



Goodheart-Willcox Publisher

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| Goodheart-Willcox Publisher Correlation of <i>Principles of Management</i> ©2020 to Texas 130.121 Business Management (one to two credits) | |
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| STANDARD | G-W CORRELATING PAGES |
| 1. The student demonstrates an understanding of the management concept. The student is expected to: | |
| A) define the term management; | Instruction: Pg. 6 Management Overview Application: Pg. 10 Build Your Vocabulary |
| B) explain management functions, including planning, organizing, staffing, direct leading, and controlling; | |
| (i) planning | Instruction: Pg. 8 Functions of Management Pg. 40 Planning Function Application: Pg. 17 Review Your Knowledge #2 Pg. 53 Review Your Knowledge #1 |
| (ii) organizing | Instruction: Pg. 8 Functions of Management Pg. 76–77 Organizing Function Application: Pg. 17 Review Your Knowledge #2 Pg. 89 Review Your Knowledge #1 |
| (iii) staffing | Instruction: Pg. 8 Functions of Management Pg. 94–95 Staffing Function Application: Pg. 17 Review Your Knowledge #2 Pg. 109 Review your Knowledge #1 |
| (iv) leading | Instruction: Pg. 8 Functions of Management Pg. 134 Leading Function Application: Pg. 17 Review Your Knowledge #2 Pg. 145 Review Your Knowledge #1 |
| (v) controlling | Instruction: Pg. 8 Functions of Management Pg. 184–185 Controlling Function Application: Pg. 17 Review Your Knowledge #2 Pg. 197 Review Your Knowledge #1 |

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| C) define the management pyramid; | | Instruction: Pg. 8 Levels of Management Pg. 9 Figure 1-3 Levels of Management Application: Pg. 10 Check Your Understanding #3 Pg. 17 Review Your Knowledge #3 |
| D) define the role of management; | | Instruction: Pg. 6–8 Management Overview Pg. 13–14 Managerial Roles Application: Pg. 17 Review Your Knowledge #1, 9 |
| E) explain the history and evolution of management; | | |
| | (i) explain the history of management | Instruction: Pg. 22–24 Evolution of Management Application: Pg. 33 Review Your Knowledge #1 |
| | (ii) explain the evolution of management | Instruction: Pg. 22–24 Evolution of Management Application: Pg. 33 Review Your Knowledge #1 |
| G) define ethical workplace behavior; | | Instruction: Pg. 85 Code of Ethics Application: Pg. 90 Internet Research: Ethical Workplace Behavior |
| H) summarize how to make ethical decisions; | | Instruction: Pg. 86 Code of Conduct, paragraph 1 Application: Pg. 87 Check Your Understanding #4 Pg. 90 Communication Skills: Speaking |
| I) define social responsibility; | | Instruction: Pg. 83 Corporate Social Responsibility, paragraph 1 Pg. 235 Social Responsibility of Business, paragraph 1 Application: Pg. 87 Build Your Vocabulary |
| J) explain how socially responsible management policies are initiated and implemented; | | |
| | (i) explain how socially responsible management policies are initiated | Instruction: Pg. 235 Social Responsibility of Business Application: Pg. 239 Review Your Knowledge #9 Pg. 239 Apply Your Knowledge # 8, 10 Pg. 240 Portfolio Development |
| | (ii) explain how socially responsible management policies are implemented | Instruction: Pg. 235 Social Responsibility of Business |

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| | | Application: Pg. 239 Review Your Knowledge #9 Pg. 239 Apply Your Knowledge # 8, 10 Pg. 240 Portfolio Development |
| K) research contemporary cases dealing with ethics and social responsibility using appropriate online technology; | | |
| | (i) research contemporary cases dealing with ethics using appropriate online technology | Instruction: Pg. 84–86 Creating an Ethical Culture Application: Pg. 90 Internet Research: Contemporary Ethics Cases |
| | (ii) research contemporary cases dealing with social responsibility using appropriate online technology | Instruction: Pg. 235–237 Social Responsibility of Business Application: Pg. 240 Internet Research: Contemporary Social Responsibility Cases |
| 2) The student recognizes the importance of planning in an organization. The student is expected to: | | |
| A) define the term planning; | | Instruction: Pg. 8 Functions of Management, first bullet Pg. 40 Planning Function Application: Pg. 10 Build Your Vocabulary Pg. 53 Review Your Knowledge #1 |
| B) explain the necessity of proper planning; | | Instruction: Pg. 40 Planning Function Application: Pg. 53 Apply Your Knowledge #1 |
| C) define types of planning; | | Instruction: Pg. 41–42 Types of Plans Pg. 41 Figure 3-2 Types of Plans Application: Pg. 44 Build Your Vocabulary Pg. 53 Review Your Knowledge #3 |
| D) identify steps of the management decision-making process, including: | | |
| | (i) identify the problem or opportunity; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| | (ii) gather relevant information or data; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |

