

Final exam review - ADM 1300
Chapter 9: Foundations of planning

What is planning?

Planning is when the manager of the organization, has goals he or she would like to achieve and has strategies to achieve these goals. There are two types of planning, informal planning and formal planning. Informal planning is when the plan is not written down, and it is just a goal they would like to achieve, it is mostly for the short term. Formal planning is when it is written down and the plan is being pursued, it is for the long term.

Why do managers plan?

1. Provides direction
2. Reduces uncertainty
3. Minimizes waste and redundancy
4. Sets the standards for controlling

Planning and performance

Planning an organization is an important action that managers must do which will help the organization to have a better performance. Planning will allow better financial results within the organizations such as higher profits and higher return assets. To add, since the managers knows what is best for the company he will know what exactly to plan which will lead to a higher performance of the company because everyone will follow that plan properly and they will implement it.

How do managers plan?

Managers plan by having goals and plans. These goals are objectives that the manager will want to achieve for his company and these plans are strategies that will be implemented to achieve those goals for a better organization.

Types of goals

There are two types of goals. The stated goal and the real goal. A stated goal is a goal is mentioned as a statement of what they would like to do next, however the real goal is a goal that is said and done, they managed to achieve that goal which is what makes it real.

Types of plans

BREADTH

- Strategic = having an organizational goal
- Operational = how they will be achieved

TIME FRAME

- Short term = one year or less
- Long term = 3 years or more

SPECIFICITY

- Specific = a plan that is specific and eliminates ambiguity and problems
- Directional = plans that are flexible for uncertain situations, situations the manager was not ready for

FREQUENCY OF USE

- Single use = one time plan
- Standing = plan that goes on for the future

Setting goals and evaluating goals

Managers have a way to set goals and evaluate them. To begin, all the goals start off with the top level managers, the managers who know what is best for the company and what will help the company the most in the long term. After the managers review all these goals they will divide them into sub goals for each organizational level. Each organizational level will now have a goal and to achieve these goals they will have a tasks to accomplish. The MBO is a the management by objective which is a process that allows the managers to evaluate the employees and see if they are doing the right task to achieve their final goal.

Setting up goals - Steps

1. Review the organizations final goal
2. Evaluate the employees
3. Determine the goal individually or with a group
4. Write down the goal and communicate them
5. Review the goals and make sure they are implemented

Contingency factors

1. Organizational level
2. Degree of environmental uncertainty
3. Lighten of future commitments

Chapter 10 : Managing Strategically

Strategic management and strategies

Strategies is a way to organize how the manager will achieve his goal. Strategic management is the what the manager will do to achieve the goal, what needs to be done, who will do it, how it will be successful for the business etc.

Importance of strategic management

Is it important for the manager to have strategies to achieve the goal because that is part of the plan. These strategies will have an impact on the performance of the company. This will show

the employees what they should do and it will be easy for them to accomplish them. This will allow them to avoid uncertain situation because everything will already be strategically planned for the company. The managers have to make important decisions and this will narrow it down to the best ones for the company.

The 6 steps of strategic management

1. Identify the mission of the organization, what is the goal?
2. External Analysis
 - Weaknesses
 - Strengths
3. Internal Analysis
 - threats
 - Opportunities
4. Provide alternatives
5. Implement the best alternative
6. Evaluate if it is a good decision

Types of organizational strategies

1. Growth
2. Stability
3. Renewal
4. Retrenchment
5. Turnaround

Competitive strategies (forces)

1. New entrants
2. Bargaining with buyers
3. Bargaining with suppliers
4. Substitutes
5. Current rivalry

What is strategy Micheal Porter

Competition is rising and to earn your success you need a strategy. How do you tell on what principles the strategies will you need to help your organization. So much confusion about strategy is because of the competition. The competition competing to do the best, being the best company in your industry. However you need a strategy to be the best, no best way in a business competitive, it all depends on what needs you are trying to serve.

Chapter 11 : Designing Organizational Structure

Organizational structure

Organizing is arranging and structure work to accomplish the goals, organizing the plan. An organizational Structure, is the job of how the manager will accomplish the goal, organizing the tasks for the different organizational levels. The purpose of organizing is to divide the job with the departments that way everyone has a job and works on it to help accomplish the goal as soon as possible until the next tasks is given. The employees will have responsibilities and that they will need to do, the organizational structure will help them.

