

GMS Mid Term Review

CH. 1

Johari Window – what is known to me and what is known to others

Know to Others	Blind Spot - you can't see it. Need to talk to others to explore. Constructive feedback	Open Area –everybody knows (sports, im good and they know it)
Unknow to Others	The Unknown – nobody knows this. You or others	Hidden Self – only you know this about yourself
	Unknow to You	Known to You

- globally thinking what is happening around the world.
- Do your job plus more, change and improve
- How we effect an org as a whole
- Value people
- Respect, empowerment, participation, involvement, team work

Intellectual Captial – collective brain power or shared knowledge of a workforce

- intangible
- competence X commitment -> a worker who is competent and committed to it's organization

Knowledge worker – someone who's mind is a critical asset to employers and adds intellectual capital to the org. ex. a scientist, professor, engier. Use info in a productive way

Globalization – the worldwide interdependence of resource flows, products, markets, and business competition.

Ethics – set moral standards of what is “good” and “right” in one's behavior.
Ex, Enron.

Organizational Environment

General Environment - all background conditions in the eternal environment of the organization (SLENT)

Socio-culture: population demographics, education system, health/nutrition values

Legal-Political: laws & regulations, business forms, political trends

Economical: economic growth, unemployment rate, and disposable income

Natural Environment: “green” values, recycling infrastructures

Technological: IT systems, broadband Internet access

Stakeholders & Specific Environment

“task environment” – people and groups with whom org. interacts with
stakeholders are ppl directly affected by org.

Business Firm

Employees

Shareholders

Suppliers

Customers

Labour Unions

Competitors

Court and legal institutions

Future Generations

Educational Institutions

Society at large

Political Parties

Federal, provincial, local gov

Management Process

Planning: set objectives, deciding how you will achieve them

Leading: Inspiring people to work hard to achieve goal

Organizing: assigning tasks, allocate resources

Controlling: measuring performance, ensure desired results

Roles of Top Level Managers

Interpersonal Role – interacting with others, figurehead, leader, liaison

Informational Role – how they exchange and process info, monitor, disseminator,
spokes person

Decisional Role – how they make decisions and solve problems, entrepreneur,
disturbance handlers, resource allocator, negotiator

Agenda Setting – priorities for accomplishing goals and plans

Networking – build positive relationships with ppl who can advance agenda

Social capital – capacity to get things done with support and help of others

Essential Skills

Technical – ability to perform a task with proficiency and expertise

Human Interpersonal – ability to work well with other people

Conceptual & Analytical – ability to think analytically to diagnose and solve complex
problems

Managerial Competency – a skill-based capability for high performance in a
management job

Communication

Teamwork

Self-Management

Leadership

Critical Thinking

Professionalism

CH. 13

Information – data made useful and meaningful for making a decision

Data – raw facts

Useful info meet these 5 Criteria

Timely – available when needed

Complete – no missing data, current and up to date

High Quality – accurate and reliable, used with confidence

Relevant – appropriate for the task

Understandable – clear and understood by user

Quality decisions need good information

Computer competency – ability to understand computers and use them to their best advantage

Information competency – the ability to use technology to locate, retrieve, evaluate, organize, and analyze information for decision-making.

IT advantages for:

Planning – better and more timely access to useful info, more ppl in planning process

Organizing – more ongoing and informed communication among all parts, improves coordination and integration

Leading – more frequent and better communication with staff and diverse stakeholders, keeping objectives clear

Controlling – more immediate measures of performance results, allowing real-time solutions to problems

Ways of Thinking

Systematic – approaches problems in a rational and analytical way. Complex problem in small problems. Very logical, linear fashion. Spread sheet kind of person

Intuitive – approaches problem in a flexible and spontaneous way. Respond imaginatively, quick and broad evaluation to situation,

Multidimensional – ability to address many problems at once. Able to make decision and take actions in S/R that benefits L/R objectives. How they will all link together

Cognitive Styles in Decision-Making

Thinking	Sensation Thinker -Realistic approach to problem solving -Hard facts, clear goals,	Intuitive Thinkers -Comfortable with unstructured situations -Logical & impersonal, avoids details
Feeling	Sensation Feeler - Emphasize analysis and human relations -Open communicators, sensitive to feelings and values	Intuitive Feeler - Broad and global issues - Insightful, avoid details -Comfortable with intangibles -Value flexibility and human relationships
Info Evaluation/ Info Processing	Sensing	Intuition

Decision Types

Structured Problems – straightforward, clear with respect to info needed

Programmed decision – applies a solution from past experience to a routine problem (made by managers)

Unstructured Problems – ambiguities and information deficiencies

Nonprogrammed decisions – applies a specific solution crafted from a unique problem (higher level managers, strategic and objectives)

Crisis Decisions – unexpected problem that can lead to disaster if not resolved quickly and appropriately. (IT failure, 911 terrorism, environmental.