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| | (iii) determine alternative courses of action; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| | (iv) evaluate each alternative; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| | (v) compute an optimal decision; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| | (vi) implement the chosen course of action; and | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| | (vii) evaluate the decision feedback and determine if any changes are necessary; | Instruction: Pg. 65–66 Systematic Decision-Making Application: Pg. 68 Review Your Knowledge #8 Pg. 69 Apply Your Knowledge #8 |
| E) | determine competitive advantage; | Instruction: Pg. 43 Market Analysis, second column, paragraph 1 Application: Pg. 44 Check Your Understanding # 5 Pg. 53 Apply Your Knowledge #5 |
| F) | establish organizational strategy; | Instruction: Pg. 48 Formulate the Strategic Plan Application: Pg. 53 Review Your Knowledge #6 |
| G) | determine innovative strategies; | Instruction: Pg. 117 Change Management, second column, paragraph 1 Application: Pg. 127 Review Your Knowledge #4 |
| H) | identify the need for change; | Instruction: Pg. 116–117 Organizational Change Application: Pg. 127 Review Your Knowledge #3 |

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| I) define global management; and | Instruction: Pg. 268–269 Global Management Application: Pg. 271 Build Your Vocabulary Pg. 273 Review Your Knowledge #8 |
| J) explain how the organization will function in a global environment. | Instruction: Pg. 267–268 Global Environment Pg. 269–271 Challenges in a Global Environment Application: Pg. 273 Review Your Knowledge # 9 Pg. 273 Apply Your Knowledge #6–7 Pg. 274 Internet Research: Global Environment |
| 3) The student recognizes the importance of organizations. The student is expected to: | |
| A) explain how to design an adaptive organization; | Instruction: Pg. 116 Adaptive Organization Application: Pg. 128 Internet Research: Adaptive Organization |
| B) define the concepts, methods, and types of departmentalization; | Instruction: Pg. 78 Departmentalization Application: Pg. 89 Review Your Knowledge #3 |
| C) define the chain of command; | Instruction: Pg. 78 Chain of Command Application: Pg. 82 Build Your Vocabulary |
| D) explain line authority; | Instruction: Pg. 79 Line Structure Pg. 79 Figure 5-2 Line Structure Application: Pg. 82 Check Your Understanding #3 |
| E) define staff authority; | Instruction: Pg. 80 Line-and-Staff Structure Application: Pg. 82 Check Your Understanding #4 |
| F) explain the advantages and disadvantages of different types of organizations, including: | |
| (i) line; | Instruction: Pg. 79–80 Line Structure Application: Pg. 90 Teamwork |
| (ii) line and staff; and | Instruction: Pg. 80 Line-and-Staff Structure Application: Pg. 90 Teamwork |

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| | (iii) matrix; | Instruction: Pg. 80–81 Matrix Structure Application: Pg. 90 Teamwork |
| G) define delegation in a management context; | | Instruction: Pg. 7–8 Delegation Application: Pg. 17 Apply Your Knowledge #3 |
| H) compare and contrast centralized and decentralized organizations; | | Instruction: Pg. 78 Chain of Command, paragraph 4, Pg. 79 paragraph 1 Application: Pg. 89 Review Your Knowledge #5 Pg. 89 Apply Your Knowledge #4 |
| I) identify the concept of teams and teamwork; and | | Instruction: Pg. 81 Team Structure Pg. 138–139 Leaders Create Effective Teams Application: Pg. 90 Teamwork Pg. 91 CTSO Event Prep: Teamwork Pg. 139 Check Your Understanding #5 |
| J) define span of control or span of management. | | Instruction: Pg. 81–82 Span of Control Application: Pg. 82 Build Your Vocabulary Pg. 89 Review Your Knowledge #6 |
| 4) The student explains the role of staffing within an organization. The student is expected to: | | |
| A) explain or define the major federal employment laws; | | Instruction: Pg. 119–123 Labor Relations and Compensation, Equal Employment Opportunity Laws, Employee Health and Safety Pg. 120 Figure 7-2 Compensation and Benefit Laws Pg. 121 Figure 7-3 Equal Employment Opportunity Laws Application: Pg. 125 Build Your Vocabulary Pg. 127 Review Your Knowledge #6–8 |
| B) define adverse impact and employment discrimination; | | Instruction: Pg. 120–121 Workplace Discrimination Application: Pg. 125 Build Your Vocabulary |
| C) identify sexual harassment in the workplace; | | Instruction: Pg. 122 Harassment |

