

# Management A Practical Introduction, 6th Edition backup

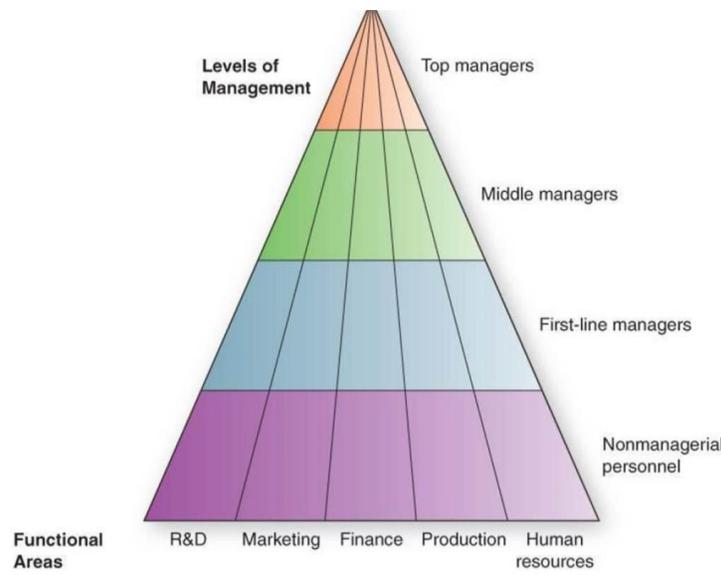
## Chapter 1: The Exceptional Manager: What you Do, How you Do It.

1. Where does a manager operate?  
Managers operate within and organization.
2. Define organization?  
A group of people who work together to achieve some specific purpose.
3. Define management?  
The pursuit of organizational goals efficiently and effectively by integrating the work of people through, planning, organizing, leading and controlling the organization's resources.
4. What is the meaning of efficient?  
To be efficient means to use resources – people, money, raw materials and the like – wisely and cost effectively.
5. What is the meaning of effectiveness?  
To be effective means to achieve results, to make the right decisions and to successfully carry them out so that they achieve organizational goals.
6. What are the rewards of studying management?
  - a. Understanding how to deal with organizations from outside.
  - b. Understanding how to relate to your supervisor.
  - c. Understanding how to interact with co-workers.
  - d. Understanding how to manage yourself in the workplace.
7. What are the rewards of practicing management?
  - a. You and your employees can experience a sense of accomplishment.
  - b. You can stretch your abilities and magnify your range.
  - c. You can build a catalog of successful products or services.
8. What are the challenges to being an exceptional manager?
  - a. Managing for competitive advantage- staying ahead of rivals.
  - b. Managing for diversity – the future wont resemble the past.
  - c. Managing for globalization – the expanding management universe.
  - d. Managing for information technology.
  - e. Managing for ethical standards.
  - f. Managing for sustainability – the Business of Green.
  - g. Managing for your own happiness and life goals.
9. Define managing for competitive advantage?  
The ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them.
  - a. Being responsive to customers.
  - b. Innovation.
  - c. Quality.
  - d. Efficiency.
10. Define managing for information technology?

By 2015, consumers are projected to spend 1.4\$ trillion, a rise of 13.5% annually. Information technology has facilitated e-business, using the internet to facilitate every aspect of running a business.

11. What the implications of e-business?
  - a. Far-ranging e-management and e-communication.
  - b. Accelerated decision making, conflict and stress.
  - c. Changes in organizational structure, jobs, goal setting and knowledge management.
12. Define managing for sustainability?

Economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
13. What are the 4 principal functions of a manager?
  - a. Planning: set the goals and decide how to achieve them.
  - b. Organizing: arrange tasks, people, and other resources to accomplish the work.
  - c. Leading: motivate, direct, and otherwise influence people to work hard to achieve the organization's goals.
  - d. Controlling: monitor performance, compare it with goals and take corrective action as needed.
14. What are the levels and areas of management
  - a. Top managers: make long-term decisions about the overall direction of the organization and establish the objectives, policies and strategies for it.
  - b. Middle managers: implement the policies and plans of the top managers above them and supervise and coordinate the activities of the first-line managers below them.
  - c. First-line managers: make short-term operating decisions, directing the daily tasks of nonmanagerial personnel.
  - d. Functional manager: responsible for just one organizational activity.
  - e. General manager: responsible for several organizational activities.



15. What are the Roles managers must play successfully as per Mintzberg's findings?
  - a. A manager relies more on verbal than written communication.
  - b. A manager work long hours at an intense pace.
  - c. A manager's work is characterized by fragmentation, brevity and variety.
16. What are the managerial roles?
  - a. Interpersonal roles: managers interact with people inside and outside their work units. Figurehead, leader, liaison.
  - b. Informational roles: managers receive and communicate information, monitor, disseminator, spokesperson.
  - c. Decisional roles: managers use information to make decisions to solve problems to take advantage opportunities, entrepreneur, disturbance handler, resource allocator, negotiator.
17. Define Entrepreneurship?
 

The process of taking risks to try to create a new empire. It has 2 types:

  - a. Entrepreneur: someone who sees a new opportunity for a product or service and launches a business to try to realize it.
  - b. Intrapreneur: someone who works inside an existing organization who sees an opportunity for a product or service and mobilizes the organization's resources to try to realize it.
18. How do Entrepreneur & managers differ ?
 

Being an Entrepreneur is what it takes to start a business, Being a manager is what it takes to grow or maintain a business.
19. What are the types of entrepreneurs ?
  - a. Necessity entrepreneur: people who suddenly must earn a living and are simply trying to replace lost income and are hoping a job comes along.
  - b. Opportunity entrepreneur: those who start their business out of a burning desire rather than because they lost a job.
20. What are the principle skills that a manager needs?
  - a. Technical skills: the job-specific knowledge needed to perform well in specialized field.
  - b. Conceptual skills: the ability to think analytically, to visualize and organization as a whole and understand how the parts work together.
  - c. Human skills: the ability to work well in cooperation with other people to get things done.
21. What are most valued traits in managers?
  - a. The ability to motivate and engage others.
  - b. The ability to communicate.
  - c. Work experience .
  - d. High energy levels to meet the demands of global travel and a 24/7 world.

## Chapter 2: Management Theory: Essential Background for the Successful Manager.

1. Define Evidence based management?
 

Translating principles based on best evidence into organizational practice, bringing rationality to the decision making process. Pfeffer and Sutton.

2. What are the Overarching Perspectives about management ?
  - a. Historical perspective: classical, behavioral and quantitative.
  - b. Contemporary perspective: systems, contingency, and quality management.
3. What are the practical reasons for studying chapter 2 ?
  - a. Understanding of the present.
  - b. Guide to action.
  - c. Source of new ideas.
  - d. Clues to meaning of your managers' decisions.
  - e. Clues to meaning of outside events.
4. Explain the viewpoints of the historical perspective?
  - a. Classical viewpoint:
 

Emphasis on ways to manage work more efficiently:

    1. Scientific management: emphasis scientific study of work methods to improve productivity of individual workers.
    2. Administrative management: Concerned with managing the total organization.
  - b. Behavioral viewpoint:
 

Emphasis on importance of understanding human behavior and motivating and encouraging employees toward achievement:

    1. Early behaviorists.
    2. Human relations movement: proposed better human relations could increase worker productivity.
    3. Behavioral science approach: Relies on scientific research for developing theories about human behavior that can be used to provide practical management tools.
  - c. Quantitative viewpoint:
 

Application to management of quantitative techniques, such as statistics and computer simulations:

    - a. Management science: stresses the use of rational, science-based techniques and mathematical models to improve decision making and strategic planning.
    - b. Operations management: focuses on managing the production and delivery of an organization's products or services more effectively. Work scheduling, production planning, facilities location and design.
5. Explain the Scientific Management and name the principles of it?
 

The Scientific management emphasis scientific study of work methods to improve productivity of individual workers. The principles are:

  - a. Scientifically study each part of the task.
  - b. Carefully select workers with the right abilities.
  - c. Give workers the training and incentives to do the task.
  - d. Use Scientific principles to plan the work methods.
6. Who are the Scientific Management pioneers?
 

Frederick W. Taylor, Frank and Lillian Gilbreth.
7. Talk about Henri Fayol?
 

He is one of the administrative management pioneers. He is a French engineer and industrialist, first to identify the major functions of management.

8. Talk about Max Weber?  
He is one of the administrative management pioneers. He believed that a bureaucracy was a rational, efficient, ideal organization based on the principles of logic.
9. What are the positive Bureaucratic Features ?
  - a. A well-defined hierarchy of authority.
  - b. Formal rules and procedures.
  - c. A clear division of labor.
  - d. Impersonality.
  - e. Careers based on merit.
10. What is the problem with the Classical Viewpoint ?  
It's mechanistic, Tends to view humans as cogs within a machine, not taking into account the importance of human needs.
11. why the Classical Viewpoint is important?
  - a. Work activity was amenable to a rational approach.
  - b. Through the application of scientific methods, time and motion studies, and job specialization it was possible to boost productivity.
12. Explain the Behavioral Viewpoint and how did it developed?  
Emphasis on importance of understanding human behavior and motivating and encouraging employees toward achievement. And it developed over three phases:
  - a. Early behaviorism.
  - b. The human relations movement.
  - c. Behavioral science.
13. Talk about Hugo Munsterberg?  
He is one of the Early Behaviorism pioneers, he is the father of industrial psychology. And his method is:
  - a. Study jobs and determine which people are best suited to specific jobs.
  - b. Identify the psychological conditions under which employees do their best work.
  - c. Devise management strategies to influence employees to follow management's interest.
14. Talk about Mary Parker Follet?  
She is one of the Early Behaviorism pioneers, she is a social worker and social philosopher. She indicates that:
  - a. Organizations should be operated as "communities".
  - b. Conflicts should be resolved by having managers and workers talk over differences and find solutions that would satisfy both parties.
  - c. The work process should be under control of workers relevant knowledge.
15. Talk about Elton Mayo?  
He is one of the Early Behaviorism pioneers .He invented the Hawthorne effect: employees worked harder if they received added attention, though that managers cared about their welfare and that supervisors paid special attention to them.
16. Who are the pioneers of the Human Relations Management?  
Abraham Maslow and Douglas McGregor.
17. What the Maslow's Hierarchy of Needs?
  - a. Self-actualization.
  - b. Esteem.

- c. Social.
- d. Safety.
- e. Physiological.

18. Talk about Douglas McGregor Theories, and why they are important?

- a. Theory X:
  - \* Represents a pessimistic, negative view of workers.
  - \* Workers are irresponsible, resistant to change, lack ambition, hate work and want to be led.
- b. Theory Y:
  - \* Represents an optimistic, positive view of workers.
  - \* Workers are considered capable of accepting responsibility, self-direction, self control and being creative.

They are important because:

- a. Helps managers understand how their beliefs affect their behavior.
- b. Managers can be more effective by considering how their behavior is shaped by their expectations about human nature.

19. Explain the viewpoints of the Contemporary perspective?

- a. The Systems viewpoint: regards the organization as systems of interrelated parts that operate together to achieve a common purpose.
  - i. Collection of subsystems.
  - ii. Part of the larger environment.
- b. The Contingency Viewpoint: Emphasize that manager's approach should vary according to i.e. be contingent on – the individual and environmental situation. Most practical because it addresses problem on a case-by-case basis.
- c. The Quality-Management Viewpoint: has three approaches:
  - i. Quality Control: Strategy for minimizing errors by managing each state of production. Proponent: Walter Shewart.
  - ii. Quality Assurance: Focuses on the performance of workers, urging employees to strive for "zero defects".
  - iii. Total Quality Management: Comprehensive approach dedicated to continues quality improvement, training and customer satisfaction. Proponents W Edwards Deming, Joseph M. Juran.

20. Explain the Systems Viewpoint and name the part of a system?

regards the organization as systems of interrelated parts that operate together to achieve a common purpose.

There are 4 parts of a system:

- a. Inputs: the people, money, information, equipment, and materials required to produce an organization's goods or services.
- b. Transformational Processes: the organization's capabilities in management and technology that are applied to converting inputs into outputs.
- c. Outputs: the products, services, profits, losses, employee satisfaction or discontent, etc.. produce by the organization.
- d. Feedback: information about the reaction of the environment to the outputs, which affects the inputs.

21. What are the Systems Viewpoint types?
  - a. Open system: continually interacts with its environment.
  - b. Closed system: has little interaction with its environment.
22. Define Quality?
 

Total ability of a product or service to meet customer needs.
23. Define Total Quality Management (TQM)?
 

Comprehensive approach-led by to management and supported throughout the organization-dedicated to continuous quality improvement, training, and customer satisfaction.

  - a. Make continuous improvement a priority.
  - b. Get every employee involved.
  - c. Listen to and learn from customers and employees.
  - d. Use accurate standards to identify eliminate problems.
24. What is the Learning Organization and how to build one?
 

it's handling knowledge and modifying behavior. Organization that actively creates, acquires and transfers knowledge within itself and is able to modify its behavior to reflect new knowledge.

How to build a learning organization:

  - a. Build a commitment to learning.
  - b. Work to generate ideas with impact.
  - c. Work to generalize ideas with impact.

### Chapter 3: The Manager's Changing Work Environment & Ethical Responsibilities: Doing the Right Thing.

1. Define stakeholder?
 

The people whose interests are affected by an organization's activities.

2 types internal, and external
2. What is the organization's environment?
  - a. Internal Stakeholders: consist of employees, owners, and the board o directors.
    - i. Employees.
    - ii. Owners: consists of all those who can claim the organization as their legal property.
    - iii. Board of directors: members elected by the stakeholders to see that the company is being run according to their interests.
  - b. External stakeholders: people or groups in the organization's external environment that are affected by it.
    - i. The task environment:
      1. Customers: those who pay to use an organization's goods or services.
      2. Competitors: people or organizations that compete for customers or services.
      3. Suppliers: a person or organization that provides raw materials, services, equipment, labor or energy to other organizations.
      4. Distributers: a person or organization that helps another organization sell its goods and services to customers.
      5. Allies
      6. Unions.
      7. Lenders.

8. Governments.
9. Interest groups.
10. Media.
- ii. The general environment:
  1. Economic Forces.
  2. Technological Forces.
  3. Sociocultural Forces.
  4. Demographic Forces.
  5. Political-Legal Forces.
  6. International Forces.
3. Define strategic allies?
 

Describes the relationship of two organizations who join forces to achieve advantages neither can perform as well alone.
4. What are the employee organizations?
 

Unions, association, local communities and financial institutions.
5. Define Government Regulators?
 

Regulatory agencies that establish ground rules under which organizations may operate.
6. Define special interest groups?
 

Groups whose members try to influence specific issues.
7. Define the Economic Forces?
 

Consist of the general economic conditions and trends – unemployment, inflation, interest rates, economic growth – that may affect an organization’s performance.
8. Define the Technological Forces?
 

New development in methods for transforming resources into goods and services.
9. Define the Sociocultural Forces?
 

Influences and trends originating in a country’s, a society’s or a culture’s human relationships and values that may affect an organization.
10. Define the Demographic Forces?
 

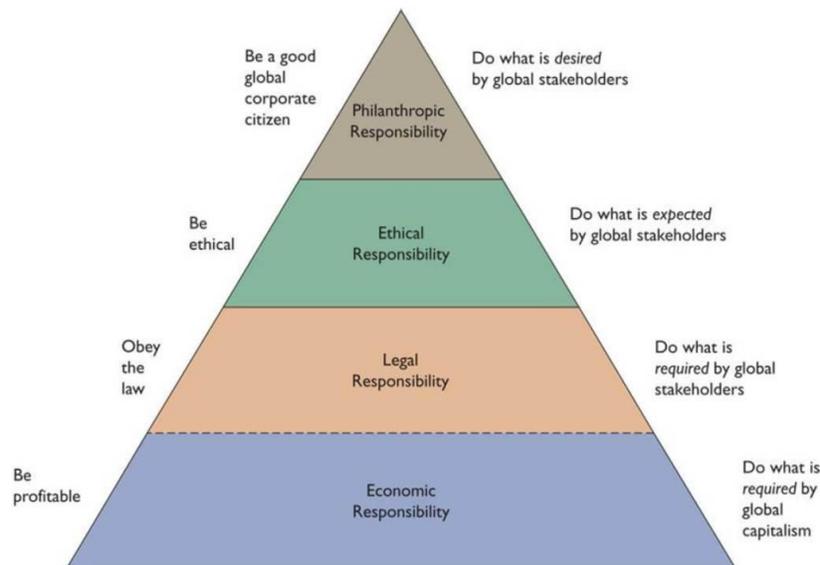
Influences on an organization arising from changes in the characteristics of population, such as age, gender, or ethnic origin.
11. Define the Political-Legal Forces?
 