1. Figure out what is going on
2. Remember that speed matters
3. Remember to go slow too
4. Respect the danger of the unfamiliar
5. Value the skeptic
6. Be ready to “fight fire with fire”

Environments

Certain – complete information

Risk – lacks information, probabilities of the likely outcomes

Uncertain – lacks a lot of information, can’t assign probabilities

Decision Errors & Traps

Heuristics – strategies for simplifying decision-making

Availability – bases a decision on recent information or events.

Representation – bases a decision on similarity to other situations (went to Harvard, smart)

Anchoring & Adjustment – incremental adjustments from prior decision points (salary pay raise from last years raise)

Framing Error – trying to solve a problem in the context in which it is perceived. (crises mode created, create positive or negative perspective)

Confirmation Error – occurs when focusing only on information that confirms a decision already made (selective perspective/perception)

Escalating Commitment – continuing the course of action even though it is not working. Wont give up.

Creativity in Decisions

-unique approach to solve problems or exploit opportunities

Personal Creative Drives

-Task Expertise

-Task Motivation

-Creativity Skills

Situational Creativity Drivers

-Group Creativity Skills

-Management Support

-Organizational Culture

Individual VS Group Decision Making

Advantages – diversity, expanding opinions, avoiding tunnel vision, increasing commitment to team

Disadvantages –over comed with self awareness, social pressure to conform, vocal individuals who dominate, lengthy and costly

Ethical Decision-Making

How would it make important people you know feel if they saw what you did?

Utility – satisfy all stakeholders?

Rights – respect the rights and duties of everyone?

Justice – consistent with canons of justice?

Caring – consistent with my responsibility to care?

Firms engaging in Public and Gov't Lobbying

Intelligence INFO -> FIRMS – Public Dissemination

Inputs: Intelligence info rom stakeholders and external environment

Outputs: Public info disseminated

Ex. Boeing and rivals fight in the media over contracts

Lobbying = Organization says wont vote. Humans have right to vote, doesn't contribute with democratic process, not ethical.

Most Favoured nation status – gives a trading partner most favourable treatment for imports and exports.

Protectionism – a call for tariffs and favourable treatments to protect domestic firms from foreign competition.

NAFTA – North American Free Trade Agreement (links Canada, USA & Mexico in an economic alliance)

-arms length transactions. Just goods and services

*less developed country = 3rd world country (more acceptable term)

European Union EU – political and economic alliance of European countries

Euro – common currency in Europe.

- water supply in Canada, who has the rights to it?

Global Business

Global Corporation (Multinational Business MNC) – extensive operations in more than one foreign country

Host Country Issues about MNC:

- excessive profit
- economic domination
- interference with gov't
- hire best local talent
- limited technology transfer
- disrespect for local customers

BENEFITS

- larger tax base
- increase employment opp
- tech transfer
- intro of new industry
- development of local resources

MNC Issues about Host Country:

- profit limitations
- overpriced resources
- exploitative rules
- foreign exchange restrictions
- failure to uphold contracts

Challenges

Corruption – illegal practices to further ones business interests

-legislation control, HR with the company

-Monsanto & Fox News, hormones in the milk.

Sweatshops – employ workers at very low wages for long hours and poor working conditions (Apple in China)

Child Labour – full time employment of children for work others done by adults

-we have the power to buy what is produced.

