

COMM 210 **Contemporary Business Thinking**

Dickson Jay
Department of Management

Lecture 5 – Vision: Ideology and Envisioned Future

Objectives For Today

- Review of the essay written last week
- Team project: Ethics of research with human participants
- Uncover & critique underlying assumptions
- Understand what is a well-conceived vision
- Be able to reconcile the need for stability with the need for change
- Prepare for class 6 mid-term examination

Feedback on Essay Writing

- There are no “right” or “wrong” answers
- Clear and concise claims, supported by evidence is key
- Do not use evidence that contradicts your claim
- Paper needs to be structured with an introduction, stating your claim, the body which substantiates your claim and the conclusion

Feedback on Essay Writing

- A “C” is an indication that the paper:
 - Lacks flow
 - Contained unclear claims or incorrectly supported evidence
 - Lacked insight or relationship between fundamental business article

Planning Future Essays

- Read what is required twice! Annotate article & choose relevant management theory(ies)
- Select evidence (recall six qualities of good evidence)
- Prepare the structure of your answer (make notes at back of question sheets)
 - Introductory sentence (clear claims; can be bullet point)
 - Content of each paragraph
 - Conclusion (summary of key message in one sentence)
- Write the essay
- Re-read

Writing Assistance Free help with writing in English or French

Writing Assistants help students

- understand writing assignments
- organize ideas
- overcome writer's block
- cite sources correctly
- review their rough drafts
- find grammar errors and learn how to correct them

For information: <http://www.concordia.ca/students/success/learning-support/writing-assistance.html>

Book appointments through your "My Concordia" portal

- Click on "Student Services"
- Click on "Counselling and Development"
- Click on "Peer Tutor Writing appointments"

FALL 2017 Writing Centre Hours

Mondays-Fridays 10 a.m. onwards by appointment OR attend the DROP IN: Mondays & Thursdays 4-7pm, Tuesdays 12-3pm

LOY AD-103 by appointment only Mon-Thurs pm.

SGW H-662

HOW TO PREP FOR CLASS

Review: How to Prep for Class

- Textbook: Underlying assumptions:
 - What is an underlying assumption?
 - How do we uncover an underlying assumption?
 - What are the types of underlying assumptions? How do we challenge each type?
 - Do the exercises
- Collins and Porras:
 - What is their theory about?
 - What are the components of a vision? What does each component mean?
 - What is the difference between a core value and a core purpose?
 - How is a vision created?
 - Do a concept list/concept map for the theory

Review: How to Prep for Class

- How Fairphone – The world most ethical cell phone - stays good (application):
 - What is the main claim of the article?
 - Did the author provide good evidence to support the claim? Why?
 - Find examples in the article for each one of the 6 qualities of good evidence.
 - What is the school's core purpose? What are its core values? What could be their BHAG?
 - Find and explain an underlying assumption in the article.

GROUP PROJECT

Doing Ethical Research with Human Participants

- Your ethical responsibilities in this project are:
 - To treat participants in your research with respect, and
 - To make an accurate report of your findings.

Ethics of Research with Human Participants

- Informed consent
- No coercion to participate
- Freedom to discontinue
- Respect confidentiality
- **Read and absorb information on Moodle/Course folder and the University Website about ethical conduct**

Generic Letter of Introduction (see Moodle course folder)



I am [YOUR NAME], a student in an introductory business course at the John Molson School of Business at Concordia University. As part of the course requirements, my team members and I writing a term paper on [TOPIC]. The intent of the project is to help new business students to learn about contemporary business issues here in Montreal.

We hope you will agree to answer a few questions about your experiences related to this topic. Participation is completely voluntary and the interview will take no longer than 10-15 minutes. Your answers will be strictly confidential—your name will not appear in our report without your explicit consent—so please feel free to tell us your honest opinions.

I greatly appreciate your help with our school project. If at any time you have questions about your rights as a research participant, you may contact course coordinator, Melanie Briand, at (514) 848-2424 extension 2005.

Yours sincerely,
[full names and signatures of all team members]

Letter of Introduction



- Why is it necessary to tell people how long the interview will take?
- Why do you think it's necessary to name all the team members?
- You must leave a copy of this letter with each participant. Why?
- Even though you may be approaching friends and family members, it is still necessary to present the letter of introduction. Why?