Changes in the way politics shape laws and laws shape the opportunities for and threats to an organization.
12. Define the International Forces?
 

Changes in the economic, political, legal and technological global system that may affect an organization.
13. Explain the Ethical Dilemma?
 

Situation in which you have to decide whether to pursue a course of action that may benefit you or your organization but that is unethical or even illegal.
14. Define Ethics and Values?
  - a. Ethics: standards of right and wrong that influence behavior.
  - b. Values: relatively permanent and deeply held underlying beliefs and attitudes that help determine a person’s behavior.

15. May an organization has more than one value systems that might conflict?  
 Yes it might. Organizations may have two value systems that conflicts:
- The value system stressing financial performance versus:
  - The value system stressing cohesion and solidarity in employee relationships.
16. What are the approaches to deciding Ethical Dilemmas?
- Utilitarian: guided by what will result in the greatest good for the greatest number of people.
  - Individual: guided by what will result in the individual's best long term interest, which ultimately are in everyone's self-interest.
  - Moral-rights: guided by respect for the fundamental rights of human beings.
  - Justice: guided by respect for impartial standards of fairness and equity.
17. Explain the Whit-Collar Crime SarbOx?  
 Often shortened to SarbOx or SOX< established requirements for proper financial record keeping for public companies and penalties of as much as 25 years in prison for noncompliance.
18. How do people learn ethics (Kohlberg's Theories)?
- Level 1, preconventional – Follows rules.
  - Level 2, conventional – Follows expectations of others.
  - Level 3, postconventional – guided by internal values.
19. How can organizations promote ethics?
- Creating of a strong ethical climate.
  - Screening prospective employees.
  - Instituting ethics codes and training programs.
  - Rewarding ethical behavior: protecting whistle-blowers.
20. What is the social responsibilities required of you as a manager?
- Social responsibility: manager's duty to take actions that will benefit the interests of society as well as the organization.
  - Corporate Social responsibility: notion that corporations are expected to go above and beyond following the law and making a profit.
21. Explain Carroll's Global Corporate Social Responsibility pyramid?



22. What are types of Social Responsibility?
  - a. Philanthropy: making charitable donations to benefit humankind.
  - b. Corporate governance: the system of governing a company so that the interests of corporate owners and other stakeholders are protected.
23. Why Independent Directors are needed?
 

More attention is being paid to strengthening corporate governance so the directors are clearly separated in their authority from the CEO.

#### Chapter 5: Planning: The Found of Successful Management.

1. What is planning?
 

Coping with uncertainty by formulating future courses of action to achieved specified results.  
Setting goals and deciding how to achieve them.
2. What are the steps of planning and strategic management?
  - a. Establish the organization's mission and vision.
  - b. Formulate the grand strategy.
  - c. Formulate the strategic plans, then the tactical and operational plans.
  - d. Implement the strategic plans.
  - e. Control the strategy.
3. Why Not plan?
  - a. Planning requires you to set aside the time to do it.
  - b. You may have to make some decisions without a lot of time to plan.
4. How planning helps you ?
  - a. Helps you check on your progress.
  - b. Helps you coordinate activities.
  - c. Helps you think ahead.
  - d. Helps you cope with uncertainty.
5. What are the basic types of strategy?
  - a. Defenders: expert at producing and selling narrowly defined products.
  - b. Prospectors: Focus on developing new products and in seeking out new markets, rather than waiting for things to happen.
  - c. Analyzers: let other organizations take the risks of product development and marketing and then imitate what seems to work best.
  - d. Reactors: make adjustments only when finally forced to by environmental pressures.
6. Talk about adaptive cycle?
 

Businesses are continuously cycling through decisions about three kinds of business problems:

  - a. Entrepreneurial.
  - b. Engineering.
  - c. Administrative.
7. How do you make plans?
  - a. Mission statement: express the purpose of the organization. What is our reason for being?
  - b. Vision statement: long-term goal describing "what" an organization wants to become. Clear sense of the future and the actions needed to get there. what do we want to become?

- c. Strategic planning: Done by top managers. determine what the organization's long-term goals should be for the next 1-5 years with the resources they expect to have available.
  - d. Tactical planning: Done by middle managers. determine what contributions their departments or similar work units can make during the next 6-24 months.
  - e. Operational planning: done by first-line managers determine how o accomplish specific tasks with available resources within the next 1-52 weeks.
8. What are the goals ? what are the types?  
Specific commitment to achieve a measurable result within a stated period of time. Also known as objective. And the goals types are
- a. Strategic: set by and for top management and focus on objectives for the organization as a whole.
  - b. Tactical: set by and for middle managers and focus on the actions needed to achieve strategic goals.
  - c. Operational: set by and for first-line managers and are concerned with short-term matters associated with realizing tactical goals.
9. What are the types of plans?
- Action plan: defines the course of action needed to achieve the stated goal.
  - Operation plan: designed for a 1-year period, defines how you conduct your business based on the action plan. Identified clear targets such as revenue, cash flow and market share.
  - Standing plans: plans developed for activities that occur repeatedly over a period of time. Consist of policies, procedures and rules. And the types of standing plans are:
    - I. Policy: outlines the general response to a designated problem or situation.
    - II. Procedure: Outlines the response to a particular problem or circumstances.
    - III. Rule: designates specific action.
  - Single use plan: Plans developed for activities that are not likely to be repeated in the future. And the types of Single use plan are:
    - I. Program: encompasses a range of projects and activities.
    - II. Plan of less scope and complexity than a program.
10. What is SMART Goal ?  
A smart goal is one that is Specific, Measurable, Attainable, Results-Oriented and has Target Dates.
11. Explain the relationship between goal difficulty and performance?  
There are three types of individuals based on goal difficulty and performance:
- a. Committed individuals with adequate ability.
  - b. Committed individuals who are working at capacity.
  - c. Individuals who lack commitment to high goals.
12. What is MOB? What are the types?  
MBO means Management by Objective, and they are the steps of it:
- a. Jointly set objectives.
  - b. Develop action plan.
  - c. Occasionally review performance.
  - d. Give performance appraisal and rewards, if any.
- And the types are:
- a. Improvement Objectives: express performance to be accomplished in a specific way for a specific area. Ex. Increase sport utility sales by 10%, Reduce food spoilage by 15%.

- b. Personal Development Objectives: express personal goals to be realized. Ex. Attain five days of leadership training. Learn basics of Microsoft Office software by June 1.
  - c. Maintenance objectives: express the intention to maintain performance at previously established levels. Ex. Continue to meet the increased sales goals specified last quarter. Produce another 60,000 cases of tea this month.
13. Talk about cascading Objectives?
- a. Top management must be committed.
  - b. It must be applied organization-wide.
  - c. Objectives must “cascade”.
14. Talk about planning/control. cycle?
- The two Planning steps:
    - a. Make the plan.
    - b. Carry out the plan.
  - The two control steps:
    - a. Control the direction by comparing results with the plan.
    - b. Control the direction by taking corrective action in two ways:
      - I. Correcting deviations in the plan being carried out (return to step 2).
      - II. Improving future plans (go to step 1 to start over)

#### Chapter 6:Strategic Management: How Exceptional Managers Realize a Grand Design.

1. What is the meaning of strategy?  
Large-scale action plan that sets the directions of an organization.
2. What is the meaning of strategic management?  
Process that involves managers from all parts of the organization in the formulation and the implementation of strategies and strategic goals.
3. Why Strategic Management and Strategic Planning are important ?
  1. Provide direction and momentum.
  2. Encourage new ideas.
  3. Develop a sustainable competitive advantage.
4. How does sustainable advantage occur ?  
When an organization can stay ahead in four areas:
  - a. Being responsive to customers.
  - b. Innovation.
  - c. Quality.
  - d. Effectiveness.
5. What is strategic positioning ?  
Attempts to achieve sustainable competitive advantage by preserving what is distinctive about a company. Performing different activities from rivals, or performing similar activities in different ways.
6. What is an effective strategy ?
  - a. Strategy is the creation of a unique & valuable position.
  - b. Strategy requires trade-offs in competing.
  - c. Strategy involves creating a “fit” among activities.

7. What are the Strategic-Management Process?
  - a. Establish the mission and the vision.
  - b. Establish the grand strategy with environmental scanning.
  - c. Formulate the strategic plan (using, e.g. Porter).
  - d. Carry out the strategic plans.
  - e. Maintain strategic control- the feedback loop.
8. What are the common grand strategies ?
  - a. Growth strategy: involves expansion – as in sales revenues, market share, number of employees, or number of customers.
  - b. Stability: involves little or no significant change.
  - c. Defensive: involves reduction in the organization’s efforts, retrenchment.
9. How companies can implement Grand strategies ?

<p><b>Growth strategy</b></p> <ul style="list-style-type: none"> <li>• It can improve an existing product or service to attract more buyers.</li> <li>• It can increase its promotion and marketing efforts to try to expand its market share.</li> <li>• It can expand its operations, as in taking over distribution or manufacturing previously handled by someone else.</li> <li>• It can expand into new products or services.</li> <li>• It can acquire similar or complementary businesses.</li> <li>• It can merge with another company to form a larger company.</li> </ul>
<p><b>Stability strategy</b></p> <ul style="list-style-type: none"> <li>• It can go for a no-change strategy (if, for example, it has found that too-fast growth leads to foul-ups with orders and customer complaints).</li> <li>• It can go for a little-change strategy (if, for example, the company has been growing at breakneck speed and believes it needs a period of consolidation).</li> </ul>
<p><b>Defensive strategy</b></p> <ul style="list-style-type: none"> <li>• It can reduce costs, as by freezing hiring or tightening expenses.</li> <li>• It can sell off (liquidate) assets—land, buildings, inventories, and the like.</li> <li>• It can gradually phase out product lines or services.</li> <li>• It can divest part of its business, as in selling off entire divisions or subsidiaries.</li> <li>• It can declare bankruptcy.</li> <li>• It can attempt a turnaround—do some retrenching, with a view toward restoring profitability.</li> </ul>

10. What is the strategic management process ?
  - a. Strategy formulation: process of choosing among different strategies and altering them to best fir the organization’s needs.
  - b. Strategy implementation: putting strategic plans into effect.
  - c. Strategic control: consists of monitoring the execution of strategy and making adjustments, if necessary: Bryan Barry suggests:
    - Engage people
    - Keep it simple.
    - Stay focused.
    - Keep moving.

11. What is the competitive intelligence ?

Means gaining information about one's competitors' activities so that they can anticipate their moves and react appropriately. To gain competitive intelligence we use these avenues:

- a. The public prints and advertising.
- b. Investor information.
- c. Informal sources.

12. What is SWOT analysis?

The next point in establishing a grand strategy, is environmental scanning: careful monitoring of an organization's internal and external environments to detect early signs of opportunities and threats that may influence the firm's plan.

- a. Strengths – Organizational Strengths: skills and capabilities that give the organization special competencies and competitive advantages in executing strategies in pursuit of its mission.
- b. Weaknesses – Organizational –Weaknesses: drawbacks that hinder and organization in executing strategies in pursuit of its mission.
- c. Opportunities- Organizational-Opportunities: environmental factors that the organization may exploit for competitive advantage.
- d. Threats – Organizational-Threats: environmental factors that hinder an organization's achieving a competitive.

13. What is a forecast?

Is a vision or projection of the future.

There are 2 types of Forecasting:

- a. Trend analysis: hypothetical extension of a past series of events into the future.
- b. Contingency planning: creation of alternative hypothetical but equally likely future conditions. Also called scenario planning and scenario analysis.

14. What are the Porter's five competitive forces?

- a. Threats of new entrants.
- b. Bargaining power of suppliers.
- c. Bargaining power of buyers.
- d. Threat of substitute products or services.
- e. Rivalry among competitors.

15. What are the Porter's four competitive strategies?

- a. Cost-leadership: keep the costs, and hence prices, of a product of service below those of competitors and to target a wide market.
- b. Differentiation: offer products that are of unique and superior value compared to those of competitors but to target a wide market.
- c. Cost-focus: Keep the costs of product below those of competitors and to target a narrow market.
- d. Focused-Differentiation: offer products that are of unique and superior value compared to those of competitors and to target a narrow market.

16. Explain the single-product versus Diversification?

Single-Product strategy: Company makes and sells only one product within its market. Benefit-focus, risk vulnerability.

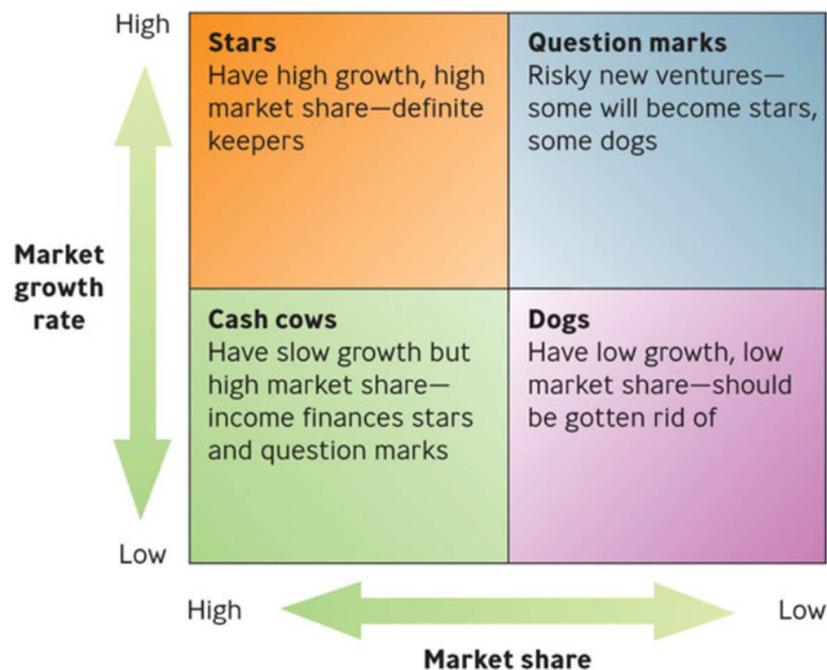
Diversification: operating several businesses under one ownership that are not related to one another, related business lines, unrelated business lines.

17. What are the related diversification?

- a. Reduced risk: because more than one product.
- b. Management efficiencies: administration spread over several businesses.
- c. Synergy: the sum is greater than the parts.

18. Explain the BCG Matrix?

A means of evaluating strategic business units on the basis of (1) their business growth rates and (2) their share of the market.



19. Explain the Execution?

Getting things done. Consists of using questioning, analysis and follow-through in order to mesh strategy with reality, align people with goals, and achieve results promised. Central part of any company's strategy.

20. What are the core process of business?

- a. People: consider who will benefit you in the future.
- b. Strategy: consider how success will be accomplished.
- c. Operations: consider what path will be followed.

21. What questions should be a strong strategic plan address?

1. What is the assessment of the external environment?
2. How well do you understand the existing customers and markets?
3. What is the best way to grow the business profitably, and what are the obstacles to growth?
4. Who is the competition?
5. Can the business execute the strategy?
6. Are the short term and long term balanced?
7. What are the important milestones for executing the plan?
8. What are the critical issues facing the business?
9. How will the business make money on a sustainable basis?

22. How can you build a foundation of execution?

- a. Know your people and your business.
- b. Insist on realism.
- c. Set clear goals and priorities.
- d. Follow through.
- e. Reward the doers.
- f. Expand the capabilities.
- g. Know yourself.

Chapter 7 – Individual & Group Decision Making, how managers make things happen.

1. Define decision?  
choice made from among available alternatives.
2. Define decision making?  
process of identifying and choosing alternative courses of action.
3. What are the kinds of decision making?
  - a. Rational: also called classical model, explains how managers should make decisions, it assumes managers will make logical decisions that will be the optimum in furthering the organization's best interests. And the stages of the Rational Decision Making model are:
    - i. Stage 1: identify the problem or opportunity.
    - ii. Step 2: Think up alternative solutions.
    - iii. Step 3: Evaluate alternatives & select a solution.
    - iv. Step 4: Implement & evaluate the solution chosen.
  - b. Nonrational: explain how managers make decisions: they assume that decision making is nearly always uncertain and risky, making it difficult for managers to make optimal decisions. And it has 3 models:

- i. Satisficing Model: managers seek alternatives until they find one that is satisfactory, not optimal.
  - ii. Incremental Model: managers take small, short-term steps to alleviate a problem.
  - iii. Intuition Model: making a choice without the use of conscious thought or logical inference. Sources are expertise and feelings.
- 4. What you need to do for a successful implementation?
  - a. Plan carefully.
  - b. Be sensitive to those affected.
- 5. What are the assumptions of the Rational Model?
  - a. Complete information, no uncertainty. You should obtain complete, error-free information about all alternative courses of action and the consequences that would follow from each choice.
  - b. Logical, unemotional analysis: having no prejudices or emotional blind spots, you are able to logically evaluate the alternatives, ranking them from best to worst according to your personal preferences.
  - c. Best decision for the organization: confident of the best future course of action you coolly choose the alternative that you believe will most benefit the organization.
- 6. Explain bounded rationality?
 

