Mc Graw Hill

connect® MASTER

Management

ONLINE LEARNING
WITHOUT COMPROMISE

ONLINE LEARNING
WITHOUT COMPROMISE

*Students often struggle to connect concepts to application. Connect Master Management's customizable content is built with deliberate instructional alignment which provides students with focused instruction and assessments. Master takes students **beyond rudimentary knowledge to mastery** of foundational concepts through adaptive learning with just-in-time learning resources, paired with **practical assessments**.*

Principles of Management Course Survey 2019 Key Findings 352 Instructors and Administrators Surveyed

90% of your peers develop course assignments with the goal of helping students build their career/workforce readiness skills.

Principles of Management students are *underprepared* when it comes to writing, developing and supporting arguments with evidence, and applying theory to real-world scenarios.

COLLEGE SUCCESS SKILLS GAPS:
Instructors expect their students to develop these top five competencies after completing the Principles of Management course to assist in workforce readiness:

87% *Critical thinking / problem solving*

85% *Oral and written communication*

74% *Teamwork / collaboration*

73% *Professionalism / work ethic*

68% *Leadership*

DIGITAL-FIRST COURSEWARE

Connect Master Management content is designed for digital use, rather than a static reading experience. This allows for:

– More immersive concept exploration, boosting engagement and efficiency for students and addressing the often-raised concern that "students don't read."

– Greater ability to reconfigure and customize— content is organized and divided at a more granular level. This, combined with the transparent instructional alignment, makes it easier than ever to delete, add, and move content while still preserving the cohesion of the learning experience.

– Regular and seamless updates to the adaptive content give students access to new and current information without requiring instructors to create new assignments or courses.

> **"I think it is a great product for students to improve their learning and for instructors to facilitate student learning."**
>
> **–POL HERRMANN,**
> IOWA STATE UNIVERSITY

Most common assignment types to assess course learning outcomes:

☑ Written assignments
☑ Multiple choice, multi-select, or other auto-graded assignments
☑ Group projects or team activities

Top 5 **COURSE ATTRIBUTES** when selecting course material:

55% Price and affordability
46% Instructor supplements
35% Currency of content
27% Digital offering
22% Readability

80% of Principles of Management instructors/ administrators are required by their institution to assess students' competency towards course learning outcomes. 63% are required to *report* on student progress.

54% of instructors require that students use publisher-provided digital tools where they must complete specific assignments for a portion of their grade.

PRACTICAL ASSESSMENTS

Practical assessments, such as application-based activities, case studies, writing assignments, and more, help students develop their skills and show their work. This approach supports lifelong learning and allows instructors to better assess students' 21st century skills.

AUTO-SCORED WRITING ASSIGNMENTS
— Based on a student writing sample, software evaluates, scores, and gives feedback in areas such as grammar, word choice, sentence structure, idea development, and overall writing style, encouraging clearer written communication.

MANAGER'S HOT SEAT VIDEOS
— These videos allow students to assume the role of a manager as they immerse themselves in video-based scenarios. These videos enable students to see how managers in realistic situations deal with employees and complex issues. Students will use their critical thinking skills to apply, analyze, and evaluate these managerial challenges, while learning from the manager's mistakes.

Manager's Hot Seat Video Case: Decision Making: A Hurricane of a Choice

VIDEO CASES
— Brief, live-action videos of businesses in the real world with accompanying multiple-choice questions challenge students to apply principles of management concepts to real products, cases, or company issues, fostering critical thinking and concept mastery.

SELF-ASSESSMENTS
— Designed to promote student self-awareness and self-reflection, these research-based surveys contain detailed feedback for students.

APPLICATION-BASED ACTIVITIES
— Highly interactive, application- and analysis-based exercises allow students to take on specific roles to complete a management-related task within a real-world context. These tasks often involve multiple decision-making paths with feedback throughout. These automatically graded online exercises provide students a safe space to practice using problem-solving skills to apply their knowledge to realistic scenarios.

