

**Assignment:**  
**Common MGT 360 Management Analysis Report**  
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[ updated: Tuesday, May 28, 2019 ]

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**Course:** MGT 360

**Title:** Management and Organizational Behavior (3 units)

“Theory is about the connections among phenomena, a story about why acts, events, structure, and thoughts occur. Theory emphasizes the nature of causal relationships, identifying what comes first as well as the timing of such events.”

--R. Sutton and B. Staw

**Goal:**

The Department of Management strives to ensure that all students enrolled in MGT 360 are critical thinkers and strong writers. In essence, the Department wants all students to be able to demonstrate competency and efficacy in applying the principles of management and organizational behavior to the issues of a contemporary organization and its broader environment.

**Objective:**

In narrative essay format, I want you to address a business/organization case study using multiple concepts from class. The case question and case text begin on page 5 of this document.

Building upon your knowledge from MGT 360, students should demonstrate their best understanding of management and organizational behavior theory, and the application of those ideas to improve the understanding of various issues. You need to clearly identify at least *three* distinct, substantive issues. For each issue you need to 1), identify evidence from the case text that shows why this issue is important, 2), use theory from our textbook as a base for your analysis, and 3), draw an analogy from library materials other than the textbook to strengthen your argument. You also need to use appropriate in-text citations and provide a “Works Cited” (Reference) page.

Additionally, building upon your skills from general education and lower-division core courses, students should demonstrate their best composition and technical writing skills.

**Length:**

This essay is to be no less than three full pages and in length and no more than four full pages in length. Other relevant formatting requirements (“style guide”) are

linked from the course web page. The “Works Cited” page is *in addition to* the required page length (i.e., the “Works Cited” page *doesn’t count* as one of the 3-4 pages).

**Deliverable:**

This assignment is due on the date specified on the course outline.

**Performance Measurement:**

There will be two different scores for this assignment. The *first* score will be for content, and the maximum numbers of points for content will be 20. The scoring rubric for the content portion of this assignment is as follows:

- 1 - clearly identifying at least three key issues to be addressed
- 3 - appropriate and rigorous use of evidence from the case text(s)
- 6 - appropriate and rigorous use of relevant theory from our Textbook
- 6 - appropriate and rigorous use of the class Library materials
- 3 - correct and proper use of In-Text Citations
- 1 - correct and proper use of a Works Cited (“References”) page

The details for earning strong scores are enumerated below.

**Requirements Rationale:**

- *You must* clearly identify at least three key issues. Readers, especially important readers whose time is valuable and decision-making you want to influence (which eventually will be *you*, at some point after graduation), can’t be guessing as to what you are writing about. Four techniques can help immensely to improve clarity in this regard. The first is to identify the three issues by the end of the first paragraph, probably in the last line of the paragraph. This first step is crucial because it sets the expectations for the reader. The second is to use sub-headings liberally (think of sub-headings as “signposts”). The third is to repeat the issue in the first or second sentence of the paragraph that will address the issue. You might use slightly different words, but the issue, in essence, is the topic sentence of the paragraph. The fourth and final technique is to repeat the three issues (summarized, of course)—along with recommendations, if any—somewhere in the final, concluding paragraph.
- *You must* use evidence from the case text(s). The evidence must be at least one direct quote. Without some supporting evidence, there is no way to demonstrate that the issue you wish to discuss is even an issue, much less a distinct and substantive issue that key, senior decision-makers should consider. There might even be more than one piece of evidence, even from a single, journalistic article.