Suggest that the ability of decision makers to be rational is limited by numerous constraints, such as:

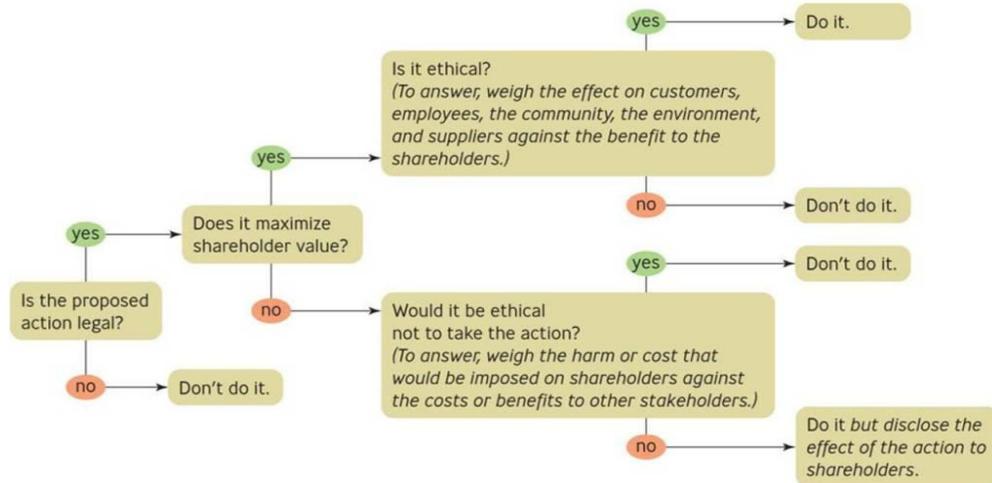
  - a. Complexity.
  - b. Time and money constraints.
  - c. Different cognitive capacity values, skills, habits, and unconscious reflexes.
  - d. Imperfect information.
  - e. Information overload.
  - f. Different priorities.
  - g. Conflicting goals.
- 7. Give some examples to the Hindrances to perfectly Rational Decision making?
  - a. Complexity.
  - b. Time and money constraints.
  - c. Different cognitive capacity values, skills, habits, and unconscious reflexes.
  - d. Imperfect information.
  - e. Information overload.
  - f. Different priorities.
  - g. Conflicting goals.
- 8. What the Implementation principles of Evidence-Based Decision Making?
  - a. Treat your organization as an unfinished prototype.
  - b. No brag, just facts.
  - c. See yourself and your organization as outsiders do.
  - d. Evidence-based management is not just for senior executive.
  - e. Like everything else, you still need to sell it.
  - f. If all else fails, slow the spread of bad practice.
  - g. The best diagnostic question: what happens when people fail?

9. What makes it hard to be Evidence-Based?
  - a. There's too much evidence.
  - b. There's not enough good evidence.
  - c. The evidence doesn't quite apply.
  - d. People are trying to mislead you.
  - e. You are trying to mislead you.
  - f. The side effects outweigh the cure.
  - g. Stories are more persuasive anyway.
10. What is Analytics?
  - a. Sophisticated forms of business data analysis.
  - b. Portfolio analysis, time-series forecast.
  - c. Also called business analytics.
11. What are the key attributes among Analytics competitors?
  - a. Use of modeling: going beyond simple descriptive statistics.
  - b. Having multiple applications, not just one.
  - c. Support from the top.
12. Define Risk Propensity?

the willingness to gamble or to undertake risk for the possibility of gaining an increased payoff.
13. What are the general decision making styles?

Reflects the combination of how an individual perceives and responds to information. Value orientation and tolerance for ambiguity.

  - a. Directive: people are efficient, logical, practical and systematic in their approach to solving problems. Action-oriented, decisive, and likes to focus on facts.
  - b. Analytical: considers more information and alternatives.
  - c. Conceptual: takes a broad perspective to problem solving, likes to consider many option and future possibilities.
  - d. Behavioral: supportive, receptive to suggestions, show warmth. Prefer verbal to written information.
14. What is benefit of knowing your style of decision making?
  - a. Helps you to understand yourself.
  - b. Can increase your ability to influence others.
  - c. Gives you an awareness of how people can take the same information and yet arrive at different decisions.
15. What is the road map to ethical decision making, a decision tree?
  - a. Is the proposed action legal?
  - b. If "yes" does the proposed action maximize shareholder value?
  - c. If "yes" is the proposed action ethical?
  - d. If "no" would it be ethical not to take the proposed action?



16. What are the ineffective responses to a decision situation?
  - a. Relaxed avoidance.
  - b. Relaxed change.
  - c. Defensive avoidance.
  - d. Panic.
17. What are the effective reactions: deciding to decide?
  - a. Importance: how high priority is this situation?
  - b. Credibility: how believable is the information about the situation?
  - c. Urgency: how quickly must I act on the information about the situation?
18. What are the common Decision-Making Biases?
  - a. Availability bias.
  - b. Confirmation bias.
  - c. Representativeness bias.
  - d. Sunk cost bias.
  - e. Anchoring and adjustment bias.
  - f. Escalation of commitment bias.
19. What are the advantages and disadvantages of group decision Making?
  - a. Advantages:
    - i. Greater pool of knowledge.
    - ii. Different perspective.
    - iii. Intellectual stimulation.
    - iv. Better understanding of decision rationale.
    - v. Deeper commitment to the decision.
  - b. disadvantages:
    - i. a few people dominate or intimidate.
    - ii. Groupthink.
    - iii. Satisficing.
    - iv. Goal displacement.

20. Define the groupthink?

Occurs when group members strive to agree for the sake of unanimity and thus avoid accurately assessing the decision situation.

21. What managers need to know about groups and decision making?

- a. They are less efficient.
- b. Their size affects decision quality.
- c. They may be too confident.
- d. Knowledge counts.

22. When a group can help in decision making?

- a. When it can increase quality.
- b. When it can increase acceptance.
- c. When it can increase development.

23. Define the participative management?

Process of involving employees in setting goals, making decisions, solving problems, and making changes in the organization.

24. What are the techniques of group problem-solving?

- a. Consensus: occurs when members are able to express their opinions and reach agreement to support final decision.
- b. Brainstorming: technique used to help groups generate multiple ideas and alternatives for solving problems.

25. What is the computer-aided decision making?

- a. Chauffeur-driven systems: ask participants to answer predetermined questions on electronic keypads or dials.
- b. Group-driven system: involves a meeting within a room of participants who express their ideas anonymously on a computer network. For anonymous networking.

## Chapter 8 – Organizational culture, structure and design.

1. Define an organizational culture?

System of shared beliefs and values that develops within an organization and guides the behavior of its members, also called corporate culture.

2. What is the structure and culture of an organization?

- a. Vision.
- b. Strategy.
- c. Culture
- d. Structure and internal practices.
- e. Collective attitudes and behaviors.
- f. Achievement of goals.

3. What are the types of organizational culture?

- a. Clan: internal focused, values flexibility rather than stability.
  - i. Thrust: collaborative.
  - ii. Means: cohesion, participation, communications, empowerment.
  - iii. Ends: morale, people, development, commitment.

- b. Adhocracy: attempts to create innovative products by being adaptable, creative and quick to respond to changes in the marketplace.
    - i. Thrust: create.
    - ii. Means: adaptability, creativity, agility.
    - iii. Ends: innovation, growth, cutting-edge output.
  - c. Market: focused on the external environment, driven by competition and a strong desire to deliver results.
    - i. Thrust: compete.
    - ii. Means: customer focus, productivity, enhancing competitiveness.
    - iii. Ends: market share, profitability, goal achievement.
  - d. Hierarchy: apt to have a formalized structured work environment aimed at achieving effectiveness through a variety of control mechanisms.
    - i. Thrust: control.
    - ii. Means: capable processes, consistency, process control, measurement.
4. What are the levels of organizational culture?
    - a. Level 1: Observable artifacts: physical manifestation such as manner of dress, awards, myths and stories about the company. Visible behavior exhibited by managers and employees.
    - b. Level 2: Espoused values:
      - i. Espoused values: explicitly stated values and norms preferred by an organization.
      - ii. Enacted values: represent the values and norms actually exhibited in the organization.
    - c. Level 3: Basic Assumptions: represent the core values of the organization's culture, those taken for granted and highly resistant to change.
  5. Describe how an employee can learn culture?
    - a. Symbol: an object, act, quality, or even that conveys meaning to others.
    - b. Story: narrative based on true events, which is repeated - and sometimes embellished upon – to emphasize a particular value.
    - c. Hero: person whose accomplishment embody the values of the organization.
    - d. Rites and rituals: activities and ceremonies, planned and unplanned, that celebrate important occasions and accomplishments in the organization's life.
  6. What are the functions of organizational culture?
    - a. Organizational identity.
    - b. Collective commitment.
    - c. Social system stability.
    - d. Sense-making device.
  7. What are the perspectives of the cultures for enhancing economic performance?
    - a. Strength.
    - b. Fit.
    - c. Adaptive.
  8. Explain the process of culture change?
    - a. Formal statements.
    - b. Slogans & sayings.
    - c. Stories, legends and myths.

- d. Leader reaction to crises.
  - e. Role modeling, training and coaching.
  - f. Physical design.
  - g. Rewards, titles, promotions, and bonuses.
  - h. Organizational goals and performance criteria.
  - i. Measurable and controllable activities.
  - j. Organizational structure.
  - k. Organizational systems and procedures.
9. What are the types of organizations?
- a. For-profit.
  - b. Nonprofit.
  - c. Mutual-benefit.
10. Define organization chart?
11. Box-and-lines illustration showing the formal lines of authority and the organization's official positions or work specialization.
12. What are the common elements of organizations?
- a. Common purpose: unifies employees or members and gives everyone an understanding of the organization's reason of being.
  - b. Coordinated effort: the coordination of individual effort into group wide effort.
  - c. Division of labor: arrangement of having discrete parts of a task done by different parts of a task done by different people.
  - d. Hierarchy of authority: control mechanism for making sure the right people do the right things at the right time > unity of command.
  - e. Span of control: refers to the number of people reporting directly to a given manager, narrow and wide.
  - f. Authority, responsibility and delegation:
    - i. Authority: rights inherent in a managerial position to make decisions and utilize resources.
    - ii. Accountability: managers must report and justify work results to the managers above them.
    - iii. Responsibility: obligation you have to perform the tasks assigned to you.
    - iv. Delegation: process of assigning managerial authority and responsibility to managers and employees lower in the hierarchy.
  - g. Centralization versus decentralization of authority:
    - i. Centralized authority: important decisions are made by higher-level managers.
    - ii. Decentralized authority: important decisions are made by middle-level and supervisory-level managers.
13. What are the basic types of organizational structure?
- a. Simple structure: authority is centralized in a single person with few rules and low work specialization.
  - b. Functional structure: people with similar occupational specialties are put together in formal groups.
  - c. Divisional structure: people with diverse occupational specialties are put together in formal groups by similar products, customers or geographic regions.

- d. Matrix structure: an organization combines functional and divisional chains of command in a grid so that there are two command structures-vertical and horizontal.
- e. Horizontal design: teams or workgroups, either temporary or permanent are used to improve collaboration and work on shared tasks by breaking down internal boundaries.
- f. Hollow structure: the organization has a central core key functions and outsources other functions to vendors who can do them cheaper or faster.
- g. Modular structure: firm assembles product chunks or modules provided by outside contractors.
- h. What are the differences between mechanistic and organic organizations?

<b>Mechanistic Organizations</b>	<b>Organic Organizations</b>
Centralized hierarchy of authority	Decentralized hierarchy of authority
Many rules and procedures	Few rules and procedures
Specialized tasks	Shared tasks
Formalized communication	Informal communication
Few teams or task forces	Many teams or task forces
Narrow span of control, taller structures	Wider span of control, flatter structures

14. Define differentiation?

Tendency of the parts of an organization to disperse and fragment.

15. Define integration?

Tendency of the parts of an organization to draw together to achieve a common purpose.

16. What are the stages in the life of an organization?

- a. Stage 1: birth stage: the organization is created.
- b. Stage 2: youth stage: growth and expansion.
- c. Stage 3: midlife stage: period of growth evolving into stability.
- d. Stage 4: maturity stage: organization becomes very bureaucratic, large and mechanistic.

Chapter 9– Human resource management. getting the right people for managerial success.

1. Define Human resource management?

Consists of the activities managers perform to plan for attract, develop and retain an effective workforce.

2. Define strategic Human resource management?

Consists of developing a systematic, comprehensive strategy for understanding current employee needs and predicting future employee needs.

3. Define job analysis?

Determining the basic elements of a job by observation and analysis.

4. What are the steps to understanding current employees' specifications?
  - a. Job description: Summarize what the holder of a job does and why they do.
  - b. Job specification: Describes the minimum qualifications a person must have to perform a job successfully.
5. How to predict future employee needs?  
By doing human resources inventory which is a report listing your organization's employees by name, education, training, languages, and other important information.
6. What are the legal requirements of human resources management?
  - a. Labor relations:
    - i. National Labor Relations Board: enforces procedures whereby employees may vote for a union and collective bargaining.
  - b. Compensation and benefits:
    - i. Fair Labor Standards Act of 1938: established minimum living standards for workers engaged in interstate commerce, including provision of federal minimum wage.
  - c. Health and safety:
    - i. Occupational Safety and Health Act (OSHA) of 1970: requires organizations to provide employees with nonhazardous working conditions, health coverage.
  - d. Equal employment Opportunity:
    - i. Equal employment opportunity commission: job is to enforce antidiscrimination and other employment related laws.
7. Define Collective bargaining?  
Negotiations between management and employees about disputes over compensation, benefits, working conditions and job security.
8. Define Discrimination?  
Occurs when people are hired or promoted – or denied hiring or promotion – for reasons not relevant to the job.
9. Define affirmative action?  
Focuses on achieving equality of opportunity within an organization including establishment of minority hiring goals.
10. What are the workplace discrimination?
  - a. Adverse impact: occurs when an organization uses an employment practice or procedure that results in unfavorable outcomes to a protected class.
  - b. Disparate treatment: results when employees from protected groups are intentionally treated differently.
11. What are the equal employment opportunity?
  - a. Sexual harassment: consists of unwanted sexual attention that creates an adverse work environment.
  - b. Quid pro quo: tangible economic injury.
  - c. Hostile environment: offensive work environment.
12. Define recruitment and what are the types of it?  
Process of locating and attracting qualified applicants for jobs open in the organization.  
And the types are:
  - i. Internal recruitment:

- ii. External recruitment:
17. Define realistic job preview?
 

Gives a candidate a picture of both the positive and negative features of the job and the organization before he is hired. People tend to quit less frequently and be more satisfied.
  18. Define selection and name the selection for recruitment types?
  19. Screening of job applicants to hire the best candidate.
    - a. Background information: application forms, resumes and references checks: application forms and resumes provide basic background information about job applicants such as citizenship, education, work history and certifications.
    - b. Interviewing:
      - i. Unstructured: no fixed set of questions and systematic scoring procedure. Involves asking probing questions to find out what the applicant is like.
      - ii. Structured: involves asking each applicant the same questions and comparing their responses to a standardized set of answers.
        - Situational: focuses on hypothetical situations.
        - Behavioral: explore what applicant have actually done in the past.
    - c. Employment tests: legally considered to consist of any procedure used in the employment selection decision process.
      - i. Performance tests: some organizations have assessment center in which management candidates participate in activities for a few days while being assessed by evaluators.
      - ii. Personality tests: measure personality traits as adjustment, energy, sociability, independence and need for achievement.
      - iii. Integrity test: assess attitudes and experiences related to a person's honesty, dependability, trustworthiness, reliability and prosocial behavior.
  20. What are the two important legal consideration about any test?
    - a. Reliability: does happen consistently? is the degree to which a test measures the same thing consistently.
    - b. Validity: is it bias-free? Means the test measures what it purports to measure and is free of bias.
  21. What are ways that newcomers are helped with to perform their jobs?
    - a. Orientation: helping the newcomer fit smoothly into the job and the organization. Designed to give employees the information they need to be successful. After orientation the employee should emerge with information about:
      - i. The job routine.
      - ii. The organization's mission and operations.
      - iii. The organization's work rules and employee benefits.
    - b. Training: educating technical and operational employees in how to better do their current jobs.
    - c. Development: educating professionals and managers in the skills they need to do their jobs in the future.
  22. What are the steps in the training process?
    - a. Assessment: is training needed?
    - b. Objectives: what should training achieve?