Organizational Design

1. Work specialization
2. Departmentalization
3. Centralization
4. Span of control
5. Formalization
6. Chain of command

The chain of command is the line of authority that goes from the top level management to the lowest level of management.

Authority: is when someone tells someone else to do something

Line of authority: is the authority that a manager use to direct her employees

Span of control is the number of employees who can effectively and efficiently supervised by a manager.

Centralization is when the top level manager make the decisions and the lower level managers follow those decisions.

Decentralization is when the lower level managers make their decisions and has a say in the decision making.

Chapter 12 : Managing and Communication

Communication is the transfer of meaning, when someone is trying to transfer information to another a way to communicate, verbally or written.

Interpersonal communication is a conversation between 2 or more people

Organizational communication is the way people communicate within an organization

Distortion can happen in Interpersonal communication with:

1. Sender
2. Message
3. Channel

4. Receiver
5. Feedback loop

Barriers to effective Interpersonal communication

1. Filtering
2. Emotions
3. Information overload
4. Selective perception
5. Language
6. Jargon
7. Defensiveness

Overcome effective interpersonal communication

1. Constrain emotions
2. Listen actively
3. Non verbal cues
4. Simplify language
5. Use feedback

Direction of communication flow

1. Downward
2. Upward
3. Horizontal
4. Diagonal
5. Town hall meeting

Communication Networks

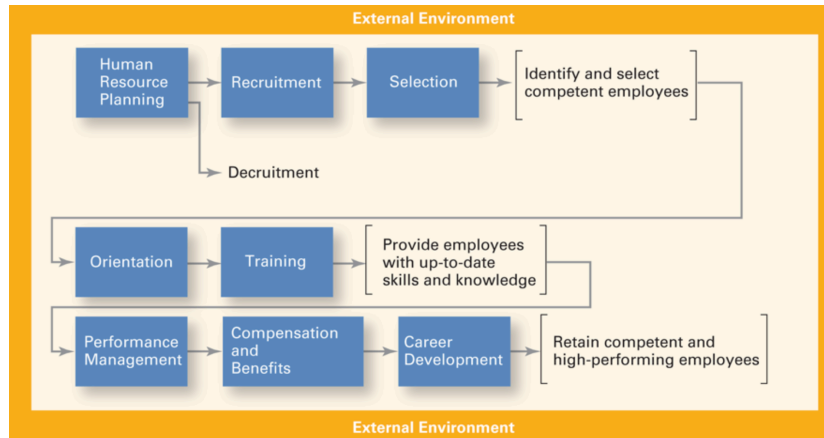
1. Grapevine
2. Workplace Design and Communication

Chapter 13 : Managing Human Resources

Why is human resources management important?

Human resource management is important because it is a significant source of competitive advantage, the HR gives the organization an edge by creating superior of the shareholder value. The human resource management is also important because it allows the organization to have proper strategies, achieving competitive success through people means managers must change how they think about their employees and how they view the work relationship. Finally, the organization has to treat employees properly to have a higher performance, and this is all with the help of the HR.

Human Resources for Non-Human resource managers



External effects that effect the HR process

The economy

- the global economic downturn has left what many experts believe to be an enduring mark on HRM practices worldwide

Labour Union

- An organization that represents employees and seeks to protect their interests through collective bargaining
- Collective Bargaining Agreement is a contractual agreement between an organization and a union covering wage, hours and working conditions

Government legislation

- The federal government has greatly expanded its influence over HRM by enacting a number of laws and regulations

The legislation affecting workplace Condition

- The intent of the Canada Labour Code, Occupational Health and Safety Act, and employment standards legislation is to ensure that all employees have a safe work environment, that they are not asked to work too many hours, and that pay for jobs is not discriminatory.
- It covers such things as the minimum age of employees, hours of work and overtime pay, minimum wages, equal pay, general holidays and annual vacations with pay, parental leave and termination of employment

Anti-discriminatory legislation

- The Charter of Rights and Freedoms and the Canadian Human Rights Act require employers to ensure that equal employment opportunities exist for job applicants and current employees.

- The Employment Equity Act creates four “protected categories” women, aboriginal people, people with disabilities and visible minorities

Demographic Trends

- Faced with shortages of skilled workers and with much of the current knowledge base walking out the door, managers will need to find creative solutions to retain employees and ensure the transition of organizational knowledge to the next generation of employees.
- These and other demographic trends, such as a more educated workforce and more women working outside the home, are important because of the impact they’re having on current and future HRM practices.

