



www.magicatutoring.com

**COMM 210
FINAL MOCK**

All the material in this booklet are rights of MAGIC A TUTORING and shouldn't be copied or used without the permission of MAGIC A TUTORING. Few images are taken from Jmsb Resources.

COMM 210 SHORTCUT NOTES

CHANDLER: (GLOBAL SUCCESS)

- 1-First mover (means they were the first to arrive with this product)
- 2-Economies of scale (Producing more so goods are cheaper)
- 3-Economies of scope (using same raw material, different products)
- 4-Research and development (new ideas, innovation make products better)
- 5-Globalization (expand as much as possible for profit)

GREINER: (GROWTH)



Greiner, L.G. (1972) Evolution and Revolution as Organizations
343J4 Grow, Harvard Business Review, p41.

29

The five stages of growth (Evolution, Revolution)

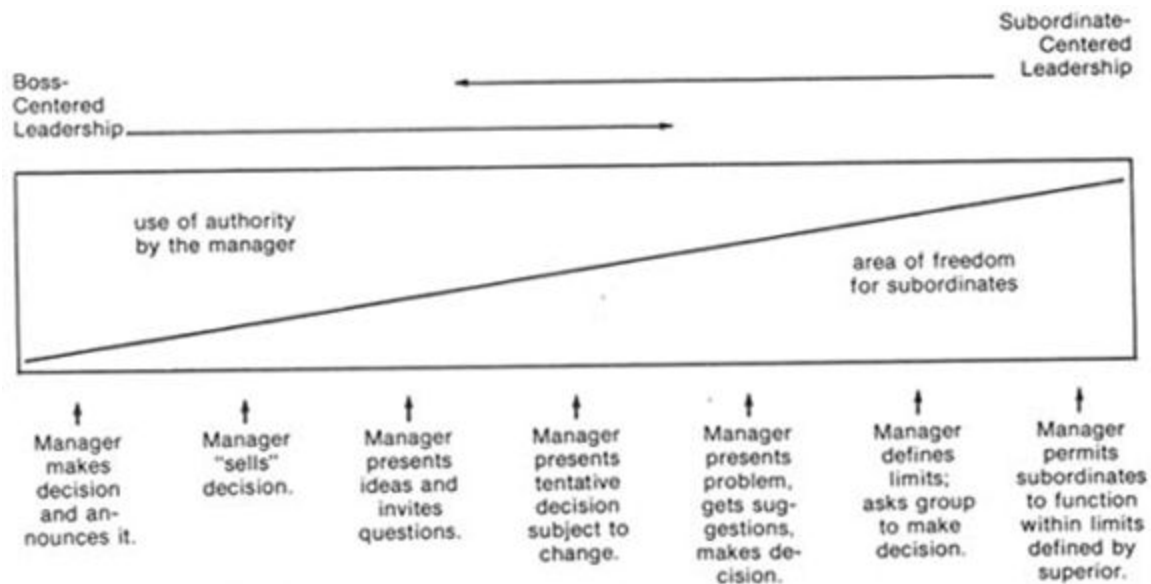
- 1-Evolution - Creativity, product and market)
- 1-Revolution- Crisis of leadership Growth of company, you need a manager to guide)
- 2-Evolution - Direction(manager gives direct leadership)
- 2-Revolution -crisis of autonomy, (boss centered)
- 3-Evolution- delegation (decentralized hierarchy)
- 3-Revolution- crisis control (upper managers losing the company as a whole)
- 4-Evolution -Coordination (formal system control of upper manager)
- 4-Revolution Red tape crisis (Conflict between managers, company is too large to be controlled by formal system)
- 5-Evolution Collaboration (team work)
- 5- ? Employees too old for innovation

COLLIN PORRAS (VISION)

- 1-Core Ideology (What we stand for, what we believe in and who we are.)
 - Core value: System of guiding principles of what is important (never changes)
 - Core Purpose: Reason for existence over 100 years.
- 2-Invisioned Future (What we aspire to become or achieve)
 - BHAG: Goal that is reachable between 10-30 years.
 - Vivid description: what it's going to be when you reach the goal, very inspiring.