- c. Selection: which training methods be used?
  - d. Implementation: how should training be effected?
  - e. Evaluation: is the training working
23. Define performance management?  
The continuous cycle of improving job performance through goal setting, feedback and coaching and rewards and positive reinforcement.
24. Define performance appraisal and name its type?  
Performance appraisal: consists of assessing and employer's performance and providing him with feedback.
- a. Objective appraisal:
    - i. Based on fact often numerical.
    - ii. Measure results.
    - iii. Harder to challenge legally.
    - iv. Also called results appraisal.
  - b. Subjective appraisal:  
Based on a manager's perceptions of an employee traits and behaviors, BARS – rates employee gradations in performance according to scales of specific behaviors.
25. Who should make performance appraisals?
- a. Peers and subordinates.
  - b. Customers and clients.
  - c. Self-appraisals.
26. Define forced ranking?  
All employees within a business unit are ranked against one another and grades are distributed along some sort of bell curve.
27. What are the types of effective performance appraisals?
- a. Formal appraisal: conducted at specific times throughout the year and based on performance measures that have been established in advance.
  - b. Informal appraisal: conducted on an unscheduled basis and consists of less rigorous indications of employee performance.
28. Define compensation?
29. Wages or salaries, incentives, and benefits.
30. Define base pay?  
Basic wage or salary paid employees in exchange for doing their jobs.
31. Talk about managing promotions transfers, disciplining and demotion, dismissal?
- a. Promotion: moving upward.
  - b. Transfer: moving sideways.
  - c. Disciplining and demotion: the threat of moving downward.
  - d. Dismissal: moving out of the organization.
32. Define labor unions?  
Organizations of employees formed to protect and advance their members' interests by bargaining with management over job-related issues.
33. Define union security clause?  
The part of the labor-management agreement that states that employees who receive union benefits must join the union, or at least pay dues to it.

34. What are the workplace agreements?

Workplace	Definition	Status
Closed shop	Employer may hire only workers for a job who are already in the union	Illegal
Union shop	Workers aren't required to be union members when hired for a job but must join the union within a specified time	Not allowed in 22 states (right-to-work states)
Agency shop	Workers must pay equivalent of union dues, but aren't required to join the union	Applies to public-sector teachers in some states, prohibited in others
Open shop	Workers may choose to join or not join a union	Applies in 22 states (right-to-work states)

35. What are the some issues involved with compensation?

- a. Two-tire wage contracts: new employee are paid less of receive lesser benefits than veteran employees have.
- b. Cost-of-living adjustment (COLA): clause during the period of the contract future wage increases to increases in the cost of living.
- c. Givebacks: the union agrees to give up previous wage or benefit gains in return for something else.

36. How to settle labor-management disputes?

- a. Grievance: a complaint by an employee that management has violated the terms of the labor-management agreement.
- b. Mediation: process in which a neutral third party, a mediator, listens to both sides in a dispute, makes suggestions and encourage them to agree on a solution.
- c. Arbitration: process in which a neutral third party, an arbitrator, listens to both parties in a dispute and makes a decision that the parties have agreed will be binding on them.

#### Chapter 10– Organizational Change and Innovation: Lifelong challenges for the exceptional manager

1. What are the ways to deal with change and innovation?

- a. Allow room for failure.
- b. Give one consistent explanation for the change.
- c. Look for opportunities in unconventional ways.
- d. Have the courage to follow your ideas.
- e. Allow grieving, then move on.

2. What are the Collins's Stages of Decline?

- a. Stage 1: Hubris Born of Success.
- b. Stage 2 : Undisciplined Pursuit of More.
- c. Stage 3: Denial of Risk and Peril.

- d. Stage 4: Grasping for Salvation.
  - e. Stage 5: Capitulation to Irrelevance or Death.
3. What are the Fundamental Change? (What will you be called upon to deal with?)
    - a. The marketplace is becoming more segmented and moving toward more niche products.
    - b. There are more competitors offering targeted products, requiring faster speed-to-market.
    - c. Some traditional companies may not survive radically innovative change.
    - d. China, India and other offshore suppliers are changing the way we work.
    - e. Knowledge, not information is becoming the new competitive advantage.
  4. What are the types of change?
    - a. Reactive change: making changes in response to problems or opportunities as they arise.
    - b. Proactive change: involves making carefully thought-out changes in anticipation of possible or expected problems or opportunities. Also called planned change.
  5. What are forces for change?
    - a. Outside Forces:
      - i. Demographic Characteristics:
        - Age.
        - Education.
        - Skill level.
        - Gender.
        - Immigration.
      - ii. Market Changes:
        - Mergers and acquisitions.
        - Domestic & Internal competition.
        - Recession.
      - iii. Technological advancement:
        - Manufacturing automation.
        - Office automation.
      - iv. Shareholder & customer demands.
      - v. Supplier practices.
      - vi. Social & Political pressures:
        - Leadership.
        - Values.
    - b. Inside Forces:
      - i. Employee problems:
        - Unmet needs.
        - Job dissatisfaction.
        - Absenteeism & turnover
        - Productivity.
        - Participation/suggestions
      - ii. Manager's behavior:
        - Conflict.
        - Leadership.
        - Reward systems.

- Structural reorganization.
6. What are the areas in which change is often needed?
    - a. Change people: Perceptions, attitudes, performance, skills.
    - b. Changing technology: any machine or process that enables an organization to gain a competitive advantage in changing materials used to produce a finished product. Not just computer technology.
    - c. Changing structure.
    - d. Changing strategy.
  7. Define the resistance to change?  
An emotional/behavior response to real or imagined threats to and established work routine.
  8. What are the main factors of the model of resistance to change?
    - a. Employee characteristics.
    - b. Change agent characteristics.
    - c. Change agent-employee relationship.
  9. Explain the degrees to which employees fear change?
    - a. Least threatening: Adaptive change: reintroduction of a familiar practice.
    - b. Somewhat threatening: Innovative change: Introduction of a practice that is new to the organization.
    - c. Very threatening: Radically innovative change: involves introducing a practice that is new to the industry.
  10. What are the reasons employees resist change?
    - a. Individual's predisposition toward change.
    - b. Surprise and fear of the unknown.
    - c. Climate of mistrust.
    - d. Fear of failure.
    - e. Loss or status or job security.
    - f. Peer pressure.
    - g. Disruption of cultural traditions or group relationships.
    - h. Personality conflicts.
    - i. Lack of tact or poor timing.
    - j. Non-reinforcing reward system.
  11. Explain Lewin's Change Model?
    - a. Unfreezing: creating the motivation to change.
    - b. Changing: learning new ways of doing things.
    - c. Refreezing: making the new ways normal.

12. What are steps to leading Organizational Change?

Step	Description
1. Establish a sense of urgency.	Unfreeze the organization by creating a compelling reason for why change is needed.
2. Create the guiding coalition.	Create a cross-functional, cross-level group of people with enough power to lead the change.
3. Develop a vision and a strategy.	Create a vision and a strategic plan to guide the change process.
4. Communicate the change vision.	Create and implement a communication strategy that consistently communicates the new vision and strategic plan.
5. Empower broad-based action.	Eliminate barriers to change, and use target elements of change to transform the organization. Encourage risk taking and creative problem solving.
6. Generate short-term wins.	Plan for and create short-term "wins" or improvements. Recognize and reward people who contribute to the wins.
7. Consolidate gains and produce more change.	The guiding coalition uses credibility from short-term wins to create more change. Additional people are brought into the change process as change cascades throughout the organization. Attempts are made to reinvigorate the change process.
8. Anchor new approaches in the culture.	Reinforce the changes by highlighting connections between new behaviors and processes and organizational success. Develop methods to ensure leadership development and succession.

13. Define the Organization Development (OD)?

Set of techniques for implementing planned change to make people and organizations more effective.

14. Define the Change agent?

A consultant with a background in behavioral sciences who can be a catalyst in helping organizations deal with old problems in new ways.

15. What can Organization Development (OD) do for you?

- a. Managing conflict.
- b. Revitalizing organizations.
- c. Adapting to mergers.

16. What are the process of Organization Development (OD)?

- a. Diagnosis: what is the problem.
- b. Intervention: what shall we do about it?
- c. Evaluation: how well has the intervention worked?
- d. Feedback: how can the diagnosis be further refined?

17. Define intervention?

Attempt to correct the diagnosed problem.

18. Talk about the effectiveness of Organization Development (OD)?

- a. Multiple interventions.
- b. Management support.
- c. Goals geared to both short and long term results.
- d. OD is affected by culture.

19. What are innovations myths?

- a. Myth no.1: innovation happens in a "Eureka!" moment.
- b. Myth no. 2: innovation can be systematized.

20. What are the seeds of innovation?

- a. Hard work in a specific direction.
  - b. Hard work with direction change.
  - c. Curiosity.
  - d. Wealth and money.
  - e. Necessity.
  - f. Combination of seeds.
21. What are the types of innovation?
- a. Product innovation: change in the appearance or performance of a product of the creation of a new one.
  - b. Process innovation: change in the way a product is conceived, manufactured or disseminated.
  - c. Incremental innovation: creation of products, services or technologies that modify existing one.
  - d. Radical innovation: creation of products, services or technologies that replace existing ones.
22. How can an organization make innovation happen?
- By providing:
- a. The right organizational culture: is innovation viewed as a benefit or a boondoggle?
  - b. The appropriate resources: do managers put money where their mouths are?
  - c. The correct reward system: is experimentation reinforced in ways that matter?
23. What are the steps for Fostering Innovation?
- a. Recognize problems and opportunities and devise solutions.
  - b. Gain allies by communicating your vision.
  - c. Overcome employee resistance and empower and reward them to achieve progress.
  - d. Execute well by effectively managing people, groups, and organizational processes and systems in the pursuit of innovation.
24. Explain how to gain allies by communication you vision?
- a. Showing how the product or service will be made.
  - b. Showing how potential customers will be reached.
  - c. Demonstrating how you'll beat your competitors.
  - d. Explaining when the innovation will take place.

#### Chapter 11– Managing individual Differences and Behavior: Supervising People as People.

1. Define personality?  
The stable psychological traits and behavioral attributes that give a person his or her identity.
2. What are the personality dimension?
  - a. Extroversion: how outgoing, talkative, sociable, and assertive a person is.
  - b. Agreeableness: how trusting, good-natured, cooperative and soft-hearted a person is.
  - c. Conscientiousness: how dependable, responsible, achievement-oriented and persistent a person is.
  - d. Emotional stability: how relaxed, secure and unworried a person is.
  - e. Openness to experience: how intellectual, imaginative, curios and broad minded one is.
3. What are the 2 personality dimensions that can tested in workplace?
  - a. Extroversion: has been associated with success for managers and salesperson.

- b. Conscientiousness: has been found to have the strongest positive correlation with job performance and training performance.
4. What are the cautions about using personality testing in the workplace?

- *Use professionals.* Rely on reputable, licensed psychologists for selecting and overseeing the administration, scoring, and interpretation of personality and psychological tests. This is particularly important, since not every psychologist is expert at these kinds of tests.
- *Don't hire on the basis of personality test results alone.* Supplement any personality test data with information from reference checks, personal interviews, ability tests, and job performance records. Also avoid hiring people on the basis of specified personality profiles. As a case in point, there is no distinct "managerial personality."
- *Be alert for gender, racial, and ethnic bias.* Regularly assess any possible adverse impact of personality tests on the hiring of women and minorities. This is truly a matter of great importance, since you don't want to find your company (or yourself) embroiled in a lawsuit at some point downstream.
- *Graphology tests don't work, but integrity tests do.* Personality traits and aptitudes cannot be inferred from samples of people's penmanship, as proponents of graphology tests claim. However, dishonest job applicants can often be screened by integrity tests, since dishonest people are reportedly unable to fake conscientiousness, even on a paper-and-pencil test.

5. Talk about the proactive personality?

Someone who is more apt to take initiative and persevere to influence the environment.

6. What are the traits in Organizations?

- a. Locus of control: indicates how much people believe they control their fate through their own efforts, and there are two types: Internal locus of control and external locus of control. External locus of control they believe that their fate is controlled by external forces. They expect different degrees of structure compliance for each type.
- b. Self-efficacy: belief in one's ability to do a task, their opposite is learned helplessness.
- c. Self-esteem the extent to which people like or dislike themselves, their overall self-evaluation. Two types high self-esteem, low self-esteem.
- d. Self-monitoring: the extent to which people are able to observe their own behavior and adapt it to external.
- e. Emotional intelligence: ability to cope, empathize with others, and be self-motivated.

7. What are the ways that managers can do to boost employee self-esteem?

- Reinforce employees' positive attributes and skills.
- Provide positive feedback whenever possible.
- Break larger projects into smaller tasks and projects.
- Express confidence in employees' abilities to complete their tasks.
- Provide coaching whenever employees are seen to be struggling to complete tasks.

8. What are the traits of emotional Intelligence?

1. **Self-awareness.** The most essential trait. This is the ability to read your own emotions and gauge your moods accurately, so you know how you're affecting others.
2. **Self-management.** This is the ability to control your emotions and act with honesty and integrity in reliable and adaptable ways. You can leave occasional bad moods outside the office.
3. **Social awareness.** This includes empathy, allowing you to show others that you care, and organizational intuition, so you keenly understand how your emotions and actions affect others.
4. **Relationship management.** This is the ability to communicate clearly and convincingly, disarm conflicts, and build strong personal bonds.

9. Explain the organizational behavior?

Tries to help managers not only explain workplace behavior but also to predict it so that they can better lead and motivate their employees to perform productively.

- a. Individual behavior.
- b. Group behavior.

10. What are the formal and informal aspects of an organization?

- a. Formal:
  - i. Goals.
  - ii. Policies.
  - iii. Hierarchy.
  - iv. Structure.
- b. Informal:
  - i. values.
  - ii. Attitudes.
  - iii. Personalities.
  - iv. Conflicts.
  - v. Culture.

11. Define values?

Abstract ideals that guide one's thinking and behavior across all situations.

12. Define attitude?

A learned predisposition toward a given object.

13. What are the components of attitudes?

- a. Affective: consists of feelings or emotions one has about a situation.
- b. Cognitive: beliefs and knowledge one has about a situation.
- c. Behavioral: refers to how one intends or expects to behave toward a situation.

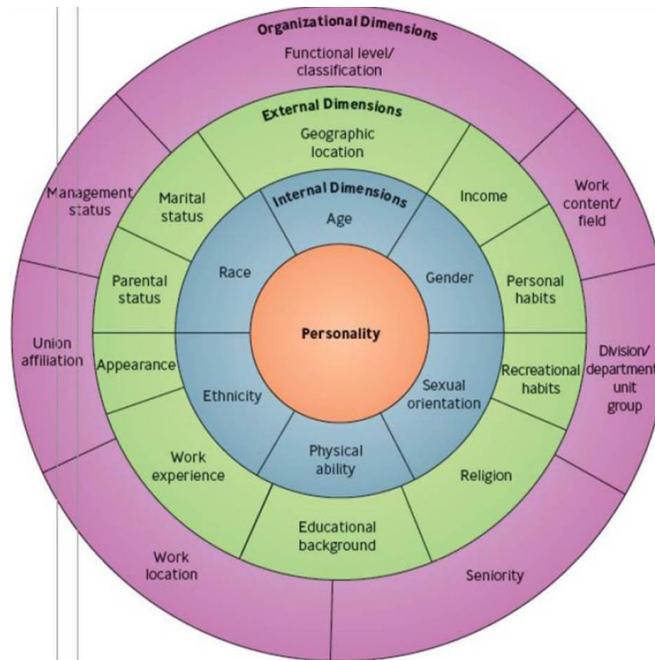
14. What is the meaning of cognitive dissonance?

The psychological discomfort a person experiences between his or her cognitive attitude and incompatible behavior. And it can be dealt with by 3 factors: importance, control and rewards.

15. What are the ways to reduce cognitive dissonance?

- a. Change attitude or behavior.