Progress Report #2

- Use the feedback you got from your instructor to update your report 1
- Including your interview questions
 - You must have your interview questions approved before you conduct your interview
- Update your secondary sources list.
- Update your work plan
- Personalize the cover letter with names and contact information of team members and include only one copy in the report
- Submit as early as possible, at the latest in Class 8 (November 7)

Sharpen Your Analytical Skills

- Critical thinking = Analyzing the validity of arguments presented in a text
 - Identify the author's major conclusions
 - Describe & evaluate supporting evidence
 - *Uncover assumptions & values*
 - Determine soundness of causal logic
 - Deconstruct use of persuasive language

UNDERLYING ASSUMPTIONS

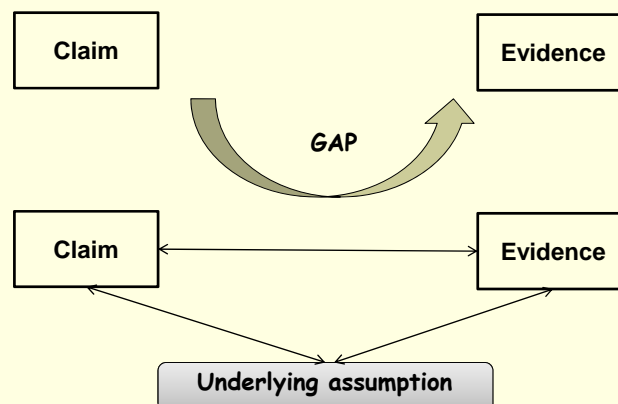
Explore Underlying Assumptions

- Underlying assumptions = logical link that fills the gap between the evidence and the claim
 - Implicit or explicit principles that form the bases of our beliefs & reasoning
 - Tell us whether evidence provided for a claim is relevant

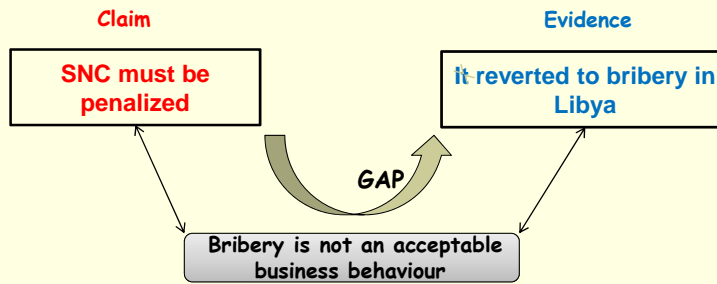
Explore Underlying Assumptions

- What must be true if the claim is to follow from this evidence?
- What general principle might link this particular claim to this particular evidence?
- What beliefs might I expect from this type of person?
- Could someone believe this evidence and still disagree with the claim? Why?

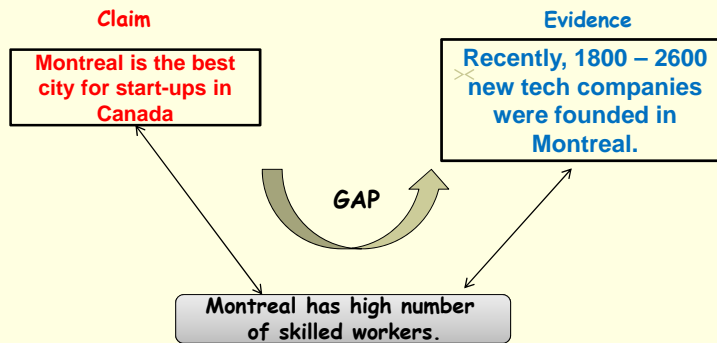
Underlying Assumptions



Underlying Assumptions



Underlying Assumptions



Explore Underlying Assumptions

- Reality assumptions: our beliefs about reality; about the way things are
- Value assumptions: our ideals, our standards of right and wrong, the way things ought to be
- We must challenge underlying assumptions

Exercise 4.2.5

- Claim
- Claim + Evidence
- Reality assumptions
- Value assumptions
- Challenging underlying assumptions

Claim: Smokers who continue smoking against doctors' advice should have to wait longer than non-smokers for medical treatment (Ex 4.2, 5)

Evidence: British system gives lower priority to smokers for coronary operations; Canadian health system is over-extended

Underlying assumptions:
Sick smokers who continue to smoke should be punished
Doctors should be obeyed
British doctors are role models for Canadians
Deal with over-extended system by prioritizing (vs more \$)



Are these assumptions warranted?

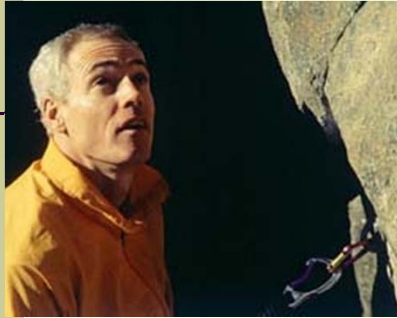
VALUES AND VISION

What do you Value?

- What were your top-ranked values?
 - Terminal and instrumental values
- Would you expect your siblings, close friends or romantic partners to have values similar to your own? Why or why not?
- If your values differ from those of your teammates in a school project...
 - Do you think it would make a difference to your performance?
 - How might these differences be resolved?

