

## **MGT 2210 – Principles of Management**

### *Managers and Their Environment – A Real World Analysis*

For this assignment you will conduct research on a pair of companies. Two students will work together collaboratively choosing a pair of companies from the attached table. Each pair of companies may be researched by only one group. All companies on the table were included in the 2005 Fortune “Most Admired Company” listing.

#### **Assignment Goals:**

As you conduct your research and write your assigned paper, my overall goal is two-fold: (1) To enhance your ability to research organizations and synthesize key information from this research and (2) to enhance your information literacy skills and your ability to evaluate resources used in your research.

At the completion of this assignment, students will be able to:

- Describe the critical forces in an organization’s environment.
- Articulate the role of the managerial environment in management decisions and effectiveness.
- Indicate how forces within the managerial environment affect business operations.
- Define leadership and discuss its importance for organizations.
- Discuss how leadership fits the organizational situation and the resulting leader behaviors.
- Use selected print and electronic business resources of the COD Library both on-site and remotely.
- Organize and synthesize retrieved information and compile a written report.
- Accurately cite sources utilized and include an evaluative abstract for each citation in the bibliography, documenting its reliability and usefulness.

## **Assignment Description:**

- The assignment includes four parts, with specifics for each identified below.
- Paper must be typed, 5-7 double pages – Include a cover page with your names and the two company names with all pages stapled, but do not place in a report cover, folder, etc.
- Include section headings corresponding with each of the four parts identified below.
- Use resources as outlined in the MFT 2210 Library Research Guide keeping the following criteria in mind:
  - Quantity
    - 5-7 resources
  - Variety
    - Books
    - Magazine articles from Library databases
    - Newspaper articles from Library databases
    - Business web sites
    - Other Library business databases
  - Date of publication
  - Quality – see Part IV for criteria

## Part I. Environmental Analysis

Managers develop their organizational goals and strategies by taking advantage of the organization's internal strengths and external opportunities while at the same time minimizing internal weaknesses and external threats. An analysis of the firm's internal and external environment provides useful information to managers in their planning, organizing, leading, and controlling functions. This analysis is essential to the firm's leadership as they seek to exist within the forces impacting upon their firm.

The SWOT analysis is a basic framework for evaluating the firm's internal and external environments and thus its competitive positioning within the marketplace. Important insights of a SWOT analysis come only after you examine the matches and mismatches between the organization's strengths and weaknesses and the environment's opportunities and threats. Business decisions take place within a competitive context. Understanding who your competitors are and how your firm stacks up against them is a key part of management. Analyzing your own company is just as important as analyzing your competition. Thus, most companies use a SWOT analysis to identify their strengths, weaknesses, opportunities, and threats. With insight into its own capabilities and those of its competitors, a company can then work to gain a competitive edge.

Conduct a SWOT analysis for each of your two companies by identifying the following key pieces:

1. What are your firms' key strengths and weaknesses?
2. What are the major threats in their external environment?
3. What are the opportunities?
4. Based on this information, what is your assessment of each firm's value proposition and ability to compete in the future?

## **Part II. Leadership Analysis**

Leadership is an undeniably critical part of the overall management process. It is in fact at the very center and heart of that part of managing that deals with implementing the firm's goals and objectives through its' people/employees. Without effective leadership, organizational performance would be minimal.

The influence of effective leadership within an organization is critical to the successful attainment of company goals and objectives. The achievement of these goals efficiently and effectively leads to the firm's ability to be high performing.

For each of your two companies,

1. Identify the individual within each firm considered to be its' leader.
2. How does this leader and his/her style affect and impact the firm's ability to succeed or hamper their successes within their environments?
3. What traits, behaviors, and/or characteristics does the leader portray in his/her locus of leadership? What research did you locate that portrays this individual to be effective or ineffective?
4. How do the two leaders and their styles compare and contrast?

## **Part III. Comparative Analysis**

1. Are the companies experiencing comparable or contrasting forces within their environments?
2. Which leader is more effective at managing challenges coming from their environment? How do you know?
3. How does the leadership style for each of the companies impact the firm's ability to succeed within these two firm's competitive environments? Are the two firms direct competitors?
4. What research did you identify that offer the ability for you to make a judgment on whether each company will continue to succeed into the future? Are there steps you see the companies needing to take in order to remain successful?

#### **Part IV. References Used Evaluation Abstract**

This is a key part of the assignment. You must be complete and clear in your explanations.

For each reference cited, explain why you used the resource. Address some of the following criteria in your 2-3 sentence abstract.

- Authority
  - Author
  - Publisher
  - Publication
- Currency
- Objectivity
  - Point of view – ‘inside’ vs ‘outside’
  - Factual
  - Evidence of bias
- Scope (coverage)
  - In-depth
  - Overview
- Intended audience

Companies to Research:

<b>Industry</b>	<b>Company Names</b>	<b>Students</b>
Securities	A. G. Edwards Merrill Lynch	
Megabanks	Wells Fargo Wachovia	
Megabanks	Bank of America Citigroup	
Food Production	Tyson Foods Dean Foods.	
Consumer Food Products	Sara Lee PepsiCo	
Consumer Food Products	Nestle Kellogg	
Apparel	Nike Reebok Intl.	
Apparel	Liz Claiborne Jones Apparel Group	
Household, Personal Products	Procter & Gamble Kimberly-Clark	
Tobacco	Altria R.J. Reynolds	
Healthcare	Tenet Healthcare Aetna	
Diversified Outsourcing –	Cintas Hewitt Associates	
Home Equipment, Furnishings	Fortune Brands Newell Rubbermaid	
Homebuilders	KB Home Centex	
General Merchandisers	Wal-mart Stores Target	
General Merchandisers	Federated Department Stores May Department Stores	
General Merchandisers	Sears JCPenney	
Specialty Retailers	Home Depot Lowe's	
Specialty Retailers	Office Depot Staples	
Specialty Retailers	Best Buy Circuit City Group	
Food & Drug Stores	Walgreens CVS	

Food & Drug Stores	Safeway Albertson's	
Food Services	McDonald's Wendy's International	
Food Services	Yum! Brands Darden Restaurants	
Computers	Dell Gateway	
Computers, Software	Microsoft Oracle	
Telecommunications	Verizon Communications Sprint	
Airlines	Southwest Airlines UAL	
Precision Equipment	3M Eastman-Kodak	
Motor Vehicles	Toyota Motor Honda Motor	
Motor Vehicles	General Motors Ford Motor Company	
Publishing	New York Times Washington Post	
Entertainment	Viacom Time Warner	
Pharmaceutical	Pfizer Merck	
Oil & Gas Equip Svcs	Halliburton FMC Corporation	
Petroleum Refining	BP ExxonMobil	
Hotels, Casinos, Resorts	Harrah's Entertainment Caesars Entertainment	
Motor-Vehicle Parts	Goodyear Tire & Rubber Bridgestone	
Delivery	United Parcel Service FedEx	
Aerospace, Defense	Boeing Lockheed Martin	