- *You must* lead the reader through the process of inference. That is, apply the general principles (theories, models, and frameworks) from this course to explain a phenomenon that occurred in the past or predict what phenomenon is likely to occur in the future. Both explanations and predictions require a deep understanding of “why”. Support for “why” is demonstrated primarily by the rigorous use of appropriate theories, models, and frameworks. For this assignment those theories must originate from the course textbook readings. The theory must be at least one direct quote. There are many theories in a textbook; choosing the best one requires diligent focus, a comprehensive understanding of course approach and detail, and fervent review of technical subject matter. There are no “shortcuts” to using the best theory, models, or frameworks in an objective, purposeful manner.
- *You must* make a strong argument in your analysis. Convincing another smart person that your thinking is right or best is some of the most difficult work you’ll do after you graduate. In addition to evidence and theory, another critical piece of a strong argument is the elegant use of an analogy. You offer additional support for your analysis of an issue by the use of a relevant analogy between a fact from the case text and a fact from a class *Library* materials listed on the course outline. You must use at least one direct quote from the *library* materials. As with evidence and theory, each issue will use analogies from different *library* materials. *Library* materials are labeled on the course outline as such; they are *not* materials from the textbook, supplementals, lectures, or video clips.
- *You must* cite your references, including specific page numbers (or from WileyPlus, the Section number or name), in-text (i.e., “in-line”) in the sentence in the narrative. You cannot make crass, unsubstantiated arguments or use ambiguous references. You need to provide tangible support for your reasoning. You build authority and credibility by acknowledging and referring to the work of others. Put another way anything you write that isn’t cited is assumed to be your own work. If you intentionally or unintentionally let the reader assume that the work of other individuals is your own work, you are plagiarizing. You cannot do this...ever...in either academic or professional work. I prefer APA format, but you may use MLA format as well. For the textbook, the citation must contain the Author’s name, year of publication, and page number (or WileyPlus Section number or name). For other materials, the citation must contain the Author’s name and year of publication. There are examples of in-text citations in the APA Style Guide summarized nicely by the CSUN Library:

[http://library.csun.edu/egarcia/documents/apacitation\\_quickguide.pdf](http://library.csun.edu/egarcia/documents/apacitation_quickguide.pdf)

- *You must* use a “Works Cited” page (sometimes called a “References” page). Someone else must be able to locate and use each reference on the “Works Cited” page. Multiple, In-text citations from the narrative that refer to the same reference in the “Works Cited” page are listed only once in the “Works Cited” page (even if different elements are used in the In-Text citation). Again, I prefer APA format, but you may use MLA format as well. There are examples of how references are to be formatted on “Works Cited” pages in the APA Style Guide summarized nicely by the CSUN Library:

[http://library.csun.edu/egarcia/documents/apacitation\\_quickguide.pdf](http://library.csun.edu/egarcia/documents/apacitation_quickguide.pdf)

### **Other Tips:**

- *Don't* write haphazardly. *Do* balance breadth (broad coverage of multiple issues) with depth (sufficient, detailed analysis of each distinct issue). These issues emerge from your reading of the article, your education and experience, and your understanding of what the firm needs to succeed. You'll write a better paper if you identify issues that resonate with you viscerally because you'll have more acumen and concomitant passion for those issues.
- *Don't* focus on principles, concepts, and materials from *other* business classes (lower-division or upper-division). *Do* focus on principles, concepts, and materials covered in *this* course—MGT 360. Take the perspective that the materials from this class on “Management and Organization Behavior” are unique and distinctive from other upper-division business courses. Here are two tips: 1), review the titles of the textbook chapters, HBR and supplemental readings, and 2), review the organizational structure and details of the course outline.
- *Don't* just use concepts from the current part of the course, or materials just after the mid-term exam. *Do* use materials from the entire course, including from materials on leadership and change near the end of the course. Therefore, you need to review prior materials and you need to read ahead. This class doesn't have a cumulative final exam. However, this assignment is indeed a cumulative assignment.
- *Don't* arbitrarily ignore General Education courses. *Do* incorporate materials from one or more of G.E. courses if you feel those materials strengthen your thinking.
- *Don't* write like you speak. *Do* organize your thoughts well. The main body of the report are the issues. Additionally, the first paragraph of the report should be an introduction, and the last paragraph should be a conclusion.