Values of Managers

- People in the same occupation tend to hold similar values
- Corporate managers say self-respect and security are their top-ranked terminal values
- Truthfulness and dependability are their top-ranked instrumental values



Jim Collins: Teacher and Business consultant



Jerry Porras: Professor of Organizational Behaviour at Stanford University in the US

Collins & Porras: Vision

« **VISION** provides guidance about
what **CORE** to preserve, and what
FUTURE to stimulate progress toward »

Building your company's vision; HBR – Sept./Oct. 1996; p.66

Collins & Porras

■ **Core ideology:**

- Enduring character of an organization – a consistent identity that transcends product or market life cycles, technological breakthroughs, management fads, and individual leaders
- Glue that holds the organization together.
- **Core values and Core purpose**

Collins & Porras

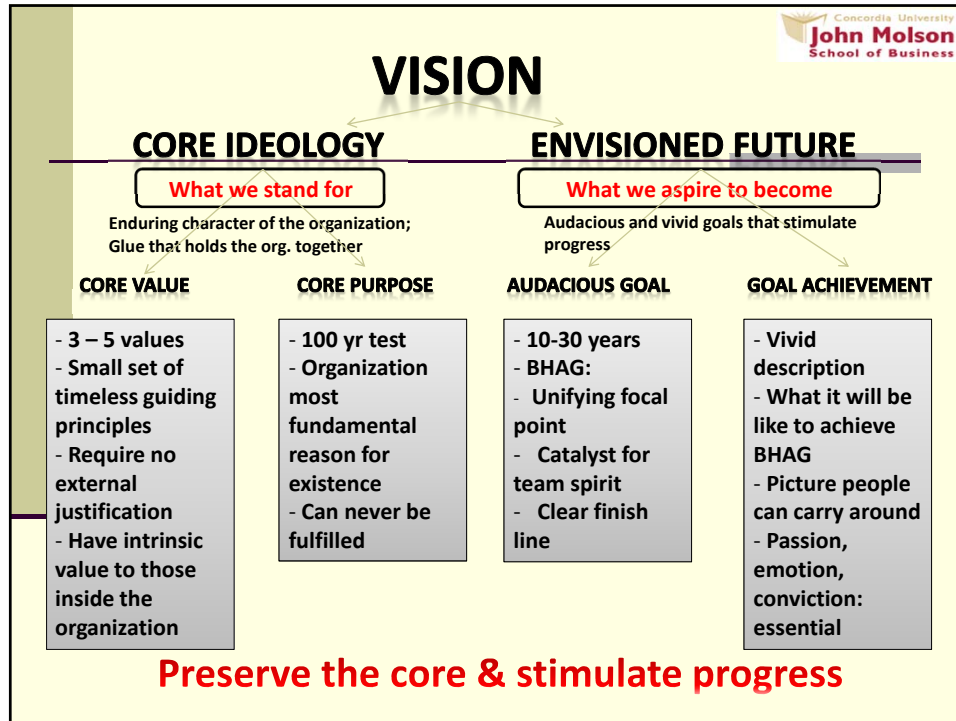
- **Core values:** Essential and enduring tenets; small set of timeless guiding principles; beliefs about what is important
 - The “Code of Ethics” or “How we do business”
- **Core purpose:** The organization’s reason for being; people’s idealistic motivations for doing the company’s work; capture the soul of the organization
 - Why do we exist?

Collins & Porras

- **“Discovering” core ideology**
 - You do not create or set core ideology
 - Description of what *actually exists*, not just what we *wish* existed
 - Needs to be meaningful and inspirational only to people inside the organization
 - Find people who are predisposed to share the organization’s core values and purpose
 - More than creating a perfect statement!

Collins & Porras


- **Envisioned future “Creative Process”**
 - **BHAGs:** Big, Hairy, Audacious Goals
 - 10-30 years
 - Powerful way to stimulate progress
 - Clear & compelling; serves as unifying focal point of effort; acts as a catalyst for team spirit
 - Takes little or no explanation
 - Not a sure bet....!
 - **Vivid description**



Concordia University
John Molson
School of Business

The Most Ethical Cell Phone

- What might be the core ideology of the Fairphone?
(Core values and core purpose)
- What might be an audacious goal (BHAG)?
- Justify your answers (keep track of paragraphs)
- https://www.youtube.com/watch?v=HIR3VW5DQ_o
- <https://www.youtube.com/watch?v=96XfmrJMINU>



CONFLICT FREE
TIN & TANTALUM
(D.R. CONGO)

