

TO: Management Majors

FROM: Faculty  
Department of Global Management and Strategy

RE: Briefcase Requirements

All students selecting Management as their major field of study are required to prepare a briefcase of documents that demonstrates competency in the following areas:

1. Communicating effectively and responsibly
2. Making sound decisions (based on an assessment of personal and professional values) and solving complex problems
3. Leading
4. Working with others, including within and across groups
5. Exhibiting professional behavior, including civic engagement
6. Integrating information from a variety of contexts

Beginning with the declaration of Management as your major, and continuing throughout your program of study, you are expected to place in your briefcase items that reflect competency in each of these areas. Competency in each area can be developed in the academic setting as well as through myriad activities external to the classroom, including volunteer work, employment, co-curricular activities, and so forth.

Your academic advisor plays a critical role in monitoring your progress in the development of this briefcase. He or she will gladly discuss with you different kinds of activities and documents that you may wish to consider. However, you must assume responsibility for crafting a professional file of documents that will be submitted to the Management faculty. Approval of your briefcase is a graduation requirement of the Department of Global Management and Strategy.

Demonstrating competency in the six areas identified above is a program requirement. Your briefcase of documents will be examined for partial fulfillment of the requirements for Management 495, Seminar in Management, the capstone course in the Management curriculum.

Since the briefcase is required for satisfactory completion of Management 495, it must be sufficiently developed to permit enrollment in this course. To register for Management 495 during pre-registration or later, each student must secure advisor approval based on evidence of satisfactory briefcase progress. More specifically, to register for Management 495, a student must have the following approved by his or her advisory:

1. An operational definition of each of the competencies
2. A discussion of the importance of each competency to the work of managers
3. A narrative for at least one competency, explaining how the competency has been demonstrated, given the evidence that you have provided  
(Your narrative should identify the competency, explain its importance, and provide a clear explanation of how your documents demonstrate competency in a particular sphere.)
4. Evidence, appropriately organized, in support of the six competencies
5. A tentative framework for organizing the briefcase

## **Suggestions/Guidelines for Developing Your Briefcase**

### **I. Communicating Effectively and Responsibly**

Communication takes various forms—verbal and written expression, listening, and nonverbal messaging. Consequently, you have unlimited ways to demonstrate competency in this area. You may want to include in your briefcase written reports, letters and memoranda, videotapes of presentations, written projects, evidence of effective listening, and similar evidence of your communication skills. You will want to describe the communication process, explain precisely how your documents reflect your skills, and explain how the particular form of communication is appropriate for the audience/purpose.

### **II. Making Sound Decisions and Solving Complex Problems**

Problem solving involves asking appropriate questions, defining the problem, collecting information, analyzing data, building an argument, summarizing and presenting findings, generating conclusions, and evaluating the results. And, of course, you will want to reflect on your solution to determine its appropriateness and its applicability to other problems. Additionally, you will want to explain why you chose a particular problem-solving technique or strategy (logic, quantitative, subjective/qualitative) for each decision situation/problem that you include in this section of your briefcase. Knowledge gleaned from QA 235 (Decision Making I) and QA 305 (Decision Making II) should prove quite helpful.

### **III. Leading**

Effective leadership requires self examination, an assessment of others, and an understanding of the environment. In this section, you should provide multiple examples of situations in which you demonstrated effective leadership. You will want to identify each leadership situation, explain how you influenced others to share your vision, detail the techniques used to elicit support and instill commitment, and explain your methods for overcoming obstacles. You will want to draw upon your past and current employment situations, group projects, involvements in student organizations, and similar activities.

### **IV. Working with Others**

In this section of your briefcase, you should consider including documentation that demonstrates your effectiveness in working with diverse groups, your ability to resolve conflicts, your skill in conducting effective meetings, and your ability to offer constructive criticism while maintaining good working relationships. Again, you may want to draw upon your experiences in academic and social organizations, on-the-job work assignments, your role in team projects, and so forth.

### **V. Exhibiting Professional Behavior, Including Civic Engagement**

Throughout your life, you have developed and refined your personal values that will impact your career beyond college. Many of the activities in which you will engage (and will continue to engage after graduation) reflect these values; other activities that you will undertake will be a response to employer expectations. Consequently, you are expected to demonstrate professional behavior both on and off the job. In this category, you will want

to include your involvements in university and community service activities, your affiliation with professional organizations, your ability to adapt to different and changing environments, your ability to meet the demands of your professors and employers, and your day-to-day personal conduct that reflects ethical principles and professionalism. You will examine the values that influence your decisions, demonstrate the ways that your values have impacted your academic integrity, and show how your informed judgments form the foundation for your life and career plans. You may want to include in this section your personal code of ethics/values and a personal /professional development plan.

## **VI. Integrating Information**

Thinking beyond the boundary of the Management discipline is critical. Hence, you are expected to integrate other disciplines with Management. For example, you should show how political and social environments impact business operations. Likewise, you will want to explain how knowledge learned in Liberal Studies courses helped you better understand the “world of business.” Your knowledge of foreign languages, diverse cultures, psychology, sociology, political science, history, mathematics, communication theory, science, the arts, and other disciplines helps you understand the forces that shape managerial decision-making. Documentation that reflects your understanding of the world beyond “management and business” may include such items as subscriptions, participation in international student exchange programs, travel abroad, enrollment in courses that have expanded your horizons, work with international clients in Management 404, business plans that focus on international operations, and similar activities.