

Use your textbook, web research, and past experiences to discuss the topics. Provide examples when addressing issues. Remember to cite the sources that are used, and use your own words! You must use at least two resources (one of which would be your textbook) in each issue to support your decisions.

Incorporate the course key terms and concepts and provide examples from your organization or past work experience when appropriate. This demonstrates to the instructor that you thoroughly understand the key terms and concepts.
Work off-line, using your word processing program. Make sure you carefully edit the paper for grammar, spelling, punctuation, sentence structure, and word usage as well as content. When you have completed your final project, save a copy, and then copy and paste it within the submit box at the end of Lesson 13.

Copy your work by simultaneously holding down the "Ctrl" and "A" keys to select the text, and then simultaneously holding down the "Ctrl" and "C" keys to copy it. Then, click on the link below to open up the online submit form for the assessment. Paste your document into the online submit form by inserting your cursor in the submit box, and simultaneously holding down the "Ctrl" and "V" keys.

Grading Matrix:

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Below Standards &quot;F - D&quot;</th>
<th>Minimal Standards &quot;C&quot;</th>
<th>Meets Standards &quot;B&quot;</th>
<th>Exceeds Standards &quot;A&quot;</th>
<th>Percent of Grade (Weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates understanding of the issues</td>
<td>No understanding to incorrect understanding</td>
<td>Correct understanding with insufficient supporting rationale</td>
<td>Correct understanding with sufficient supporting rationale</td>
<td>Correct understanding with excellent supporting rationale</td>
<td>30%</td>
</tr>
<tr>
<td>Suggests logical problem-solving solutions</td>
<td>Solutions not suggested</td>
<td>Solutions suggested; but problem-solving logic is flawed</td>
<td>Solutions are logical</td>
<td>Alternative logical solutions are suggested</td>
<td>25%</td>
</tr>
<tr>
<td>Includes key course concepts and terms to support solutions and conclusions</td>
<td>Key course concepts and terms not used, or used incorrectly</td>
<td>Key course concepts and terms used incorrectly or seldom used correctly</td>
<td>Key course concepts and terms used sufficiently throughout answers</td>
<td>Key course concepts and terms used correctly and exceptionally well throughout answers</td>
<td>30%</td>
</tr>
<tr>
<td>Format, grammar, sentence structure, spelling, and punctuation</td>
<td>Ineffective introduction, body, or conclusion; gross grammar, sentence structure, spelling, or punctuation errors</td>
<td>Appropriate introduction, body, and conclusion; frequent grammar, sentence structure, spelling, or punctuation errors</td>
<td>Appropriate introduction, body, and conclusion; few grammar, sentence structure, spelling, or punctuation errors</td>
<td>Excellent introduction, body, and conclusion; no grammar, sentence structure, spelling, or punctuation errors</td>
<td>15%</td>
</tr>
</tbody>
</table>