The last sentence of the introduction might be a summary of what is to come in the main body, while the conclusion might be a summary of what was said and final recommendations.

The *second* score will be for writing, and the maximum numbers of points for content will be 10. The scoring criteria for the writing portion of this assignment will be similar to the writing scoring criteria used previously in this class.

Although the *raw* scores differ for Content (20 points) and for Writing (10 points), both scores are *weighted* equally (i.e., half of 10% overall is 5% for Content and 5% for Writing).

### **Case Question:**

Assume that you are a self-employed consultant in Human Resources. You used to work for a large firm but now run your own business, with one assistant, out of a spare room in your house. You have approximately 20 clients. All the clients are small businesses; only one has annual gross revenues exceeding \$2,000,000. You work on retainer and then bill time and materials for various types of HR-related consulting work.

Recently, two clients of yours called you with the same basic issue: In the growing economy, these two business owners find that it is getting harder to attract and retain quality employees. What are the issues and what can be done? You decide to write a “white paper” (a fancy name for an analysis paper) that will help not just two business owners but possibly one or more of you other clients too.

Write a brief management analysis report about “hiring, retention, and development issues for small businesses”. Make recommendations to your clients about what to do. That is, using the language of our class, describe (explain or predict) why specifically addressing various employee-related issues in various ways can be helpful to small businesses in this tight labor market. Be certain to touch upon how new opportunities can be leveraged and new threats can be overcome.

(If you need to make any assumptions or background regarding anything you might have read in the case text, simply state them as needed.)

### **Case #1 Citation:**

Simon, R. (2019, May 13). Small Firms Battle to Hire. *Wall Street Journal*.

**Full text:**

Job growth at the smallest businesses has fallen to the lowest levels in nearly eight years as tiny companies struggle to attract and retain workers in the tightest U.S. job market in half a century.

The number of people employed by companies with fewer than 20 workers grew less than 1% in both March and April, compared with the same months a year earlier, according to an analysis by Moody's Analytics for The Wall Street Journal. Hiring at the smallest businesses hasn't been this low since May 2011, when the economy was recovering from the financial crisis.

Torque Transmission, a manufacturer with 18 employees in Fairport Harbor, Ohio, has struggled in the past 2 1/2 years to maintain a staff of three skilled machinists. "We have posted ads online. We have a sign out on the front lawn. We have a couple of temp agencies working on it," said John W. Rampe, president of the family-run business.

Mr. Rampe has hired a machinist 10 times only to have the new hire show up late or not at all -- or turn out not to be a good fit. "Being a small business, we definitely have it a bit tougher," he said. "We don't have the strong wage scale some other, larger companies do." Torque recently laid off two lower-skilled laborers, in part because it was difficult to land new orders without all three machinist positions filled.

Low unemployment and rising wages are creating hiring challenges for companies of all sizes. There were 7.5 million unfilled jobs on the last business day of March, according to the Labor Department.

Smaller businesses often experience slower job growth, but they seem to be having a particularly tough time adding workers in today's job market. Companies with fewer than 20 workers boosted head count by just 0.9% in April compared with a year earlier, according to Moody's Analytics, which examined data from payroll processor ADP. That trails the 3.5% increase at businesses with 500 to 999 employees and the 1.8% gain at the largest companies.

Roughly 17% of private-sector workers -- or nearly 21 million Americans -- work at companies with fewer than 20 employees, according to the most recent Bureau of Labor Statistics data.

"The smaller the company, the greater the challenge," said Mark Zandi, chief economist of Moody's Analytics. As the labor market gets tighter, he said, "their problems are only going to intensify."

Growth at companies with 20 to 49 employees also has slowed since the job market started to tighten in late 2016, Mr. Zandi said.

Matt Haney, chief executive of Universal Network Solutions Inc., a cybersecurity consultancy in Minneapolis, said he lost about \$4.6 million in potential revenue last year because he has managed to hire just two cybersecurity specialists, not the 10 he needs.