-who made it, what conditions, we have the buying power

Sustainable Development – meets the needs of the present without hurting future generations

-meets needs of the present without compromising the future

-social responsibility to the environment and it's resources

National Culture – building cultural intelligence in global management

- travel, explore, understand, adapt

Culture – shared set of beliefs, values, and patters of behavior common to a group of people

Culture Shock – confusion and discomfort a person experiences when in an unfamiliar culture

Ethnocentrism – the tendency to consider one's culture more superior to others

Culture intelligence – ability to accept and adapt to new culture

Silent Languages of Culture

Context

Low-Context Cultures – emphasize communication via spoken or written words (direct statement)

High-Context Cultures - rely on non-verbal and situational cues, plus written and spoken words (physically said, rather than verbally)

-diff cultures straight up complain to face

-others avoid and say nothing

Time

Monochronic cultures – people tend to do one thing at a time

Polychronic cultures – many things at once. Others may think you are not accomplishing anything though

Space

Proxemics – how people use space to communicate

-close talker (Seinfeld)

Hofstede Cultural Dimensions

Power Distance – degree to which a society accepts unequal distribution of power

Uncertainty avoidance – degree to which a society tolerates risk and uncertainty (like rules make them comfortable, risks not so much)

Individualism-Collectivism – emphasizes individuals and their self-interest (teams build stronger orgs. Teams vs one self, extreme = communism)

Masculinity-Femininity – values assertiveness and materialism

Time-Orientation – short-term or long term goals (North American, short term goals, quick, fast food, quarterly results,

Project GLOBE – extension of the Hofstede ways, longer list of dimensions, more extensive builds on the 5

CH. 2

Classical Approach: ASSUMPTION – people are rational

- Scientific Management (Frederick Taylor)
- Administrative Principles (Henri Fayol)
- Bureaucratic Organization (Max Weber)

Scientific Management: Frederick Taylor

- Careful selection and training of workers and supervisory support
- Includes rules of motion, standardized work implements, and proper working conditions
- Motion study – reduced a task to its basic physical motion

Administrative Principles: Henri Fayol

- Believed management should be taught,

Unity of Command: one boss only per person

Unity of Direction: 1 person should be in charge of all activities that have the same performance objective

Scalar of Chain: clear unbroken line of communication from top to bottom of management

Bureaucratic Organization: Max Weber

- Promotes efficiency and fairness, rational for founded on logic, order, and legitimate authority.

Clear division of labour

Clear hierarchy of authority

Formal rules and procedures

Impersonality

Careers based on merit

- Disadvantages: a lot of paper work, slowness in handling problems, employee apathy, client needs resistance to change

Human Resource Approaches: ASSUMPTION – people are social and self-actualizing

- Organization as a community (Mary Parker Follett)
- Hawthorne Effect (Elton Mayo)
- Maslow's Hierarchy of Needs (Abraham Maslow)
- Theory X & Y (Douglas McGregor)
- Theory of Adult Personality (Chris Argyris)

Organization as a community: Mary Parker Follett

- all work in harmony
- no dominant party
- freedom to talk over and truly reconcile conflicts and differences

Hawthorne Effect: Elton Mayo

- Western Electric Company (Chicago)
- set of experiments in the workplace to see if environment changed productivity
- developed human relations movement achieved that managers who used good human relations in the workplace had higher productivity (1950-1960's)
- attention = motivation and to do better
- tendency of a persons singled out for special attention to perform as expected

Maslow's Hierarchy of Needs: Abraham Maslow

- a "need" is a physiological or psychological deficiency that a person wants to satisfy.
- mangers need to help workers satisfy their important needs at work to achieve productivity
- deficit principle: satisfaction deficit exists
- progression principle: 5 level hierarchy of prepotency. Need to satisfy lower-level in order to activate next one.
- 1. Physiological needs
- 2. Safety Needs
- 3. Social Needs
- 4. Esteem Needs
- 5. Self-Actualization Needs
- diff order for diff cultures. Not always needed in this order

Theory X & Y: Douglas McGregor

- mangers must shift perspective
- Theory X: assumes people dislike work, lack ambition, act irresponsibly, and prefer to be led. (creating a passive, dependent worker, waits for instructions)
- Theory Y: assume people are willing to work, like responsibility, and are self-directed and creative (creates initiative, high performer worker)
- Self-fulfilling: prophecy occurs when a person acts in a way that confirms another expectation

Theory of Adult Personality: Chris Argyris

- treat like a baby, will be a baby
- classical assumption = adults don't need that kind of attention
- it inhibits the person from growing

Organizations as Systems

Systems – collection of interrelated parts working together for a purpose

Subsystem – smaller component of a larger system

Open System – interacts with it's environment and transforms resource inputs into outputs

Contingency Thinking – tries to match management practices with situational demands

- Bureaucracy works well in stable uncomplicated environment
- Flexible structure works well in a changing complex environment

Quality Management

Total Quality Management – managing with an organization wide commitment to continuous improvement, product quality, and customer needs.