REPLACEABLE
BATTERY

ROOTABLE
OPERATING
SYSTEM

E-WASTE
PROGRAM

WORKER
WELFARE

DUAL SIM

MIDTERM PREPARATION

Midterm Preparation

- Re-read all theories covered so far
- Review all relevant chapters in textbook
- Do questions at end of chapter (some are answered in the back of the book)
- Review and enhance your own concept maps
- Practice application using articles found in business magazines and newspapers

Review of the First 5 Weeks

- Chandler's Concepts:
 - Economies of scale & economies of scope
 - Functional divisions, management hierarchy & geographical expansion
 - First movers & challengers
 - Research & development (innovation)
 - Related & unrelated diversification
 - Separation of top and middle managers (in the case of unrelated diversification)
 - Entrepreneurial enterprise (staying small)
 - Stock market pressure (due to ownership pattern)
 - Short-term thinking (due to market pressure)

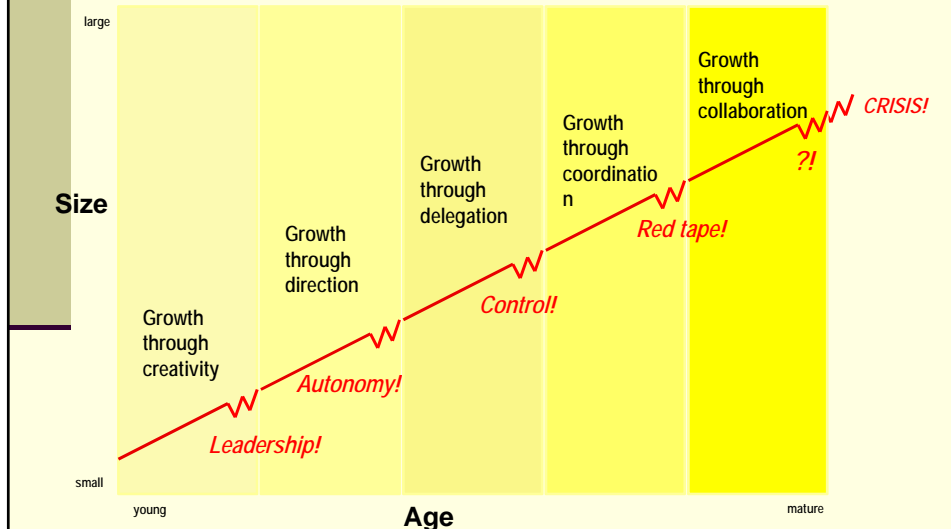
Review: Chandler's Claims

- Successful firms capitalize on economies of scale & scope, create management structures and invest in research & development
 - Once a firm loses the opportunity to be a first mover, it is difficult to regain competitive advantage
 - Growth through unrelated diversification is a poor corporate strategy
 - Business ownership patterns have diminished the likelihood of long-term success

Review: Greiner's Concepts

- Age of the organization
- Size of the organization
- Stages of evolution
- Stages of revolution
- Growth rate of industry
- Management style
- Organizational structure

Review: Greiner's Concept Map



Review: Greiner's Claims

- Organizational growth is characterized as a series of developmental phases organization
- Management practices that work well in one phase bring on a crisis in the next
- Organizations grow through a series of evolution and revolution phases that are a function of the age and the size of the organization

Barney's Major Claims

- A firm will have a sustained competitive advantages if its resources and capabilities are valuable, rare, inimitable and organized (VRIO Framework) in a way that allows to exploit potential opportunities.
- A firm will be successful if it has resources with the right attributes and characteristics

Barney's Major Claims

- The most careful and complete analysis of firms' competitive environments cannot, by itself, explain their success
- Strategists also need to analyze the competitive implications of firms' internal strengths and weaknesses

Review: Critical Thinking Skills

- Claims
- Good Evidence
- Underlying Assumptions

Business Terms and Popular Expression



- Board of directors
- Bottom Line
- Chief Executive Officer
- Emotional intelligence
- Globalization
- Knowledge workers
- Outsourcing
- R&D
- Shareholders
- Vision

Articles to Prepare for the Oct. 12 Mid-term Exam



- Articles for the exam: (Links will be posted on Moodle, under Class 6 – Midterm)
 - TBD
- Read carefully, ponder, discuss, think about questions that could be asked
- Midterm is closed-book/notes
 - Duration: 90 minutes
 - Clean copy of the articles
 - 6 short answer questions (2 pages)
 - 1 essay question (1 page)
 - Paper (not electronic) language dictionaries allowed
- Midterm is 20% of your term grade

Preparation for Week 7

- Readings for week 7 (Oct 20)
 - Herzberg's article: How to motivate employees
 - Textbook (Dyer), Causal claims (chapter 5)
- Watch and prepare:
 - Lululemon video
 - <https://www.youtube.com/watch?v=aSFrX1wWugA>
- Don't forget to check your mailbox and our class folder on Moodle