"We call them unicorns," said Mr. Haney, who boosted pay in 2017 after experienced workers at his firm realized they earned less than new hires. Now, he is working to provide his employees, who travel frequently, with a better work-life balance.

It took four months to fill an entry-level slot at WordWrite Communications, a 12-person public-relations firm in Pittsburgh, CEO Paul Furiga said. Many potential candidates dropped out before completing WordWrite's hiring process, which includes a writing test.

To better appeal to millennials, the company recently moved into the renovated former headquarters of Alcoa Corp., which includes a gym and a conference center with ping-pong, foosball and pool tables. WordWrite this year added team bonuses tied to the firm's performance and an online bonus program that lets employees reward their peers.

"Employers, especially small employers, need to be focusing on the intangibles beyond the paycheck," Mr. Furiga said. "If it's just about the money or it's just about size, a smaller employer is going to lose out every time."

At the same time, the company is conducting a salary review to make sure its pay is competitive.

Larger companies tend to pay more than small firms, and they are handing out bigger raises. Businesses with 500 to 999 employees boosted wages in the first quarter by an average of 5.3% from a year earlier, according to the Moody's analysis. That compared with a 4.1% average pay increase at companies with fewer than 50 employees.

Natasha Miller, CEO of Entire Productions Inc., a 10-person event-planning company, is holding off on adding another account executive because of the San Francisco Bay Area's tight job market.

"Most everyone has a job and a base salary of at least \$110,000 a year," said Ms. Miller, who is instead trying to get the most out of existing employees. "That's a lot of money," she added. "There is a lot of competition."

Matching benefits offered by big companies can also be a challenge. Rishi Khanna said his software firm, which has nine employees in the U.S. and 20 in India, is too tiny to offer dental coverage or a 401(k) retirement-savings plan. "You need six people for dental benefits," said Mr. Khanna, whose firm Eno8 LLC is based in Plano, Texas. "Not everybody opts for these things."

As the job market tightens, some small firms are experimenting with new ways to recruit. Judy Briggs, owner of a Boston cleaning business with seven workers, has hired three people since she began offering referral bonuses in November. Workers can earn \$100 if a new recruit stays 30 days, plus \$250 after 90 days and \$500 after a year.

"The bonus far outweighs the training costs" of bringing on a new employee, said Ms. Briggs, whose Men In Kilts franchise cleans windows and gutters and power washes buildings.

Others are turning to outside contractors or automation. BizTraffic LLC, a Dallas-based digital marketing company, now has 15 outside contractors, up from seven a year ago. Full-time staff has been halved to five employees. "When we do post jobs, it costs an incredible amount of money even to get applicants -- and most don't respond to us," BizTraffic CEO Vlad Molchadski said.

Applicant Information, a small firm in Fort Smith, Ark., that conducts employment background checks, has spent about \$350,000 over three years to automate repetitive tasks. "The 16 current employees are performing twice as much work as when we had 28 employees," said its president, Dean Wilson.

Automation hasn't eliminated the need for new recruits, however. Applicant Information lost two employees this spring. "We are seeing more people switching jobs," said Mr. Wilson. "Five years ago, we were getting overqualified people for our positions. The market has turned on us."

### **Case #2 Citation:**

Stoll, J. (2019, May 19). On Business: Factory Perks: Friday off; New Bathrooms. *Wall Street Journal*.

### **Full text:**

Five years ago, entry-level candidates could expect to earn nine bucks an hour at a Haworth Inc. office-furniture factory. The economy was humming, but job growth was choppy, and wage gains anemic.

Things changed, though, as average unemployment in the counties where Haworth makes products like movable walls, desk chairs and storage cabinets tumbled from 6.3% in 2014 to 3.6% last year. Today's newcomer makes \$12.50 an hour.