- b. Belittle importance of the inconsistent behavior.
  - c. Find consonant elements that outweigh dissonant ones.
16. Define perception?  
Process of interpreting and understanding one's environment.
17. What are the steps of perceptual process?
- a. Selective attention: did I notice something?
  - b. Interpretation and evaluation: what was it I noticed and what does it mean?
  - c. Storing in memory: remember it as an event, concept person or all three?
  - d. Retrieving from memory to make judgments and decisions: what do I recall about that?
18. What are the four distortions in perception?
- a. Stereotyping: tendency to attribute to an individual that characteristics one believes are typical of the group to which that individual belongs. And the principles of it are sex-role, age and race/ethnicity.
  - b. Halo effect: forming an impression of an individual based on a single trait.
  - c. Recency effect: tendency to remember recent information better than earlier information.
  - d. Casual attributes: activity of inferring causes for observed behaviors, the two attributional tendencies are fundamental attribution bias and self-serving bias.
19. Define Self-fulfilling Prophecy?  
The phenomenon in which people's expectations of themselves or others lead them to behave in ways that make those expectations come true. Also called Pygmalion effect.
20. What are the Work-Related attitudes?
- a. Employee engagement: an individual's involvement, satisfaction and enthusiasm for work.
  - b. Job satisfaction: extent to which you feel positively or negatively about various aspects of your work.
  - c. Organizational commitment: reflects the extent to which an employee identifies with an organization and is committed to its goals. There is a strong positive relationship between organizational commitment and job satisfaction.
21. Define the importance of Workforce behaviors?
- a. Performance and productivity.
  - b. Absenteeism and turnover.
  - c. Organizational citizenship behaviors.
  - d. Counterproductive work behaviors.
22. Define diversity?  
Represents all the ways people are unlike and alike – the differences and similarities in age, gender, race, religion, ethnicity, sexual orientation, capabilities and socioeconomic background.
23. Explain the Diversity Wheel?
- a. Internal dimension: those human differences that exert a powerful, sustained effect throughout every stage of our lives. (Gender, age, ethnicity, race, sexual orientation, physical abilities).
  - b. External dimensions: consist of the personal characteristics that people acquire, discard, or modify throughout their lives. (educational background, marital status, parental status, religion, income, geographic location, work experience, recreational habits, appearance, personal habits).



24. What are the trends in Workforce?

- a. Age: more older people in the workforce.
- b. Gender: more women working.
- c. Race and ethnicity: more people of color in the workforce.
- d. Sexual orientation: gays and lesbian become more visible.
- e. People with differing physical and mental abilities.
- f. Educational levels: mismatches between education and Workforce needs.

25. What are the barriers to diversity?

- a. Stereotypes and prejudices.
- b. Fear of reverse discrimination.
- c. Resistance to diversity program priorities.
- d. Unsupported social atmosphere.
- e. Lack of support for family demands.
- f. Lack of support for career-building steps.

26. Define stress?

The tension people feel when they are facing or enduring extraordinary demands, constraints, or opportunities and are uncertain about their ability to handle them effectively.

27. What are the sources of Job-related stress?

- a. Demands created by individual differences.
- b. Individual task demands.
- c. Individual role demands.
- d. Group demands.
- e. Organizational demands.
- f. Nonwork demands.

28. What are the symptom of stress?
  - a. Physiological: backaches, headaches, sweaty palms, nausea.
  - b. Psychological: boredom, irritability, nervousness, anger, anxiety, depression.
  - c. Behavioral: sleeplessness, changes in eating habits, increased smoking/alcohol/drug abuse.
29. What are the consequences of stress?
  - a. Burnout: state of emotional, mental and even physical exhaustion.
30. How to reduce stressors in organizations?
  - a. Roll out employee assistance programs.
  - b. Recommend a holistic wellness approach.
  - c. Create a supportive environment.
  - d. Make jobs interesting.
  - e. Make career counseling available.

## Chapter 12– Motivating Employees: Achieving Superior Performance in the Workplace

1. Define motivation? Give a simple model of it?
 

The psychological process that arouse and direct goal-directed behavior.

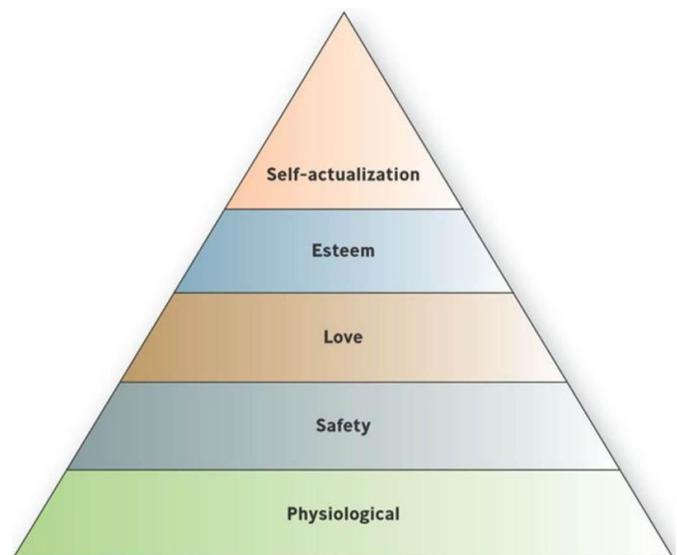
  - a. Unfulfilled need: desire is created to fulfill a need – as for food, safety, recognition.
  - b. Motivation: you search for ways to satisfy the need.
  - c. Behaviors: you choose a type of behavior you think might satisfy the need.
  - d. Rewards: two types of rewards satisfy needs, extrinsic: (payoff a person receives from others for performing a particular) or intrinsic (satisfaction a person receives from perform the particular task itself)
  - e. Feedback: reward informs you whether behavior worked and should be used again.
2. Why is motivation important?
  - a. Join your organization.
  - b. Stay with you organization.
  - c. Show up for work at your organization.
  - d. Be engaged while at your organization.
  - e. Do extra for you organization.
3. Define Content Perspective? Define needs?
 

Content perspective: Theories that emphasize the needs that motivate people.

Needs: physiological or psychological deficiencies that arouse behavior.
4. Talk about Maslow’s Hierarchy of Needs?
 

Hierarchy of needs: theory proposes that people are motivated by five levels of needs:

  - a. Physiological.
  - b. Safety.
  - c. Love.
  - d. Esteem.
  - e. Self-actualization.



5. Talk about Alderfer's ERG Theory?

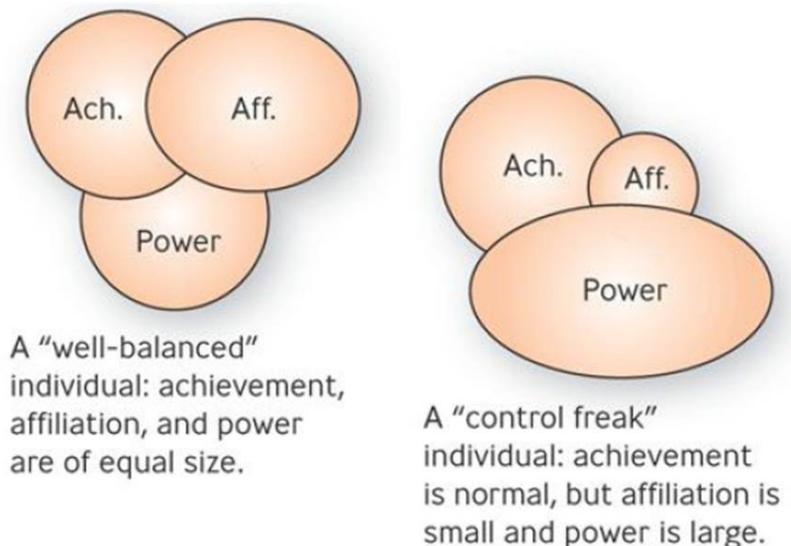
Assumes that three basic needs influence behavior-existence, relatedness and growth.

- a. Existence needs: desire for physiological and material well-being.
- b. Relatedness needs: desire to have meaningful relationships with people who are significant to us.
- c. Growth needs: desire to grow as human beings and to use our abilities to their fullest potential.

6. Talk about McClelland's Acquired Needs Theory?

States that three needs – achievement, affiliation, and power – are major motives determining people's behavior in the workplace.

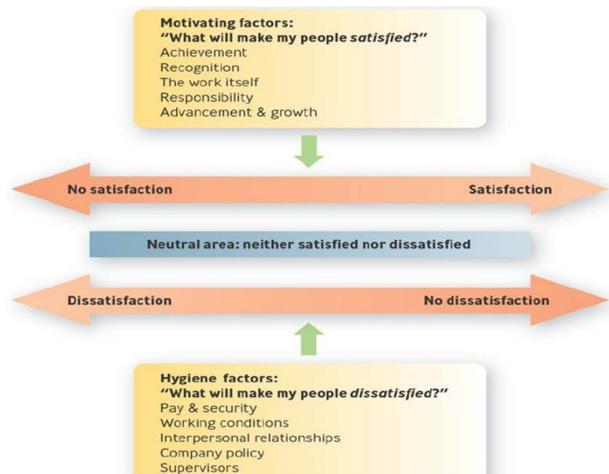
- a. Need for achievement: desire to achieve excellence in challenging tasks.
- b. Need for affiliation: desire for friendly and warm relations with other people.
- c. Need for power: desire to be responsible for or control other people.



7. Talk about Herzberg's Two-Factor Theory?

Proposed that work satisfaction and dissatisfaction arise from two different factors – work satisfaction from so-called motivating factors and work dissatisfaction from so-called hygiene factors.

- a. Motivating factors: factors associated with job satisfaction which affects the job content or the rewards of work performance.
- b. Hygiene factors: factors associated with job dissatisfaction which affect the job context in which people work.



8. Compare between Maslow, Alderfer, McClelland and Herzberg Needs Theories?

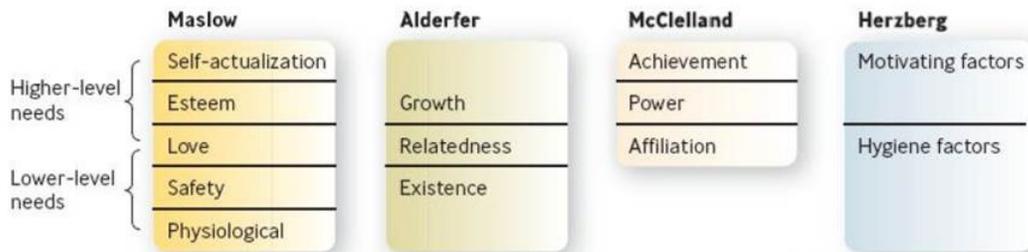
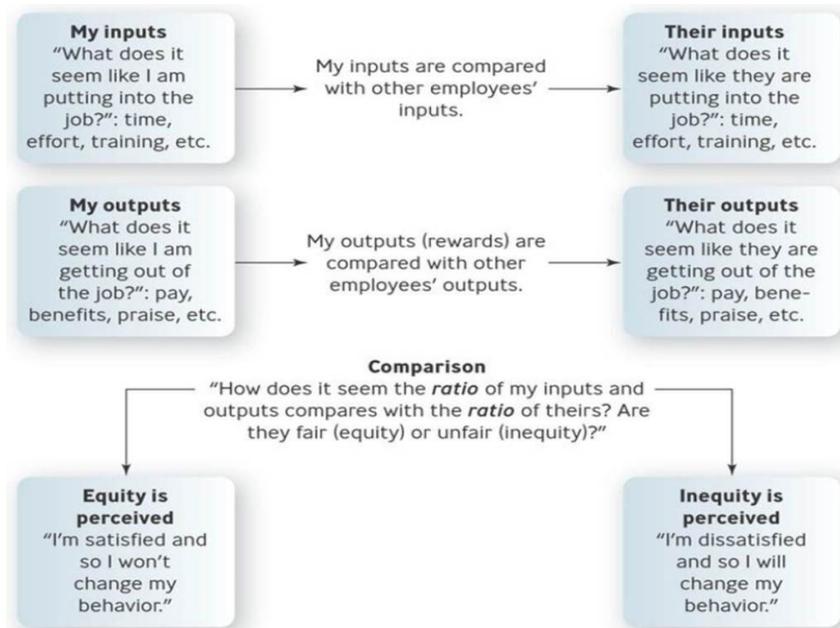


figure 12.6  
A COMPARISON OF NEEDS THEORIES: MASLOW, ALDERFER, McCLELLAND, AND HERZBERG

9. What are the types of Process perspectives?

Are concerned with the thought processes by which people decide how to act – how employees choose behavior to meet their needs.

- a. Equity Theory: Focuses on employee perception as to how fairly they think are being treated compared to others. And the key elements are:
  - i. Inputs: what do you think you're putting into the job?
  - ii. Outputs or rewards: why do you think you are getting out of the job?
  - iii. Comparison: how do you think your ratio of inputs and rewards compares with those of others?



- b. Expectancy Theory: suggests that people are motivated by two things:
  - i. How much they want something.
  - ii. How likely they think they are to get it.

- c. Goal-Setting Theory: suggests the employees can be motivated by goals that specific and challenging but achievable.
    - i. Goals should be specific.
    - ii. Goals should be challenging but achievable.
    - iii. Goals should be linked to action plans.
    - iv. Goals need not be jointly set to be effective.
    - v. Feedback enhances goal attainment.
10. What are the practical lessons from Equity Theory?
- a. Employee perception are what count.
  - b. Employee participation helps.
  - c. Having an appeal process helps.
11. Define Expectancy? List its major elements?  
 Belief that a particular level of effort will lead to a particular level of performance.  
 The major elements of it are:
- a. Effort.
  - b. Performance.
  - c. Expectancy.
  - d. Instrumentality.
  - e. Outcomes.
  - f. Valence.
12. Define Instrumentality?  
 Expectation that successful performance of the task will lead to the desired outcome.
13. Define Valence?  
 The value a worker assigns to an outcome.
14. Define Job Design? What are its elements?  
 Division of an organization's work among its employees and the application of motivational theories to jobs to increase satisfaction and performance.
- a. Job simplification.
  - b. Job enlargement.
  - c. Job enrichment.
15. Talk about the job characteristics Model?
- a. 5 core characteristics:
    - i. Skill variety.
    - ii. Task identity.
    - iii. Task significance.
    - iv. Autonomy.
    - v. Feedback.
  - b. 3 psychological states:
    - i. Experienced meaningfulness of work.
    - ii. Experienced responsibilities for work outcomes.
    - iii. Knowledge of actual results of the work.
  - c. Work outcomes:
    - i. High work motivation.
    - ii. High work performance.

- iii. Low absenteeism and turnover.
    - d. Contingency Factors:
      - Degree to which individuals want personal and psychological development:
        - i. Knowledge and skills.
        - ii. Desire for personal growth.
        - iii. Context satisfaction.
16. Define Reinforcement Theory?
- Attempts to explain behavior change by suggestion that behavior with positive consequences tends to be repeated, whereas behavior with negative consequences tends not to be repeated.
17. What are the types of Reinforcement?
- a. Positive reinforcement: use of positive consequences to encourage desirable behavior. Resulting employee behavior: increases chances behavior will be repeated.
  - b. Negative reinforcement: process of strengthening a behavior by withdrawing something negative. Resulting employee behavior: increases chances behavior will be repeated.
  - c. Extinction: weakening of behavior by ignoring it or making sure it is not reinforced. Resulting employee behavior: reduces chances behavior will be repeated.
  - d. Punishment: process of weakening behavior by presenting something negative or withdrawing something positive. Resulting employee behavior: reduces chances behavior will be repeated.
18. How to use reinforcement to motivate employees?
- Positive reinforcement:
- a. Reward only desirable behavior.
  - b. Give rewards as soon as possible.
  - c. Be clear about what behavior is desired.
  - d. Have different rewards and recognize individual differences.
19. What are the popular incentive compensation plans?
- a. Piece rate.
  - b. Sales commission.
  - c. Bonuses.
  - d. Profit-sharing.
  - e. Gainsharing.
  - f. Stock options.
  - g. Pay for knowledge.
20. What are the nonmonetary ways of motivating employees?
- a. Flexible workplace.
  - b. Thoughtfulness.
  - c. Work-life benefits.
  - d. Surroundings.
  - e. Skill-building and educational opportunities.
  - f. Sabbaticals.

Chapter 13– Groups and teams: increasing cooperating, Reducing Conflict

1. What are the challenges of managing virtual teams?
  - a. Take baby steps and manage by results.
  - b. State expectations.
  - c. Write it down.
  - d. Communicate, but be considerate.
  - e. Be aware of cultural differences.
  - f. Meet regularly.
2. Why Teamwork is important?
  - a. Increased productivity.
  - b. Increased speed.
  - c. Reduced costs.
  - d. Improved quality.
  - e. Reduced destructive internal competition.
  - f. Improved workplace cohesiveness.

The Improvements	Example
Increased productivity	At one GE factory, teamwork resulted in a workforce that was 20% more productive than comparable GE workforces elsewhere.
Increased speed	Guidant Corp., maker of lifesaving medical devices, halved the time it took to get products to market.
Reduced costs	Boeing used teamwork to develop the 777 at costs far less than normal.
Improved quality	Westinghouse used teamwork to improve quality performance in its truck and trailer division and within its electronic components division.
Reduced destructive internal competition	Men's Wearhouse fired a salesman who wasn't sharing walk-in customer traffic, and total clothing sales volume among all salespeople increased significantly.
Improved workplace cohesiveness	Cisco Systems told executives they would gain or lose 30% of their bonuses based on how well they worked with peers and in three years had record profits.