CASE ANALYSES
— Short, written case scenarios including multiple-choice questions challenge students to analyze real-world situations and apply principles of management concepts fostering students' critical thinking skills.

EXTENDED CASE-ANALYSIS
— Offered for most of the modules, each case covers a different company or scenario and is specific to the concepts in that module. These are longer than our typical cases, and we offer multiple-choice and short answer questions that hit the higher level Bloom's. Students are expected to demonstrate critical thinking, analysis, and synthesis of concepts as evidence of understanding and application.

iSeeit! ANIMATED VIDEO CASES
— Short, contemporary, and engaging animated videos explain and summarize some of the most challenging principles of management concepts

for students; accompanying multiple-choice questions assess students' comprehension.

MATCHING, RANKING, AND MULTIPLE CHOICE ACTIVITIES
— Brief, interactive activities allow students to demonstrate and reinforce their knowledge of key concepts and terms.

INSTRUCTIONAL ALIGNMENT

Connect Master Management content is developed through deliberate and transparent instructional alignment via backward design.

– Learning objectives, assessments, and instructional content are aligned to ensure instruction directly supports what is assessed, and time is not wasted on extraneous content.

– A scaffolded approach helps ensure that students develop the foundational understanding necessary to build their knowledge and receive the practice they need to conquer higher-level assessments.

– This deep instructional alignment also allows a transparent view into how the different aspects of the learning experience connect, making it easier to see the wider implications of changes, and make effective customizations.

ADAPTIVE LEARNING

Adaptive assignments give students a personalized learning experience, leading to greater efficiency and concept mastery.

– You can build assignments that cover only the topics or concepts that you want to focus class attention on, resulting in a streamlined learning experience for students.

– Adaptive Learning gives each student a personalized path to learning topics or concepts. All adaptive content—including questions and learning resources—is specifically targeted to, and directly aligned with, the individual learning objectives being assessed.

– Reporting tools in Adaptive Learning show where students are struggling to understand specific concepts and where they excel.

Concept Resource

Intensity as It Relates to Motivation

Click the arrows for information about intensity and its relationship to motivation.

Expand All

> Definition

∨ Example

Mei is determined to get an A on her next World History exam. Rather than skimming the chapter, as she did for her previous exam, she dives into her lecture notes and thinks about how the material fits together. She is motivated to increase the intensity of her studies.

> Remember

Collapse All

Engagement

Engagement is the degree to which individuals are willing to invest all of their energy into their roles at work.

Key Characteristics

Engaged employees tend to:

- Go beyond their job descriptions by being helpful and courteous to others.
- Stay involved in organizational matters.
- Maintain a positive attitude when minor setbacks occur.

Example

Javed is highly engaged with his job at a marketing agency. He regularly contributes in meetings, volunteers for roles that others avoid, and remains upbeat when faced with difficult clients.

Self-Efficacy and Motivation

Self-efficacy refers to the belief that one is capable of performing a task effectively. There is a strong correlation between levels of self-efficacy and motivation.

Employees with high self-efficacy...	Employees with low self-efficacy...
Believe in their ability to succeed.	Believe failure is inevitable.
Are highly motivated to practice behaviors observed in others.	Lack motivation to practice behaviors observed in others.
Persevere in the face of challenges.	Give up in the face of challenges.

Multiple Choice Question

In the context of motivation, intensity refers to _____.

○ the choices individuals make regarding where to focus their attention and energy
○ the degree to which individuals focus their attention and energy continuously
◉ the level of attention and effort that is being focused on a particular task

Concept Resources

Interactive

Confidence Level

Rate your confidence to submit your answer.