Pay increases have become table stakes for those doing battle in this tight labor market. Consulting firm Mercer LLC found in a February study that the No. 1 human-resources risk



executives face is excessive time required to fill open positions. The median cost to recruit an employee is \$1,300, according to recent data.

If you're a hiring manager and not prepared to pull out your pocketbook, prepare to suffer. And even if you are, prepare to suffer.

"This wage war isn't winnable," Ann Harten, Haworth's human-resources chief, told me at the company's Holland, Mich., headquarters. It's simple arithmetic: Haworth's revenue grows at about a 5% annual clip, trailing the approximately 8% in entry-level increases it has been dishing out.

The wage wars aren't going away. As we chatted, a construction company offered jobs paying \$13.50 an hour, a \$500 signing bonus, benefits and a car to drive materials around the Grand Rapids area. A farm in nearby Zeeland offered \$14 an hour to load turkeys into cages during the overnight shift.

Nonetheless, Haworth thinks it can respond without going broke. By shaking up shift scheduling, investing in amenities for workers or offering more flex time, companies believe that treating blue-collar workers more like white-collar counterparts may persuade them to sign on or stick around.

Haworth will put this theory to the test on May 19. That's when about 300 employees at a plant in Holland start working a new schedule that allows a three-day weekend every other week.

The lunch-pail crowd has largely been forgotten in the push to improve work life in America.

"We've been desperately seeking the ideal of sustainable workloads," Ellen Kossek, a professor at Purdue University's Krannert School of Management, said. But "people always said in manufacturing you can't do work-life balance."

Workers have different ideas. Homebase, a San Francisco company helping businesses manage time sheets, hiring and payroll, polled 2,000 hourly employees about important factors in deciding where to work. Pay ranked near the top, but respondents gave about equal weight to a positive work environment and schedules that fit their lifestyle.

Big changes aren't simple. Haworth's strategy includes 20 different shift patterns, adding complexity. For example, one pattern has employees working a 36-hour week -- three 12-hour shifts on Sunday, Tuesday and Wednesday. Then, they get the rest of the week off, before working four 12-hour shifts, Monday through Thursday, the next week and receiving eight hours of overtime pay. Rinse, repeat.

Because Haworth's plan includes working a couple of Sundays each month, Ms. Harten met with hundreds of employees to address "a rather energized negative reaction." She ended up offering a chance to opt out to a small share of workers.

Companies willing to iron out the kinks are experiencing big dividends.

Rick Hanger, a native of Duluth, Minn., was working in Seattle when he decided to return closer to his hometown as he neared retirement age. He took a job with century-old Marvin, known nearly as much for its record of never laying off workers as for its windows and doors.

Mr. Hanger began working the second shift in Grafton, N.D., but is now production supervisor on a three-day-weekend shift that didn't exist when he first took a job there. I interviewed him on a Tuesday while he was camping on the shores of Lake Superior; he didn't have to get back to Grafton until Friday.

He manages people who can now better trade home duties with spouses. Working three long weekend days may sound suffocating, but it can give children more time with both parents. These workers can also pick up an agricultural job during the week, go to college or volunteer, Mr. Hanger said.

At Marvin's plant in Warroad, Minn., workers are seeing other changes that make life in a factory more pleasant. The most visible one is bathrooms redesigned in what corporate strategy chief Christine Marvin calls "modern Nordic meets Lake of the Woods."

Ms. Marvin said the company is installing privacy bays for breast-feeding mothers after finding women had long walks to find a lactation room, which slowed production.

"People have agency to select where they want to work," said Ms. Marvin, one of the owners of the company. Adding something like a lactation pod "isn't because there was a bottleneck," she said. "It was just the right thing to do."

Marvin's cafeterias (often the dingiest part of any plant) are next on the remodel list with plans to install power outlets for smartphones, skylights and solitude cubbies.

There will also be a selection of affordable hot meals.

One suggestion: There's a turkey farm in Zeeland, Mich., that's paying its hands \$14 bucks an hour that might like the business.