3. Define Group?
 

Two or more freely acting individuals who share collective norms, collective goals and have common identity.
4. Define Team?
 

Small group of people with complementary skills who are committed to common purpose, performance goals, and approach for which they hold themselves mutually accountable.

5. What are the types of Teams?

<b>Continuous improvement team</b>	Volunteers of workers and supervisors who meet intermittently to discuss workplace and quality-related problems; formerly called quality circle
<b>Cross-functional team</b>	Members composed of people from different departments, such as sales and production, pursuing a common objective
<b>Problem-solving team</b>	Knowledgeable workers who meet as a temporary team to solve a specific problem and then disband
<b>Self-managed team</b>	Workers are trained to do all or most of the jobs in a work unit, have no direct supervisor, and do their own day-to-day supervision
<b>Top-management team</b>	Members consist of the CEO, president, and top department heads and work to help the organization achieve its mission and goals
<b>Virtual team</b>	Members interact by computer network to collaborate on projects
<b>Work team</b>	Members engage in collective work requiring coordinated effort; purpose of team is advice, production, project, or action (see text discussion)

6. Differentiate between Formal and Informal Groups?

- a. Formal group:
  - i. Established to do something productive for the organization.
  - ii. Headed by a leader.
- b. Informal group:
  - i. Formed by people seeking friendship.
  - ii. Has no officially appointed leader, although a leader may emerge.

7. What are the four purposes of work teams?

- a. Advice teams: created broaden the information base for managerial decisions. Ex. Committees, review panels.
- b. Production teams: responsible for performing day-to-day operations. Ex. Assembly teams, maintenance crews.
- c. Project teams: work to do creative problem solving, often by applying the specialized knowledge of members of a cross-functional team. Ex. Task forces, research groups.
- d. Action teams: work to accomplish tasks that require people with specialized training and a high degree of coordination. Ex. Hospital surgery teams, airline cockpit crews, police SWAT teams.

8. Define Self-Managed Teams Groups of workers who are given administrative oversight for their task domains.

9. What are ways to empower Self-Managed Teams?

1. Managers should make team members accountable for their work, allow them to set their own team goals, and let them solve their own work-related problems.
2. The team should work with a whole product or service (not just a part), assign jobs and tasks to its members, develop its own quality standards and measurement techniques, and handle its own problems with internal and external customers.
3. Team members are cross-trained on jobs within their (and other) teams; do their own hiring, training, and firing; do their own evaluations of each other; and are paid (at least in part) as a team.
4. The team has access to important information and resources inside and outside the organization, is allowed to communicate with and draw support from other teams and departments, and sets its own rules and policies.

10. What are the 5 stages of group and team development?

- a. Forming: Process getting oriented & getting acquainted. Leaders should allow time for people to become acquainted and socialize.
- b. Storming: Characterized by the emergence of individual personalities and roles and conflicts within the group. Leaders should encourage members to suggest ideas, voice disagreements, and work through their conflicts about tasks and goals.
- c. Norming: Conflicts are resolved, close relationship develop, and unity and harmony emerge. Group cohesiveness. Leaders should emphasize unity and help identify team goals and values.
- d. Performing: members concentrate on solving problems and completing the assigned tasks. Leaders should allow members the empowerment they need to work on tasks.
- e. Adjourning: Members preparing for disbandment. Leaders can help ease the transition by rituals celebrating "the end" and "new beginnings".

11. How to build effective team?

- a. Cooperation: efforts are systematically integrated to achieve a collective objective.
- b. Trust: reciprocal faith on other's intentions and behaviors.
- c. Cohesiveness: tendency of a group or team to stick together.
- d. Performance goals and feedback:
- e. Motivation through mutual accountability:
- f. Size.
- g. Roles: a socially determined expectation of how an individual should behave in a specific positions.
- h. Norms: general guidelines that most group or team members follow.
- i. Awareness.

12. How to enhance Cohesiveness in teams?

1. Keep the team small.
2. Encourage members' interaction and cooperation.
3. Emphasize members' common characteristics.
4. Strive for a favorable public image to enhance the team's prestige.
5. Give each member a stake in the team's success—a "piece of the action."
6. Point out threats from competitors to enhance team togetherness.
7. Ensure performance standards are clear, and regularly update members on team goals.
8. Frequently remind members they need each other to get the job done.
9. Direct each member's special talents toward the common goals.
10. Recognize each member's contributions.

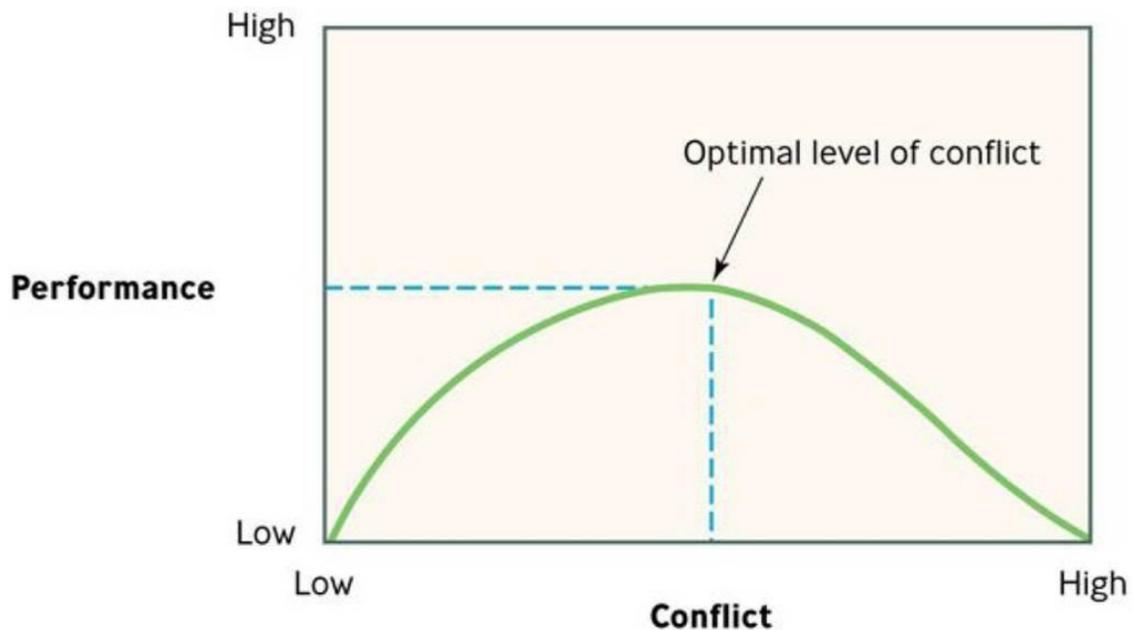
13. Differentiate between small teams and large teams?

- a. Small teams: 2-9 members:
  - i. Advantages:
    - Better interaction
    - Better morale
  - ii. Disadvantages:
    - Fewer resources.
    - Possibly less innovation.
    - Unfair work distribution.
- b. Large teams: 10-16 members
  - i. Advantages:
    - More resources.
    - Division of labor
  - ii. Disadvantages:
    - Less interaction.
    - Lower morale.
    - Social loafing

14. Why norms are enforced?

- a. To help the group survive.
- b. To clarify role expectations.
- c. To help individuals avoid embarrassing situations.
- d. To emphasize the group's important values and identity.

15. Define groupthink?  
A cohesive group's blind unwillingness to consider alternatives.
16. What are the symptoms of Groupthink?
  - a. Invulnerability, inherent morality and stereotyping of opposition.
  - b. Rationalization and self-censorship.
  - c. Illusion of unanimity, peer pressure and mindguards.
  - d. Groupthink versus "the wisdom of the crowds".
17. What are the results of Groupthink?
  - a. Reduction in alternatives ideas.
  - b. Limiting of other information.
18. How to prevent Groupthink?
  - a. Allow criticism.
  - b. Allow other perspectives.
19. Define conflict?
20. Process in which one party perceives that its interests are being opposed or negatively affected by another party.
21. What are the nature of conflict?
  - a. Dysfunctional conflict: conflict that hinders the organization's performance or threatens its interest.
  - b. Functional conflict: conflict the benefits the main purposes of the organization and serve its interests.
22. Draw the relationship between level of conflict and level of performance?



23. What are the kinds of conflict?
  - a. Personality conflict: interpersonal opposition based on personal dislike, disagreement or differing styles, ex. Personality clashes, competition for scarce resources, time pressure, communication failures.

- b. Intergroup conflicts: inconsistent goals or reward systems, ambiguous jurisdictions, status differences
  - c. Multicultural conflicts.
24. What are the conflict-handling styles?
- d. Avoiding: "maybe the problem will go away"
  - e. Accommodating: "Let's do it your way"
  - f. Forcing: "you have to do it my way"
  - g. Compromising: "Let's split the difference"
  - h. Collaboration: "Let's cooperate to reach a win-win solution the benefits both of us"
25. What are the devices to stimulate constructive conflict?
- i. Spur competition among employees.
  - j. Change the organization's culture and procedures.
  - k. Bring in outsiders for new perspective.
26. What are the programmed conflict?
- l. Devil's advocacy" process of assigning someone to play the role of critic to voice possible objections to a proposal and thereby generate critical thinking and reality testing.
  - m. Dialectic method: process of having two people or groups play opposing roles in a debate in order to better understand a proposal.

Chapter 14– Power, Influence and Leadership – From Becoming a manger to a Becoming a Leader.

1. Define Leadership?  
The ability to influence employees to voluntarily pursue organizational gains.
2. What are the characteristics of being a manager and a leader?

Being a Manager Means ...	Being a Leader Means ...
Planning, organizing, directing, controlling	Being visionary
Executing plans and delivering goods and services	Being inspiring, setting the tone, and articulating the vision
Managing resources	Managing people
Being conscientious	Being inspirational (charismatic)
Acting responsibly	Acting decisively
Putting customers first—responding to and acting for customers	Putting people first—responding to and acting for followers
Mistakes can happen when managers don't appreciate people are the key resource, underlead by treating people like other resources, or fail to be held accountable	Mistakes can happen when leaders choose the wrong goal, direction, or inspiration; overlead; or fail to implement the vision

3. Define Being a Manager: coping with complexity?
  - a. Determining what to be done- planning and budgeting.
  - b. Creating arrangements of people to accomplish and agenda- organizing and staffing.
  - c. Ensuring people do their jobs – controlling and problem solving.
4. Define Being a Manager: coping with change?
  - a. Determining what to be done- setting a direction.
  - b. Creating arrangements of people to accomplish and agenda- aligning people.
  - c. Ensuring people do their jobs – motivating and inspiring.
5. What are the sources of Power?
  - a. Legitimate power: results from managers formal positions within the organization.
  - b. Reward power: results from managers' authority to reward their subordinates.
  - c. Coercive power: results from managers' authority to punish their subordinates.
  - d. Expert power: results from one's specialized information or expertise.
  - e. Referent power: derived from one's personal attraction.
6. What are the tactics for influencing others?
  - a. Rational persuasion.
  - b. Inspirational appeals.
  - c. Consultation.
  - d. Integrating tactics.
  - e. Personal appeals.
  - f. Exchange tactics.
  - g. Coalition tactics.
  - h. Pressure tactics.
  - i. Legitimizing tactics.

7. What are the approaches to leadership?

<p><b>1. Trait approaches</b></p> <ul style="list-style-type: none"> <li>• <i>Kouzes &amp; Posner's five traits</i>—honest, competent, forward-looking, inspiring, intelligent</li> <li>• <i>Gender studies</i>—motivating others, fostering communication, producing high-quality work, and so on</li> <li>• <i>Leadership lessons from the GLOBE project</i>—visionary and inspirational charismatic leaders who are good team builders are best worldwide</li> </ul>
<p><b>2. Behavioral approaches</b></p> <ul style="list-style-type: none"> <li>• <i>Michigan model</i>—two leadership styles: job-centered and employee-centered</li> <li>• <i>Ohio State model</i>—two dimensions: initiating-structure behavior and consideration behavior</li> </ul>
<p><b>3. Contingency approaches</b></p> <ul style="list-style-type: none"> <li>• <i>Fiedler's contingency model</i>—task-oriented style and relationship-oriented style—and three dimensions of control: leader-member, task structure, position power</li> <li>• <i>House's path-goal revised leadership model</i>—clarifying paths for subordinates' goals, and employee characteristics and environmental factors that affect leadership behaviors</li> </ul>
<p><b>4. Full-range approach</b></p> <ul style="list-style-type: none"> <li>• <i>Transactional leadership</i>—clarify employee roles and tasks, and provide rewards and punishments</li> <li>• <i>Transformational leadership</i>—transform employees to pursue organizational goals over self-interests, using inspirational motivation, idealized influence, individualized consideration, intellectual stimulation</li> </ul>
<p><b>5. Three additional perspectives</b></p> <ul style="list-style-type: none"> <li>• <i>Leader-member exchange (LMX) model</i>—leaders have different sorts of relationships with different subordinates</li> <li>• <i>Greenleaf's servant leadership model</i>—providing service to others, not oneself</li> <li>• <i>E-Leadership</i>—using information technology for one-to-one, one-to-many, and between group and collective interactions</li> </ul>
<p><b>Followers—we also describe the role of followers in the leadership process.</b></p>

8. Define trait approaches to leadership?

Attempt to identify distinctive characteristics that account for the effectiveness of leaders.

9. What is the key positive leadership traits?

General Trait	Specific Characteristics
Task competence	Intelligence, knowledge, problem-solving skills
Interpersonal competence	Ability to communicate and ability to demonstrate caring and empathy
Intuition	
Traits of character	Conscientiousness, discipline, moral reasoning, integrity, honesty
Biophysical traits	Physical fitness, hardiness, energy level
Personal traits	Self-confidence, sociability, self-monitoring, extraversion, self-regulating, self-efficacy

10. Do women have traits that make them better leaders?

Studies show that women executives score higher than their male counterparts on a variety of measures – from producing high quality work to goal-setting mentoring employees.

11. Define Project GLOBE?

Ongoing attempt to develop an empirically based theory to “describe, understand, and predict the impact of specific cultural variables on leadership and organizational processes and the effectiveness of these processes.

12. Define Behavioral Leadership?

Approaches attempt to determine the distinctive styles used by effective leaders.

13. What are Michigan Leadership Models?

- a. Job-Centered Behavior: Principal concerns were with achieving production efficiency, keeping costs down and meeting schedules.
- b. Employee-centered behavior: managers paid more attention to employee satisfaction and making work groups cohesive.

14. What are Ohio State Leadership Models?

- a. Initiating structure: behavior that organizes and defines what group members should be doing.
- b. Consideration: expresses concern for employees by establishing a warm, friendly supportive climate.

15. What are Drucker’s tips for improving leadership effectiveness?

1. Determine what needs to be done.
2. Determine the right thing to do for the welfare of the entire enterprise or organization.
3. Develop action plans that specify desired results, probable restraints, future revisions, check-in points, and implications for how one should spend his or her time.
4. Take responsibility for decisions.
5. Take responsibility for communication action plans and give people the information they need to get the job done.
6. Focus on opportunities rather than problems. Do not sweep problems under the rug, and treat change as an opportunity rather than as a threat.
7. Run productive meetings. Different types of meetings require different forms of preparation and different results. Prepare accordingly.
8. Think and say “we” rather than “I.” Consider the needs and opportunities of the organization before thinking of your own opportunities and needs.
9. Listen first, speak last.

16. Talk about the Contingency leadership model?

Determines if a leader’s style is task oriented or relationship-oriented and if that style is effective for the situation at hand

17. What are the Dimensions of Situational Control?

- a. Leader-member relations: reflects the extent to which the leader has the support, loyalty and trust of the work group.
- b. Task structure: extent to which tasks are routine and easily understood.
- c. Position power: refers to how much power a leader has to make work assignments and reward and punish.

18. What is the Path-Goal Leadership Model?

Holds that the effective leader makes available to followers desirable rewards in the workplace and increases their motivation by clarifying the paths, or behavior that will help them achieve those goals and providing them with support.

19. Talk about House's Revised Path-Goal Theory?

- a. Leaders Behavior are:
  - i. Path-Goal Clarifying.
  - ii. Achievement-Oriented.
  - iii. Work facilitation.
  - iv. Supportive.
  - v. Interaction facilitation.
  - vi. Group-oriented decision making.
  - vii. Representation and networking.
  - viii. Value-based.
- b. Influenced by the two contingency factors of:
  - i. Employee characteristics:
    - Locus of control.
    - Task ability.
    - Need for achievement.
    - Experience.
    - Need for path-goal clarity.
  - ii. Environmental factors:
    - Task structure.
    - Work group dynamics.
- c. In determining 4 the most effective leadership:
  - i. Employee motivation.
  - ii. Employee satisfaction.
  - iii. Employee performance.
  - iv. Leader acceptance.
  - v. Interaction facilitation.
  - vi. Work-unit performance.