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| | Application: Pg. 128 Internet Research: Sexual Harassment |
| D) explain the methods of recruiting potential employees; | Instruction: Pg. 96–98 Recruitment Application: Pg. 109 Review Your Knowledge #3 |
| E) define the selection process for new employees; | Instruction: Pg. 96 Selecting Application: Pg. 101 Check Your Understanding #3 |
| F) explain the needs and types of training for newly hired employees’ | Instruction: Pg. 98–99 Training and Development Application: Pg. 109 Review Your Knowledge #4 Pg. 109 Apply Your Knowledge #4 |
| G) define professional development in terms of current employees; | Instruction: Pg. 99 Training, first column, paragraph 2 Application: Pg. 101 Check Your Understanding #4 Pg. 109 Apply Your Knowledge #4 |
| H) explain how employees should be compensated in a competitive environment; | Instruction: Pg. 102 Compensation Application: Pg. 109 Review Your Knowledge #6 Pg. 109 Apply Your Knowledge #6 |
| I) define the potential need for downsizing; | Instruction: Pg. 107 Termination of Employees, second column, paragraph 1 Application: Pg. 107 Check Your Understanding #5 |
| J) rationalize the costs of employee turnover and what can be done to reduce turnover rate; | Instruction: Pg. 106 Employee Turnover Application: Pg. 107 Check Your Understanding #3 Pg. 110 Apply Your Knowledge #9 |
| K) explain the need and benefits of a diverse workforce; and | Instruction: Pg. 99–100 Diversity Application: Pg. 101 Check Your Understanding #5 Pg. 109 Apply Your Knowledge #5 |
| L) research contemporary cases addressing recruitment, downsizing, and diversity using appropriate online resources. | Instruction: Pg. 96–98 Recruitment Pg. 99–100 Diversity |

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| | Pg. 107 Termination of Employees, first column, paragraph 3 Application: Pg. 110 Internet Research: Recruitment and Diversity Pg. 110 Internet Research: Downsizing |
| 5) The student demonstrates the qualities of leadership. The student is expected to: | |
| A) define motivation; | Instruction: Pg. 136 Leaders Motivate Others Application: Pg. 139 Build Your Vocabulary |
| B) distinguish between extrinsic and intrinsic rewards; | Instruction: Pg. 136–137 Intrinsic and Extrinsic Motivation Application: Pg. 146 Teamwork |
| C) explain how to address real or perceived inequities in the workplace; | Instruction: Pg. 117–118 Grievances Pg. 118 Figure 7-1 Grievance Procedure Application: Pg. 127 Apply Your Knowledge #5 |
| D) define the Expectancy Theory; | Instruction: Pg. 137–138 Expectancy Theory Application: Pg. 145 Review Your Knowledge #5 |
| E) explain how rewards and goals affect motivation; | Instruction: Pg. 136–137 Leaders Motivate Others, Intrinsic and Extrinsic Motivation Application: Pg. 145 Apply Your Knowledge #3 |
| F) compare a leader to a manager; | Instruction: Pg. 134 Leading Function Application: Pg. 139 Check Your Understanding #1 |
| G) explain the roles and functions of a leader; | Instruction: Pg. 134–139 Section 8.1 Importance of Leading Application: Pg. 145 Review Your Knowledge #1–4,6 |
| H) explain the traits of an effective leader; | Instruction: Pg. 134 Leading Function, paragraph 2 Pg. 134 Figure 8-1 Traits of Effective Leaders Pg. 168–169 Soft Skills Application: Pg. 146 Internet Research: Leadership Traits |