High   Medium   Low

"*I like that the prompts are clear and concise. The rubrics are easily understandable and capture the critical parts of the assignment. This should help students learn to focus their answers and provide support for their answers.*"

–SUSIE COX,
UNIVERSITY OF LOUISIANA MONROE

"*I think this is a very innovative product. It looks like a great tool to get students back into studying again. The structure of the material is more logical than my current text. There's more of a logical flow to the different parts.*"

–DAVID JALAJAS,
LONG ISLAND UNIVERSITY

INTERACTIVE READER

The Connect Master Management Interactive Reader is built around key learning objectives that streamline the essential conceptual information.
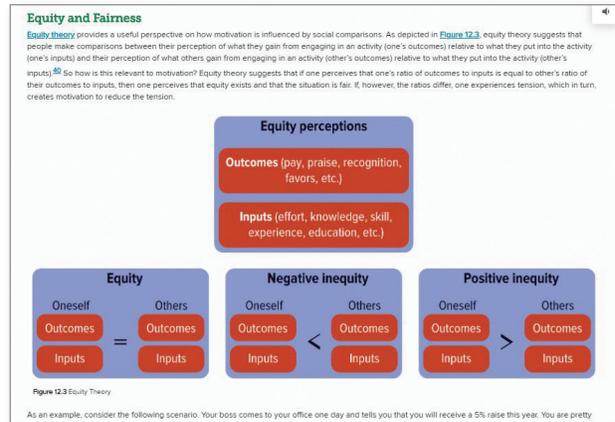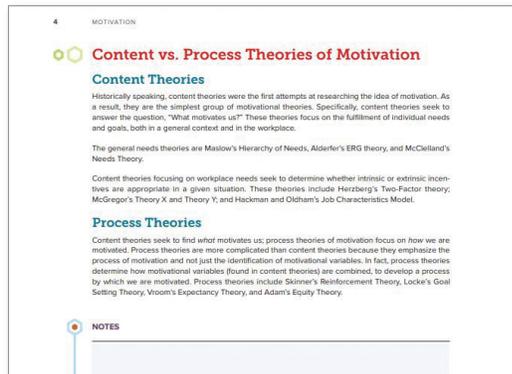
The Interactive Reader includes figures, tables, photos, Click and Learn activities, and animated videos along with a Learning Objective summary at the beginning and end of the module.

The Connect Master Interactive Reader is convenient and easy for students to access, whether on their laptop, smartphone or tablet. Search, highlight, take notes, listen on the go, and study anytime, anywhere with the ReadAnywhere app.

CORE CONCEPTS NOTEBOOK
– While Connect Master Management is a fully digital product, we have also developed a Core Concepts Notebook which can be used alongside the digital product for those students who value a print reference and want to take notes. It is available as a printable PDF within the Connect Master Management course.

Equity and Fairness

Equity theory provides a useful perspective on how motivation is influenced by social comparisons. As depicted in Figure 12.3, equity theory suggests that people make comparisons between their perception of what they gain from engaging in an activity (one's outcomes) relative to what they put into the activity (one's inputs) and their perception of what others gain from engaging in an activity (other's outcomes) relative to what they put into the activity (other's inputs).[40] So how is this relevant to motivation? Equity theory suggests that if one perceives that one's ratio of outcomes to inputs is equal to other's ratio of their outcomes to inputs, then one perceives that equity exists and that the situation is fair. If, however, the ratios differ, one experiences tension, which in turn, creates motivation to reduce the tension.

Figure 12.3 Equity Theory

As an example, consider the following scenario. Your boss comes to your office one day and tells you that you will receive a 5% raise this year. You are pretty

MODULE PREVIEW

Motivation

By the end of this lesson, you will be able to:

- Apply general needs theories to motivating employees.
- Evaluate how job design considerations can motivate or de-motivate employees.
- Analyze the relationship between learning and motivation.

You'll also be able to demonstrate how to:

- Evaluate a job position in order to make it more motivational using job characteristics model managerial strategies.
- Demonstrate how effort, performance, and outcome are related in expectancy theory.
- Demonstrate how goals and outcomes are relevant to motivation.