20. What are the leadership styles of the revised Path-Goal Theory?

- a. Path-goal clarifying: Here's what's expected of you and here's how to do it.  
Description of behavior toward employees: Clarify performance goals. Provide guidance on how employees can complete tasks. Clarify performance standards and expectations. Use positive and negative rewards contingent on performance.
- b. Achievement oriented: I'm confident you can accomplish the following great things .

Description of behavior toward employees: Set challenging goals. Emphasize excellence. Demonstrate confidence in employee abilities.

- c. Work facilitation: Here's the goal, and here's what I can do to help you achieve it..  
Description of behavior toward employees: Plan, schedule, organize and coordinate work. Provide mentoring, coaching, counseling, and feedback to assist employees in developing their skills. Eliminate roadblocks. Provide resources. Empower employees to take actions and make decisions.
- d. Supportive: I want things to be pleasant. Since everyone's about equal here.  
Description of behavior toward employees: Treat as equals. Show concern for well-being and needs. Be friendly and approachable.
- e. .Interaction Facilitation: Let's see how we can all work together to accomplish our goals.  
Description of behavior toward employees: Emphasize collaboration and teamwork. Encourage close employee relationships and sharing of minority opinions. Facilitate communication, resolve disputes.
- f. .Group-oriented decision making: I want your suggestions in order to help me make decisions.  
Description of behavior toward employees: Pose problems rather than solutions to work group. Encourage members to participate in decision making. Provide necessary information to the group for analysis. Involve knowledgeable employees in decision making.
- g. .Representation and networking: I've got a great bunch of people working for me whom you'll probably want to meet.  
Description of behavior toward employees: present work group in positive light to others. Maintain positive relationships with influential others. Participate in organizations-wide social functions and ceremonies. Do unconditional favors for others.

21. Does the revised Path-Goal work?

- a. Use more than one leadership style.
- b. Help employees achieve their goals.
- c. Modify leadership style to fit employee and task characteristics.

22. What are the steps to apply situational theories?

- a. Step 1: Identify important outcomes: "What goals am I trying to achieve?"
- b. Step 2: identify relevant employees leadership behaviors: "What management characteristics are best?"
- c. Step 3: Identify Situational conditions: "What particular events are altering the situation?"
- d. Step 4: Match Leadership to the conditions at hand: "How should I manage when there are multiple conditions?"
- e. Step 5: Determine how to make the match: "Change the Manager or change the manager's behavior?"

23. What are the types of Full-Range Model?

- a. Transactional Leadership: focuses on clarifying employees' roles and task requirements and providing rewards and punishments contingent on performance.
- b. Transformational leadership: transforms employees to pursue organizational goals over self-interests. Influenced by individual characteristics organizational culture.

24. What are the key behaviors of transformational leaders?

- a. Inspirational motivation.
  - b. Idealized influence.
  - c. Individualized consideration.
  - d. Intellectual stimulation.
25. What are the implications of transformational leadership?
- a. It can improve results for both individuals and groups.
  - b. It can be used to train employees at any level.
  - c. It requires ethical leaders.
26. What are the three additional perspectives of leadership?
- a. Leadership-Member Exchange (LMX): Emphasizes that leaders have different sorts of relationships with different subordinates.
  - b. Servant Leaders: Focuses on providing increased service to others – meeting the goals of both followers and the organization – rather than to themselves.
  - c. E-leadership: can involve one-to-one, one-to-many and with group and between-group and collective interaction via information technology.
27. What are the characteristics of the Servant Leader?
- a. Focus of listening.
  - b. Ability to emphasize with others' feelings.
  - c. Focus on healing suffering.
  - d. Self-awareness of strengths and weaknesses.
  - e. Use of persuasion rather than positional authority to influence others.
  - f. Broad-based conceptual thinking.
  - g. Ability to foresee future outcomes.
  - h. Belief they are stewards of their employees and resources.
  - i. Commitment to the growth of people.
  - j. Drive to build community with and outside the organization.
28. What do followers want in their leaders?
- a. Significance.
  - b. Community.
  - c. Excitement.

#### Chapter 15– Interpersonal & Organizational Communication: Mastering the Exchange of Information.

1. Define Communication?  
The transfer of information and understanding from one person to another. 81% of manager's time in a typical workday is spent communicating.
2. How does the communication Process work?
  - a. Sender: person wanting to share information-called a message.
  - b. Receiver: person for whom the message is intended.
  - c. Encoding: translating a message in to understandable symbols or language.
  - d. Decoding: interpreting and trying to make sense of the message.
  - e. Medium: the pathway by which a message travels.
  - f. Feedback: the receiver expresses his reaction to the sender's message.
  - g. Noise: any disturbance that interferes with the transmission of a message.

3. Define Medium richness and What are the right medium attributes to be selected upon?  
Medium richness: indicated how well a particular medium conveys information and promotes learning. And the medium attributes are:
  - a. Rich medium: best for nonroutine situations and to avoid oversimplification.
  - b. Lean medium: best for routine situations and to avoid overloading.
4. What are the Barriers to Communication?
  - a. Physical barriers: sound, time, space and so on.
  - b. Semantic barriers: when words matter.
  - c. Personal barriers: individual attributes that hinder communication.
5. Give some examples for barriers that happens within the communication process?
  - a. Sender barriers – no message gets sent: ex. If a manager has an idea but is afraid to voice it because he or she fears criticism, then obviously no message gets sent.
  - b. Encoding barrier – the message is not expressed correctly: ex. If your vocabulary is lacking or English is not your first language, you may have difficulty expressing to a supervisor, coworker, or subordinate what it is you mean to say.
  - c. Medium barrier – the communication channel is blocked: e. when someone's phone always has a busy signal or a computer network is down, these are instances of the communication medium being blocked.
  - d. Decoding barrier – the recipient doesn't understand the message: ex. Perhaps you're afraid to show you ignorance when someone is throwing computer terms at you and says that your computer connection has "a bandwidth problem"
  - e. Receiver barrier – no message gets received: ex. Because you were talking to a coworker, you weren't listening when your supervisor announced today's work assignments.
  - f. Feedback barrier – the recipient doesn't respond enough: ex. You give some people street directions, but since they only nod their heads and don't repeat the directions back to you, you don't really know whether you were understood.
6. What are the Semantic Barriers?
  - a. Semantic: Study of the meaning of words
  - b. Jargon: Terminology specific to a particular profession or group.
7. What are the Personal Barriers?
  - a. Variable skills in communicating effectively.
  - b. Variations in how information is processed and interpreted.
  - c. Variations in trustworthy and credibility.
  - d. Oversized egos.
  - e. Faulty listening skills.
  - f. Tendency to judge others' messages.
  - g. Inability to listen with understanding.
  - h. Stereotypes and prejudices.
8. Define the Nonverbal Communication?  
Consists of messages sent outside of the written or spoken word. Expressed through interpersonal space, eye contact, facial expressions, body movements, and gestures, touch, setting and time.

9. What are Do and Don't toward better nonverbal communication skills?

Do ...	Don't ...
Maintain eye contact	Look away from the speaker
Lean toward the speaker	Turn away from the speaker
Speak at a moderate rate	Speak too quickly or slowly
Speak in a quiet, reassuring tone	Speak in an unpleasant tone
Smile and show animation	Yawn excessively
Occasionally nod head in agreement	Close your eyes
Be aware of your facial expressions	Lick lips, bite nails, play with your hair

10. Talk about communication Differences between men and women?

Linguistic Characteristic	Men	Women
Taking credit	Greater use of "I" statements (e.g., "I did this" and "I did that"); more likely to boast about their achievements	Greater use of "We" statements (e.g., "We did this" and "We did that"); less likely to boast about their achievements
Displaying confidence	Less likely to indicate that they are uncertain about an issue	More likely to indicate a lack of certainty about an issue
Asking questions	Less likely to ask questions (e.g., asking for directions)	More likely to ask questions
Conversation rituals	Avoid making apologies because it puts them in a one-down position	More frequently say "I'm sorry"
Giving feedback	More direct and blunt	More tactful; tend to temper criticism with praise
Giving compliments	Stingy with praise	Pay more compliments than men do
Indirectness	Indirect when it comes to admitting fault or when they don't know something	Indirect when telling others what to do

11. Define the Formal Communication channels and list its types?

Follow the chain of command and are recognized as official.

The types are:

- a. Vertical:
- b. Horizontal:
- c. External:

12. What are the types of Informal Communication channels?

- a. Grapevine: unofficial communication system of the informal organization.
- b. Management by wandering around: term used to describe a manager's literally wandering around his organization and talking with people across all lines of authority.

13. Define Multicommunicating?

Represent the use of technology to participate in several interactions at the same time.

14. What are the 8 norms of the Millennial or Internet Generation?

- a. Freedom – desire to experience new and different things: this norm, which takes precedence over longterm commitments, is expressed a desire for flexible work hours and locations, to have a say in how things are done, and for freedom of choice.
- b. Customization – the desire to have personalized products and choices: customization covers everything from ring tone choices to facebook layouts to lifestyle choices.
- c. Scrutiny – not taking "facts" and authority figures at face value: knowing that there is both treasure and trash on the internet, this generation has learned to be skeptical, to check things out, to ask probing questions. Candor and straight talk are favored.
- d. Integrity – trust in people, products, and employers is important: this generation cares about honesty, transparency and keeping commitments – although they are elastic when it comes to pirating music and plagiarism.
- e. Collaboration – relationships are key importance: members of this generation value volunteering, know how to work and play with others, and are eager to offer opinions and suggestions.
- f. Entertainment – keep things moving and interesting. A job should be challenging and fun, not a life sentence. For this multitasking generation, the internet is not only a productivity tool and information source but also a personal communication device and “fun tool of choice.
- g. Speed- instant feedback is expected. Used to instant-feedback video games and nanosecond answers from Google, Millennials prefer rapid-fire texting, instant messaging, and Tweeting on the slower e-email. This leads to urge faster decision making and feedback on job performance.
- h. Innovation – importance for new and different user experience: in the workplace, the traditional hierarchy is rejected in favor of work processes that encourage collaboration and creativity.

15. What are the types of Digital Communication in the new workplace?

- a. Videoconferencing: uses video and audio links along with computers, to enable people in different locations to see, hear and talk with each other.
- b. Telepresence Technology: high-definition videoconference systems that simulate face-to-face meetings between users.

16. What are the benefits of Telecommuting?

- a. Reduces capital costs.
- b. Increases flexibility and autonomy for workers.
- c. Provides a competitive advantage when recruiting.
- d. Increases job satisfaction.
- e. Increases productivity.
- f. Ability to tap into nontraditional workers.

17. What are the Downside (Disadvantages, Drawbacks) . of the Digital Age?

- a. Security: a system of safeguard for protecting information technology against disasters, system failures and unauthorized access that result in damage or loss.

- b. Identity theft: thieves hijack your name and identity and use your good credit rating to get cash or buy things.
18. How can you protect against Security and Privacy breaches on the internet?
- a. Pick strong passwords: use a mix of letters, symbols and numbers following the guidelines as [www.microsoft.com/protect/yourself/password/create.mspx](http://www.microsoft.com/protect/yourself/password/create.mspx).
  - b. Use different passwords: for different web services. And never use your web passwords for PIN code on credit, debit public access to most materials.
  - c. Don't reveal sensitive information: not even in "private" areas of services such facebook or flicker that offer public access to most material.
  - d. Don't share files on services that offer optional sharing. Such as Google Docs, unless there is a real need.
  - e. Keep data whose disclosure would create legal liability or embarrassment on your personal hard drive and storage devices.
  - f. Avoid file-sharing services such as lime wire that disturbance pirate files, Both the services and the downloads can open your computer to prying eyes.
  - g. Apply the latest security updates to all you software, including operating systems. Browsers and antivirus programs.
19. What are the disadvantages of E-Mail?
- a. Has been a decrease in all other forms of communication among co-workers – including greetings and informal conversations.
  - b. Emotions often are poorly communicated or miscommunicated via e-mail messages.
  - c. The greater the use of e-mail, the less connected co-workers reportedly free.
20. What are the tips for better email handling?
- a. Treat all e-mails as confidential: pretend every message is a postcard that can be read by anyone. (supervisors may legally read employee e-mail).
  - b. Be careful with jokes and informality. Nonverbal language and other subtleties are lost. So jokes may be taken as insult or criticism.
  - c. Avoid sloppiness. But avoid criticizing others' sloppiness. Avoid spelling and grammatical errors, but don't criticize errors in others' messages.
  - d. When replying, quote only the relevant portion. Edit long e-mail messages you've received down to the relevant paragraph and put your response immediately following.
  - e. Not every topic belongs on e-email. Complicated topics may be better discussed on the phone or in person to avoid misunderstandings.
21. Talk about cellphones?
- Cell phones are now mostly smartphones. As smartphones develop more features and make available more applications, their importance will only increase.
22. What are the rules for using smartphones?
- a. Keep the volume of your voice down while on the phone; no need to SHOUT.
  - b. Don't force defenseless others on buses, in restaurants and so on to have to listen to your phone conversations.
  - c. Shut off your ringer during meetings and public performances; set the phone of "vibrate" and return calls at a discreet distances.
  - d. Don't text during meetings or other conversations.
  - e. Don't dial/text while driving.

23. Define Social Media?

Internet-based and mobile technologies used to generate interactive dialogue with members of a network.

24. List some of the business benefits of Social Media?

- a. Crowdsourcing: the practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community, such as Facebook and Twitter users

25. List the Downside of Social Media?

- a. Distraction.
- b. Leaving wrong impression.
- c. Replacing real conversation.

26. How to use Facebook in your personal life?

- a. Brand the product or organizational profile, but go light on sales messages. Follow the services standards of your organization.
- b. Use language relevant to your particular audience members and communicate with, not at them, Show appreciation for them.
- c. Remember all wall posts are public. Don't write anything not intended for public consumption.
- d. All updates should be relevant.
- e. Take customer-sensitive issues off Facebook, into a private sphere, online or offline.
- f. Ask questions on the wall posts, but follow up and respond to any feedback received.

27. What are the listening styles?

- a. Appreciative style: listening to be amused.
- b. Empathic style: tuning into the speaker's emotions.
- c. Comprehensive style: focusing on the speaker's logic.
- d. Discerning style: focusing on the main message.
- e. Evaluative style: challenging the speaker.

28. What are the Keys to effective listening?

- a. Don't rush to respond. Don't think about what you're going to say until the other person has finished talking.
- b. Judge content, not delivery. Don't tune out someone because of his or her accent, clothing, mannerisms, personality, or speaking style.
- c. Ask questions, summarize remarks. Good listening is hard work. Ask questions to make sure you understand. Recap what the speaker said.
- d. Listen for ideas. Don't get diverted by the details; try concentrate on the main ideas.
- e. Resist distractions, show interest. Don't get distracted by things other people are doing, paperwork on your desk, things happening outside the window, television or radio and the like. Show the speaker you're listening, periodically restating in your own words what you've heard.
- f. Give a fair hearing. Don't shut out unfavorable information just because you hear a term – "Republican", "Democrat", "Union", "Big business", "Affirmative action", "corporate welfare" – that suggests ideas you're not comfortable with. Try to correct for your biases.

29. How can you be an effective reader?

- a. Realize that speed reading doesn't work.