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| I) define the different types and styles of leadership and explain when each is appropriate, including autocratic, democratic, and free rein; | Instruction: Pg. 140–141 Leadership Style Application: Pg. 145 Review Your Knowledge # 7 |
| J) define the management communication process; | Instruction: Pg. 151 Communication Process Application: Pg. 155 Build Your Vocabulary |
| K) explain the concept of employee perception; | Instruction: Pg. 84 Employee Perception Application: Pg. 89 Review Your Knowledge #8 |
| L) analyze the communication process; | Instruction: Pg. 151–152 Communication Process Application: Pg. 163 Review Your Knowledge #2 Pg. 163 Apply Your Knowledge #3 |
| M) compare and contrast formal and informal communication; and | Instruction: Pg. 156–157 Formal Communication Pg. 157 Informal Communication Application: Pg. 163 Review Your Knowledge #7 |
| N) explain how to improve communication within an organization. | Instruction: Pg. 157–159 Communication Plan Application: Pg. 163 Apply Your Knowledge #6 Pg. 164 Internet Activity: Communication Plan |
| 6) The student understands the necessity of controlling. The student is expected to: | |
| A) explain the control process; | Instruction: Pg. 185 Controlling Function first column, paragraph 3 control process Pg. 185 Figure 11-1 Control Process Application: Pg. 188 Check Your Understanding #2 |
| B) illustrate the five primary control methods; | Instruction: Pg. 189–190 Organizational Performance, second column, Internal Controls bulleted list Application: Pg. 198 Teamwork |
| C) explain the importance of quality control; | Instruction: Pg. 205 Quality Control Application: Pg. 208 Check Your Understanding #3 |

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| | Pg. 197 Apply Your Knowledge # 3 |
| D) define the strategic importance of management information; | Instruction: Pg. 58–60 Management Information for Planning Purposes, paragraph 2 forward Application: Pg. 69 Apply Your Knowledge #2 |
| E) develop the importance of gathering and sharing information; | Instruction: Pg. 58–60 Management Information for Planning Purposes Application: Pg. 69 Apply Your Knowledge #1 |
| F) explain the importance of managing for productivity and growth; | Instruction: Pg.185 Set Standards, paragraph 1 Application: Pg. 197 Review Your Knowledge #2 |
| G) define the quality-related characteristics for products and services; | Instruction: Pg. 205 Quality Control paragraph 1 Application: Pg. 215 Apply Your Knowledge #4 |
| H) explain International Standards Organization (ISO) standards, including ISO 9000 and ISO 14000; | Instruction: Pg. 210 ISO Quality Management Standards Application: Pg. 214 Review Your Knowledge #7 |
| I) explain the Baldrige National Quality Award; | Instruction: Pg. 212–213 Malcom Baldrige National Quality Award Application: Pg. 214 Review Your Knowledge #9 |
| J) explain the Deming Award; | Instruction: Pg. 213 Deming Prize Application: Pg. 214 Review Your Knowledge #10 |
| K) define Total Quality Management; | Instruction: Pg. 29 Quality Management paragraph 3 Pg. 209 Quality Management Application: Pg. 31 Building Your Vocabulary |
| L) explain service operations; | Instruction: Pg. 203 Service Businesses paragraph 2 Application: Pg. 208 Check Your Understanding #2 |
| M) analyze manufacturing operations; | Instruction: Pg. 203 Manufacturing Businesses paragraph 3 |

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| | Application: Pg. 215 Review Your Knowledge #2 |
| N) define inventory in the management context; | Instruction: Pg. 205 Inventory Management paragraph 1 Application: Pg. 215 Apply Your Knowledge #5 |
| O) explain the fiscal importance of managing and controlling inventory; and | Instruction: Pg. 205 Inventory Management paragraph 1 Pg. 206 Inventory Control Application: Pg. 215 Apply Your Knowledge #5 |
| P) research recent winners of the Baldrige and Deming awards using appropriate online technology and critique the winners. | Instruction: Pg. 212–213 Malcom Baldrige National Quality Award Pg. 213 Deming Prize Application: Internet Research: Quality Awards |
| 7) The student knows self-development techniques and interpersonal skills to accomplish management objectives. The student is expected to: | |
| A) identify and practice effective interpersonal and team-building skills involving situations with coworkers, supervisors, and subordinates; and | Instruction: Pg. 168 Soft skills paragraph #2 and entire chapter Pg. 343 Career and Technical Student Organizations Application: Pg. 91 CTSO Event Prep: Teamwork Pg. 147 CTSO Event Prep: Parliamentary Procedure Pg. 165 CTSO Event Prep: Communication Skills |
| B) participate in leadership and career development activities such as involvement with appropriate student and local management associations. | Instruction: Pg. 343–344 Career and Technical Student Organizations Application: Pg. 355 CTSO Event Prep: Job Interview |
| 8) The student demonstrates project-management skills to improve workflow and minimize costs. The student is expected to: | |
| A) identify resources needed for a project; | Instruction: Pg. 81 Matrix Structure, first full paragraph Application: Pg. 90 Internet Research: Project Management |
| B) develop a project plan; and | Instruction: Pg. 80–81 Matrix Structure Application: Pg. 90 Internet Research: Project Management |
| C) apply project-management tools to monitor progress. | Instruction: Pg. 81 Matrix Structure, first full paragraph Application: Pg. 90 Internet Research: Project Management |