TANNENBAUM AND SCHMIDT (LEADERSHIP)

- 1-Boss centric leadership: (One sided decision leader)
- 2-Subordinate centric leadership (Boss lets the employees make the decisions)



FRENCH AND RAVEN (TYPES OF POWER)

- 1-Reward power (someone who gives you promotions or rewards)
- 2-Coercive power (power to give you punishment)
- 3-Legitimate power (Grand dad telling you something to do, no questions asked.)
- 4-Referent power (Referring someone to work for you.)
- 5-Expert power (Professional power like a doctor for example.)

KAPLAN AND NORTON (BALANCED SCORECARD)



1-**Customer's perspective** (How do customers see us)

2-**Internal perspective** (What we should do internally to meet customers' expectations)

3-**Innovation and learning** (Relates to chandler continue to improve our products for example: NHL 2012 to NHL 2013, to NHL 2014... etc...)

#1 #2 #3 Talks about Customers

4-**Financial perspective** (How do shareholders look at us)

#4 Talks about shareholders.

BARNEY (COMPETITIVE ADVANTAGE)

Applying the VRIO Framework Value and Rarity

Applying the VRIO Framework—the value and rarity of a firm's resources		
If a firm's resources are:		The firm can expect:
Not valuable	→	Competitive Disadvantage
Valuable, but not rare	→	Competitive parity (equality)
Valuable and rare		Competitive advantage (At least temporarily)

Applying the VRIO Framework Value, Rarity and Inimitable

Applying the VRIO Framework, integrating the notion of Inimitability		
If a firm's resources are:		The firm can expect:
Valuable, rare, but not costly to imitate	→	Temporary competitive advantage
Valuable, rare, and costly to imitate	→	Sustained competitive advantage (if organized properly)

**Applying the VRIO Framework
Value, Rarity, Inimitable, Organized Properly**

Summary of VRIO, Competitive Implications, and Economic Implications					
Valuable?	Rare?	Costly to Imitate?	Organized Property?	Competitive Implications	Economic Implication
No	No	No	No	Disadvantage	Below
Yes	No	No	No	Parity	
Yes	Yes	No	No	Temporary Advantage	Above (at least for some amount of time)
Yes	Yes	Yes	Yes	Sustained Advantage	Above

1-**Value** (If it adds value to the business or not)

2-**Immitability** (If it is easy to copy or not)

3-**Rareness** (You have a skill that is rare)

4-**Organization**-Use of resources efficiently

This leads to: Sustainable competitive advantage

MINTZBERG (MANAGERS JOB)

1-Folklore (It's a myth about the manager, like if they don't work)

2-Facts (What he really does as a manager)

Interpersonal Roles

1-Figurehead (Taking clients to lunch, parties, dinners etc...)

2-Leader (He's the one who motivates and trains employees)

3-Liaison (Making contacts outside the organization)

Informational Roles

1-Monitor (Scan the environment and comes up with new ideas)

2-Disseminator (Passing information to subordinates or employees)

3-Spokesperson (He's the one that sends information to the outside organization and the boss)

Decisional Roles

1-Entrepreneur (He is the initiator)

2-Disturbance handler (He deals with strikes and bankruptcy)

3-Resource allocator (He decides what employees are going to do and gives out rewards)

4-Negotiator (He's the one that spends time negotiating contracts and strikes)

HERTZBERG (MOTIVATION)(KITA= KICK IN THE ASS)



1-**Negative physical KITA** (I'm kicking someone to work)

2-**Negative psychological KITA** (Internal bleeding, MIND FUCK)

3-**Positive KITA** (giving rewards and promotions)

All these are examples of **EXTRINSIC** motivation (outside factor that motivates you to work)

KITA LEADS TO MOVEMENT NOT MOTIVATION.