- b. Learn to streamline reading.
  - c. Do top-down reading SQ3R
30. What are the steps to learn Streamline Reading?
- a. Be savvy about periodicals and books
  - b. Transfer your reading load
  - c. Make internal memos and e-mail more efficient
31. What are the steps to better reading?
- a. Rate reasons to read. Rate your reasons for reading.
  - b. Question and predict answers. Formulate specific questions you want the reading to answer.
  - c. Survey the big picture. Survey the material to be read so you can get a sense of the whole. Take a few minutes to get an overview so that you'll be better able to read with purpose.
  - d. Skim for main ideas. Skimming the material is similar to surveying, except it's on a smaller scale. You look for the essence of each subsection or paragraph.
  - e. Summarize. Summarize as you skim. Verbally restate or write note of the main points. Using your own words. Visualize or sketch the main points, answer your initial questions as you skim the material.
32. What are the steps to be an effective writer?
- a. Don't show your ignorance
  - b. Understand your strategy before you write
  - c. Start with your purpose
  - d. Write simply, concisely, and directly
  - e. Telegraph your writing with a powerful layout
33. What are the steps to be an effective speaker?
- a. Tell them what you're going to say
  - b. Say it
  - c. Tell them what you said

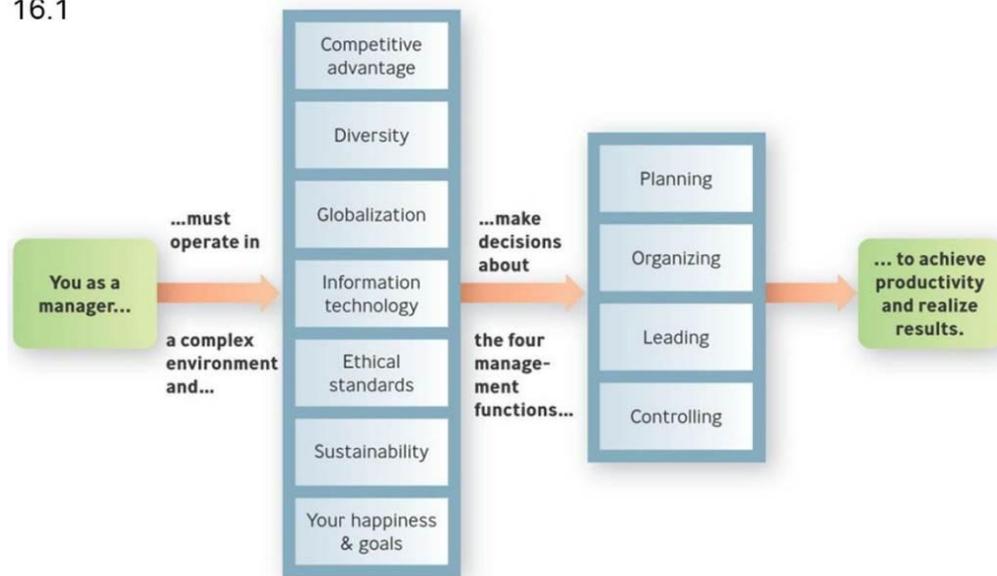
Chapter 16– Control & Quality Control Improvement: Techniques for Enhancing Organizational Effectiveness.

1. Define Productivity?

Outputs divided by inputs where: outputs are the goods and services produced, and inputs are labor, capital materials and energy.

## 2. Explain Managing for productivity and Results?

16.1



### 3. Define Enterprise resource planning (ERP)?

Software systems, information systems for integrating virtually all aspects of a business helping managers stay on top of the latest developments.

### 4. Define controlling and Explain Control: when managers monitor performance?

Controlling: defined as monitoring performance, comparing it with goals, and taking corrective actions as needed.

- Planning: you set goals and decide how to achieve them.
- Organizing: you arrange tasks, people and other resources to accomplish the work.
- Leading: you motivate people to work hard to achieve the organizational goals.
- Controlling: you monitor performance, compare it with goals and take corrective action as needed
- For productivity.

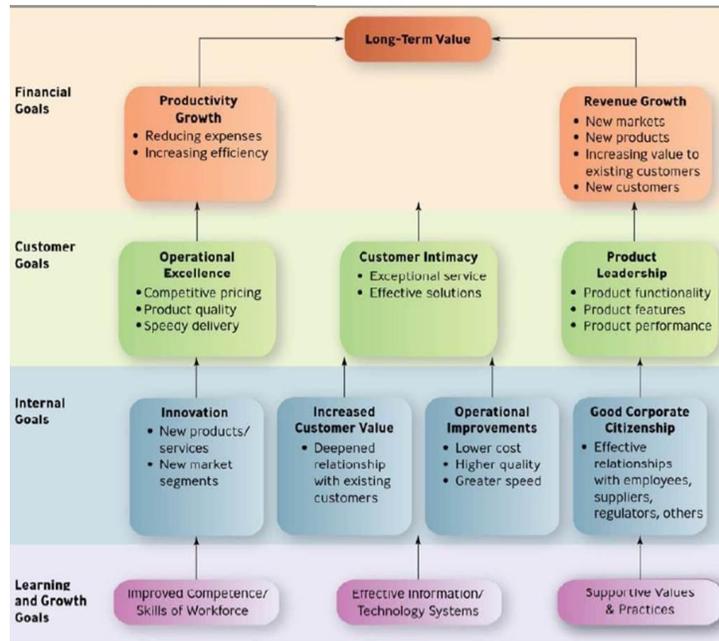
### 5. Why control is needed?

- To adapt to change and uncertainty.
- To discover irregularities and errors.
- To reduce costs, increase productivity or add value.
- To detect opportunities.
- To deal with complexity.
- To decentralize decision making and facilitate teamwork.

### 6. What are the steps in the Control process?

- Step 1: establish standards: performance standard is the desired performance level for a given goal, best measured when they can made quantifiable.
- Step 2: Measure performance: usually obtained from written reports, oral reports and personal observations.

- c. Step 3: Compare performance to standards: management by exception – control principle that says managers should be informed of a situation only if data show a significant deviation from standards.
  - d. Step 4: take corrective action, if necessary: make no changes. Recognize and reinforce positive performance. Take action to correct negative performance.
    - i. If yes: take corrective action, perhaps revise standards.
    - ii. If no: continue work progress and recognize success.
7. What are the levels of Control?
- a. Strategic Control: monitoring performance to ensure that strategic plans are being implemented and taking corrective as needed.
  - b. Tactical control: monitoring performance to ensure that tactical plans – those at the divisional or departmental level – are being implemented.
  - c. Operational control: monitoring performance to ensure that operational plans – day-to-day goals are being implemented and taking corrective action as needed.
8. What are the areas of control?
- a. Physical
  - b. Human resources
  - c. Informational
  - d. Financial
  - e. Structural
  - f. Cultural
9. What are the types of the Structural Area?
- a. Bureaucratic Control: an approach to organizational control that is characterized by use of rules regulations, and formal authority to guide performance.
  - b. Decentralized control: an approach to organizational control that is characterized by informal and organic structural arrangements.
10. Define the Balanced Scoreboard?
- Gives top managers a fast but comprehensive view of the organization via four indicators:
- a. Customer satisfaction: priority is taking care of the customer.
  - b. Internal processes (Internal Business): quality, employee skills, and productivity..
  - c. Innovation and improvement activities, (Innovation & Learning): learning and growth of employees.
  - d. Financial measures: profitability, growth, shareholder values.
11. What is the visual representation of a Balanced Scorecard?
- a. Strategy Map: visual representation of the four perspective of the balanced scorecard that enables managers to communicate their goals so that everyone in the company can understand how their jobs are linked to the overall objectives of the organization.



12. Why measure-Managed Firms succeed?
  - a. Top executives agree on strategy.
  - b. Communication is clear.
  - c. There is better focus and alignment.
  - d. The organization culture emphasizes teamwork and allows risk taking.
13. What are the Barriers to Effective Measurement?
  - a. Objectives are fuzzy.
  - b. Managers put too much trust in informal feedback systems.
  - c. Employees resist new measurement systems.
  - d. Companies focus too much on measuring activities instead of results.
14. What are the financial tools for Control?
  - a. Budget: Formal financial projection.
  - b. Incremental budgeting: allocates increased or decreased funds to a department by using the last budget period as a reference point. Only incremental changes in the budget request are reviewed.
15. What are the Types of Budgets?
  - a. Cash or cashflow budget: forecasts all sources of cash income and cash expenditures for daily, weekly or monthly period.
  - b. Capital expenditures budget: anticipate investment in major assets such as land, buildings and major equipment.
  - c. Sales or revenue budget: projects future sales, often by month, sales are or product.
  - d. Expense budget: projects expenses (costs) for given activity for given period.
  - e. Financial budget: projects organization's sources of cash and how it plans to spend it in the forthcoming period.
  - f. Operating budget: projects what and organization will create in goods or services, what financial resources are needed and what income is expected.

- g. Nonmonetary budget: deals with units other than dollars, such as hours of labor or office square footage.
16. What are the Differences between Fixed budgets and Variable Budgets?
- a. Fixed budgets: resources are allocated on a single estimate of costs.
  - b. Variable budgets: resources are varied in proportion with various levels of activity.
17. What are the types of Financial Statements?
- a. Balanced sheet: summarizes an organization's overall financial worth- assets and liabilities at a specific point in time.
  - b. Income statement: summarizes an organization's financial results – revenues and expenses – over specific period of time.
18. What are the types of Ratio Analysis?
- a. Liquidity ratios: indicate how easily a firm's assets can be converted to cash.
  - b. Debt management ratios: degree to which a firm can meet its long-term financial obligations.
  - c. Return ratios: how effectively management is generating a return or profit.
19. Define Audits and what are the type of it?
- Audit is a formal verification of an organization's financial and operations systems. And the types are:
- a. External: performed by outside experts.
  - b. Internal: performed by organization's own professional staff.
20. What are the Deming Management attributes?
- a. Quality should be aimed at the needs of the consumer.
  - b. Companies should aim at improving the system, not blaming workers.
  - c. Improved quality leads to increased market share, increased company prospects and increased employment.
  - d. Quality can be improved on the basis of hard data, using the PDCA Cycle.
21. What is the PDCA Cycle?
- a. Plan desired and important changes, based on observed data. Make pilot test if necessary.
  - b. Do implement the change or make a small-scale test.
  - c. Check or observe what happened after the change or during the test.
  - d. Act on lessons learned, after study of results. Determine if predictions can be made as basis for new methods.
22. Define Total Quality Management (TQM)?
- A comprehensive approach - led by top management and supported throughout the organization – dedicated to continuous quality improvement, training and customer satisfaction.
23. What are the 2 Core Principles of TQM?
- a. People orientation: everyone involved in the organization should focus on delivering value to customers.
  - b. Improvement orientation: everyone should work on continuously improving work processes.
24. Talk about people orientation?
- a. Delivering customer value is most important.
  - b. People will focus on quality if given empowerment.
  - c. TQM requires training, teamwork, and cross-functional efforts.

25. Talk about improvement orientation?
- It's less expensive to do it right the first time.
  - It's better to do small improvements all the time.
  - Accurate standards must be followed to eliminate small variations.
  - There must be strong commitment from top management.
26. How to apply TQM to services?
- By Rater scale which is to enable customers to rate the quality of a service along dimensions – reliability, assurance, tangibles, empathy and responsiveness.
27. Some TQM Techniques?
- Benchmarking.
  - Outsourcing.
  - Reduced cycle time.
  - ISO 9000 and 14000 Series.
  - Statistical process control.
  - Six Sigma and Lean Six Sigma.
28. What are the keys to successful control systems?
- They are strategic and results oriented.
  - They are timely, accurate, and objective.
  - They are realistic, positive and understandable & encourage self-control.
  - They are flexible.
29. What are the barriers to control success?
- Too much control.
  - Too little employee participation.
  - Overemphasis on means instead of ends.
  - Overemphasis on paperwork.
  - Overemphasis on one instead of multiple approaches.
30. What are the keys to your managerial success?
- Find your passion and follow it.
  - Encourage self-discovery, and be realistic.
  - Every situation is different so be flexible.
  - Fine-tune your people skills.
  - Learn how to develop leadership skills.
  - Treat people as if they matter, because they do.
  - Draw employees and peers in your management process.
  - Be flexible, keep your cool and take yourself lightly.

#### Chapter 4– Global Management: Managing Across Borders.

- Define Globalization?  
The trend of the world economy toward becoming a more interdependent system.
- Define “Globalization: the Collapse of Time and Distance”?  
  - Global village: the “shrinking” of time and space as air travel and the electronic media have made it much easier for the people of the globe to communicate with one another.
  - E-commerce: the buying and selling of products and services through computer networks.  
U.S. retail e-commerce sales were estimated at \$48.2 billion in the third quarter of 2011.

3. Define Global Economy?

The increasing tendency of the economies of the world to interact with one another as one market instead of many national markets. It has 2 effects:

- a. Positive effects: more markets for American exports.
- b. Negative effects: vast surplus funds from global investments flowed into U.S. that were invested badly in subprime mortgages.

4. Talk about Minifirms?

Minifirms operating worldwide:

- a. Small companies can get started more easily.
- b. Small companies can maneuver faster.

5. What are the types of international Management?

- a. Multinational corporation: business firm with operations in several countries.
- b. Multinational organization: nonprofit organization with operations in several countries.

6. Why learn about International Management?

- a. You may deal with foreign customers or partners.
- b. You may deal with foreign employees or suppliers.
- c. You may work for a foreign firm in the United States.
- d. You may work for an American Firm outside the United States – or for a foreign one.

7. What are the types of the Successful International Manager?

- a. Polycentric Managers: take the native managers in the foreign offices best understand native personnel and practices and so the home office should leave them alone.
- b. Geocentric managers: accept there are differences and similarities between home and foreign personnel and practices and that they should use whatever techniques are most effective.

8. What are the lessons to be an effective road warrior?

- a. Lesson 1: Frequent travel may be needed because personal encounters are essential.
- b. Lesson 2: Travel may be global, but understanding must be local
- c. Lesson 3: Frequent travel requires frequent adjustments.

9. Why companies expand internationally?

- a. Availability of supplies.
- b. New markets.
- c. Lower labor costs.
- d. Access to finance capital.
- e. Avoidance of tariffs and import quotas.

10. What are the ways of expanding internationally?

Depend on the level of the risk and investment as the lowest the risk is the lowest investments will be, and the highest the risk is the highest the investment will be.

- a. Global outsourcing: using suppliers outside the U.S. to provide labor, goods or services.
- b. Importing (a company buys goods outside the country and resells them domestically) exporting (a company produces goods domestically and sells them outside the country) and countertrading (bartering goods for goods).
- c. Licensing (a firm allow a foreign company to pay it a fee to make or distribute the firm's product or service) and franchising (a firm allows a foreign company to pay it a fee and a

share of the profit in return for using the firm's brand name and a package of materials and services).

- d. Joint venture: formed with a foreign company to share the risks and rewards of starting a new enterprise together in a foreign country. Also known as a strategic alliance.
- e. Wholly-owned subsidiaries: foreign subsidiary that is totally owned and controlled by an organization.
- f. Greenfield venture: a foreign subsidiary that the owning organization has built from scratch.

11. What are the barriers to International Trade?

- a. Tariffs: a customs duty, or tax, levied mainly on imports.
- b. Import quotas: limits on the numbers of a product that can be imported.
- c. Embargoes: complete ban on the import or export of certain products.

12. What the organizations that promote International Trade?

- a. World Trade Organization (WTO): designed to monitor and enforce trade agreements. Agreements are based on the General Agreement on Tariffs and Trade (GATT). Consist of 153 countries.
- b. World Bank: purpose is to provide low-interest loans to developing nations for improving transportation, education, health and telecommunications.
- c. International Money Fund (IMF): designed to assist in smoothing the flow of money between nations.

13. Define Major Trading Blocs?

Group of nations within a geographic region that have to remove trade barriers with one another. Also known as an economic community.

14. What are the names of the Major Trading Blocs?

- a. NAFTA – U.S. Canada, Mexico.
- b. European Union – 27 trading partners in Europe.
- c. APEC – group of 1 Pacific Rim Countries.
- d. ASEAN – trading bloc of 11 countries in Asia.
- e. Mercosur – trading bloc in Latin America.
- f. CAFTA – Central America

15. Define Culture?

Shared set of beliefs, values, knowledge, and patterns of behavior common to a group of people.

16. What are the Cultural Dimensions?

- a. Low-context culture: shared meanings are primarily derived from written and spoken words.
- b. High-context culture: people rely heavily on situational cues for meaning when communicating with others.

17. What are the Globe Project's Nine Cultural Dimensions?

- a. Power distance: how much unequal distribution of power should there be in organizations and society.
- b. Uncertainty avoidance: how much should people rely on social norms and rules to avoid uncertainty.
- c. Institutional collectivism: how much should leaders encourage and reward loyalty to the social unit.

- d. In-group collectivism: how much pride and loyalty should people have for their family or organization.
- e. Gender egalitarianism: how much should society maximize gender role differences.
- f. Assertiveness: how confrontational and dominant should individuals be in social relationships.
- g. Future orientation: how much should people delay gratification by planning and saving for the future.
- h. performance orientation: How much should individuals be rewarded for improvements and excellence.
- i. Human orientation: how much should society encourage and reward people for being kind, fair, friendly and generous.

18. What are the Other Cultural Variations?

- a. Language.
- b. Interpersonal space.
- c. Communication.
- d. Time orientation:
  - i. Monochromic.
  - ii. Polychromic.
- e. Religion.

19. Define Expatriates?

People living or working in a foreign country.

20. Talk about the U.S. Managers on Foreign Assignments, why do they fail?

10%-20% of all U.S. managers sent abroad returned early because of job dissatisfaction of adjustment difficulties.