> *"I like that the content is broken into short bursts. I could build focused assessments around the shortened sections. Further, the 'summaries' after each 'burst' gives a sense of concept completion which is consistent with current student learning expectations."*
>
> **–QUEEN BOOKER,**
> MINNESOTA STATE MANKATO

> *"This product has a very clean appearance. The audio narration contains good sound quality and makes the book more accessible."*
>
> **– IRENE WILDER,**
> JEFFERSON COMMUNITY COLLEGE

> *"It is well-written and does a good job of explaining the theories to the reader. Excellent examples are given that students can relate to. I am a BIG fan of application-based activities if they can be used for concepts! I think students find them fun."*
>
> **–KATHLEEN JONES,**
> UNIVERSITY OF NORTH DAKOTA

CONNECT MASTER MANAGEMENT TAKES STUDENTS HIGHER

As a learning science company, we create content that supports higher-order thinking skills. This chart shows a few of the key assignable management assets aligned with Bloom's Taxonomy.

	Connect Master Reader	Adaptive Learning	Matching, Ranking, and Multiple Choice Activities	iSeeit Video Cases	Video Cases	Self-Assessments	Case Analyses	Extended Cases	Application-Based Activities	Manager's Hot Seat Videos	Auto-Scored Writing Assignments
CREATE											✓
EVALUATE								✓	✓	✓	✓
ANALYZE					✓	✓	✓	✓	✓	✓	✓
APPLY			✓	✓	✓	✓	✓	✓	✓	✓	✓
UNDERSTAND	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
REMEMBER	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

We've assembled a renowned author team that have Ph.D's in all areas of Principles of Management who are distinguished teachers and researchers.

MEET **MARCIE LEPINE,** ARIZONA STATE UNIVERSITY

Marcie A. LePine is an Associate Professor of Management and Entrepreneurship at Arizona State University's W. P. Carey School of Business and a Barrett Honors Faculty. She received her Ph.D. in Human Resources and Industrial Relations from the Carlson School of Management, University of Minnesota. Her research focuses on occupational stress, leadership, and the work-nonwork interface.

MEET **PAUL FADIL,** UNIVERSITY OF NORTH FLORIDA

Paul A. Fadil is a Professor in the Department of Management in the Coggin College of Business at the University of North Florida (UNF). He holds a Ph.D. in Organizational Behavior and International Management from Florida State University, an MBA with a Professional Certification in International Business from Florida International University, and a BA in Political Science with a concentration in Comparative International Politics from the University of Florida. He has won seven teaching awards across five separate universities. He has also published over 30 research articles in numerous academic journals.

MEET **JEFF LEPINE,** ARIZONA STATE UNIVERSITY

Jeffery A. LePine is the PetSmart Chair in Leadership in the Department of Management and Entrepreneurship at Arizona State University's W. P. Carey School of Business. Professor LePine conducts research on several topics in organizational behavior, including team functioning and effectiveness, individual and team adaptation, citizenship behavior, voice, engagement, and occupational stress.

MEET **JEFFREY J. REUER,** UNIVERSITY OF COLORADO

Jeffrey J. Reuer is the Guggenheim Endowed Chair and Professor of Strategy and Entrepreneurship at the University of Colorado. Previously, he was the Blake Family Endowed Chair in Strategic Management at Purdue University, where he was also the Area Head. He has also served as the Boyd W. Harris, Jr. Distinguished Scholar and Professor of Strategic Management at the University of North Carolina.

TABLE OF CONTENTS

Mc Graw Hill **connect**® **MASTER**

Management

ONLINE LEARNING WITHOUT COMPROMISE
mheducation.link/connectmaster

CONTACT YOUR REP FOR MORE INFO OR A DEMO:
mheducation.link/rep

LEARN MORE ABOUT MCGRAW-HILL MANAGEMENT COURSE MATERIALS:
mheducation.link/management