4-**Intrinsic motivation** (I love my work and I am motivated to work)

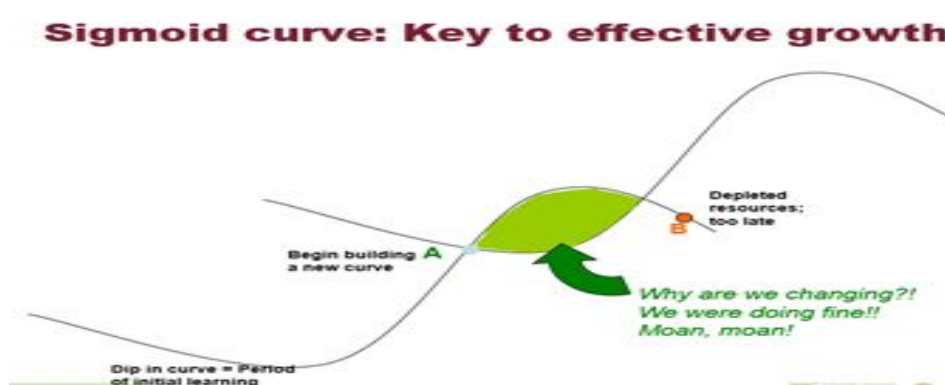
Factors that lead to job dissatisfaction: Hygiene, security, the pay (Extrinsic)

Factors that lead to job satisfaction: What I love, Achievement, Growth (Intrinsic)

5-**Vertical Job loading** (You have growth it's intrinsic)

6-**Horizontal job loading** (You have no growth for example working at McDonalds, Ok salary but no growth this is extrinsic)

HANDY SIGMOID CURVE



- 1-At **point A** we have maximum energy and resources so we move to second curve.
- 2-At **point B** too late to move to second curve no energy and resources.
- 3- The **shaded area** of confusion is for example: Hitting on two girls and feeling confused or not making decisions between two products.
- 4- Always keep the manager updated to be able to move on to the next curve (product).

ZALEZNIK

Managers- Sometimes are out of their mind and solves the problem without understanding. They focus more on stability and control.

Leaders- They take time understanding the problem and ready to handle problems that comes with the time taken to handle it.

Leaders are like magicians who likes creativity. Managers are boring

Managers and Leaders are both required to succeed and a proper environment is needed for both to function.

Attitude towards goals

Leader - Shows direction, They shape ideas rather than respond and change how people think. Active outlook

Manager- Goals arise from necessities not desire and very passive outlook.

Concept of work

Managers- Avoids risk and balance opinions. They negotiate and limit choices, compromises a lot.

Leader- Develop new opportunities to problems.Takes risk if opportunity is worth it. Turns idea into images.

Relationship with others

Manager- Likes working with people but has minimal emotional involvement. Focused more on decision is made than why it is solution. They can be ambiguous when communicating. Bureaucracy involved.

Leader- More direct connection with people. Goes deep into the solution. Disorganized , motivated and leads to unexpected outcome.

SENSE OF SELF

Manager- Works in strengthening the organization and considers to be part of the organization

Leader- Comes from struggle and feels separate from the organization.

APPLE BOOK

Underlying Assumptions- logical link that fills the gap between the evidence and the claim

Causal Claims: author's interpretation of cause and effect relationships.

Contestable Claims- Opinion

Uncontestable Claims - Fact

How to answer short questions in exam:

- 1- "quote a line from the article"
- 2- Describe the theory

How to answer essay question in exam:

Title: state your claim and put key words (Global, Success, Motivation, Growth, etc... depending on the theory used)

Then start with your first evidence "quote a line from the article" that explains a theory for example: Economies of scale, then describe the theory.

Then start with your second evidence "Quote a line from the article" that explains a theory for example: First mover, then describe the theory.

Then start with your third evidence "quotes a line from the article" that explains a theory for example: Research and development, then describe the theory

Etc... Etc...

Your conclusion can be something like this:

My evidence from the theories of Chandler support my claim (make it a little bit longer but you get the idea)

ABOUT MAGIC A TUTORING

We also offer tutoring for **Comm 210/215/217/220/308**
ECON 201/203 and Chem 208 and few classes on demand.

Our Services include **Weeklies, Crash Courses, Mocks and Private tutoring.**

We also offer **help in labs, quizzes, case study and assignment** for many classes including few above.



CONNECT WITH THE TUTOR/FOUNDER



“We are not a product , We are a platform and we want to be part of your growth throughout your university life and guide you in the best way possible. “

- Farhanul Islam