Continuous improvement – always searching for new ways to improve work quality and performance.

- maple leaf meats, Toyota quality management

Knowledge Management- process of using intellectual capital for competitive advantage

- patents, intellectual property rights, trade secrets, special process and methods accumulated of knowledge and understanding of entire workforce

Learning Organization - continuously changes and improves, using the lessons of experience.

- mental models (culture, set aside old ways of thinking)
- personal mastery (become self aware and open to others)
- Systems thinking (learn how the whole org works)
- Shared Vision (understand and agrees to plan of action)
- Team Learning (works together to accomplish the plan)

- absorption, adaptation, sponge.
- attract and retain best employees

High Performance Organization- consistently achieves excellence while creating a high-quality work environment

- ORIENTED: people, team, information, achievement, learning
- knowledge workers, silicon valley = moving up the development ladder

21st Century Leadership

Elon Musk (Tesla, paypal, spaceX, Solarcity)

- Global Strategist
- Master of Technology
- Inspiring Leader
- Model of Ethical Behaviour

CH. 6

Planning Process

- setting objectives and determining how to best accomplish them
- sets the stage for planning, organizing, controlling and leading

-BENEFITS: improves focus and flexibility, action orientation (avoids complacency traps: being carried along by the flow of events) coordination and control.

1. Define objective – know where you are now
2. Determine where you stand – SLENT framework
3. Develop premise regarding future conditions -
4. Analyze alternatives and make a plan
5. Implement the plan and evaluate results

-Never working alone, whole team/department

-contingency planning: changing ways of doing things/conditions

-GOOD MANAGER focuses on what adds value to org and good planning makes us

1. Results oriented: performance oriented sense of direction
2. Priority oriented: most important finished first
3. Advantage oriented: all resources used to best advantage
4. Change oriented: anticipating problems/opportunities so they will be best dealt with

Long Range/Short Range Plans

Short – less than one year

Med – 1-2 years

Long – 3 and more

-managers are involved with setting long term plans for org,

-lower management deals with short term

Strategic Plan – identifies long-term directions for the organization

-broad, comprehensive

-long term express what the org hopes to be in the future

Tactical Plan – helps implement all or parts of the strategic plan

- defines what needs to be done to help over all goal (strategic)

Operational Plan – identifies short-term activist to implement strategic plans

-short term, response to diff situations

Standing plans: policies and procedures used over and over (ie. Sexual harassment)

Single-use plans: budgets, used only once.

Forecasting – Assumptions about what will happen in the future

Qualitative: Uses expert opinion to predict future

Quantitative: uses mathematical/statistical analysis of historical data and surveys to predict future events.

-hard to use quantitative only

-need both to be successful

Contingency Planning – identifies alternative courses of action to take when things go wrong.

- anticipate that things can go wrong
- be flexible that things will change
- crises and emergencies may occur
- meet needs of changing circumstances and environments
- need learning org so its ready to change when it's needed too
- intellectual capital = learning org.

Benchmarking- external and internal comparisons to plan for future improvements

Best Practices – are things people and organizations do that lead to superior performance

Staff Planners – people helping to plan, used to coordinate and energize the plan

-disadvantage (communication gap between managers and such)

Create SMART Goals

Specific – clear target, results and outcomes to be accomplished

Measurable – quality, measurement, not just financial

Attainable – incremental, realistic

Referred – involves people, meetings, ask questions

Time – due dates

Management By Objective MBO

- structured process
- regular communication
- jointly set performance objectives
- review results
- formal agreement between boss and team

PRO's

- focus workers on the most important task
- gives workers a structured opportunity to participate in decision that affect their work
- contributes to relation

CON's

- don't make objectives easy
- excessive paper work

Proactive VS Reactive

PLANNING makes org

-result, priority (greatest advantage), advantage (utilized to best), and change (anticipate problems) oriented