Chapter 14 : Leadership

Leader is someone who can influence another and who has managerial authority

Leadership is the way someone influences another, the process of having authority so that they can achieve they’re goal

Leadership theories

Researchers hoped that the behavioural theories approach would provide more definitive answers about the nature of leadership than did the trait theories.

The 8 traits associated with leadership

1. Drive
2. Desire
3. Honesty and integrity
4. Self-confidence
5. Intelligence
6. Job relevant knowledge
7. Extraversion
8. Proneness to guilt

Behavioural Theories

University of Iowa

- The autocratic style described a leader who dictated work methods, made unilateral decisions, and limited employee participation.
- The democratic style described a leader who involved employees in decision making, delegated authority, and used feedback as an opportunity for coaching employees.
- The laissez-faire style described a leader who let the group make decisions and complete the work in whatever way it saw fit.

Ohio State

- Initiating structure, referred to the extent to which a leader defined his or her role and the roles of group members in attaining goals. It included behaviours that involved attempts to organize work, work relationships, and goals.
- Consideration, was defined as the extent to which a leader had work relationships characterized by mutual trust and respect for group members' ideas and feelings. A leader who was high in consideration helped group members with personal problems, was friendly and approachable, and treated all group members as equals.

University of Michigan

- Leaders who were employee oriented were described as emphasizing interpersonal relationships.
- The production-oriented leaders, in contrast, tended to emphasize the task aspects of the job.

Managerial Grid

- Concern for people measures leader's concern for subordinates on a scale of 1 to 8
- Concern for production measures leader's concern for getting the job done on a scale fo 1 to 9

Contingency Theories of Leadership

1. The Fielder model

He developed the least-preferred coworker (LPC) questionnaire, to evaluate whether the leader is tasks or relationship orientated. A high LPC score means that the leader was primarily interested in good personal relations with coworkers, and the style would be described as *relationship oriented*. However a low LPC score means that he or she was primarily interested in productivity and getting the job done; thus, the individual's style would be labelled *task oriented*.

Three contingency dimensions that defined the key situational factors in leader effectiveness:

- Leader-member relations the degree of the confidence, trust and respect employees have for their leader (good or poor)
- Tasks structure the degree to which job assignments were formalized and structured (high or low)
- Position power the degree of influence a leader had over activities such as hiring, firing, discipline, promotions and salary increases (weak or strong)

2. Hersey and Blanchard's Situational Leadership Theory (SLT)

They developed a contingency that focusses on the leaders readiness. Readiness, refers to the extent to which people have the ability and willingness to accomplish a specific task. Leadership styles:

- Telling the leader defines roles and tells people what, how, when and where to do various tasks
- Selling the leader provides both directive and supportive behaviour
- Participating the leader and followers share in decision making, the main role of the is facilitating and communicating
- Delegating the leader provides little direction or support

R1: People are both unable and unwilling to take responsibility for doing something. Followers aren't competent or confident

R2: People are unable but willing to do the necessary job tasks. Followers are motivated but lack the appropriate skills

R3: People are able but unwilling to do what the leader wants. Followers are competent but don't want to do something

R4: People are both able and willing to do what is asked of them

3. Path goal

Robert House developed one of the most respected approaches to understanding leadership the path goal theory which is when the leader's job is to assist followers in attaining their goals and to provide direction or support needed to ensure that their goals are compatible with those of the group or organization. He identified four leadership behaviours:

- Directive leader, the leader lets subordinates know what's expected of them, schedules work to be done and gives specific guidance on how to accomplish tasks.
- Supportive leader, the leader shows concern for the needs of followers and is friendly.
- Participative leader, the leader consults with group member and uses their suggestions before making a decision.
- Achievement oriented leader, the leader sets challenging goals and expects followers to perform at their highest level.

Temporary view of Leadership

- Leader-Member Exchange (LMX)
 - Theory is the leadership theory that says leaders create in-groups and out groups, and those in the in groups will have higher performance ratings, less turnover and greater job satisfaction
- Transformational Vs Transactional Leadership.
 - Transformational is a leader who stimulates and inspires (transforms) followers to achieve extraordinary outcomes.
 - Transactional are the leaders who lead primarily by using social exchanges (or transactions). Transactional leaders guide or motivate followers to work toward established goals by exchanging rewards for their productivity.

- Charismatic Vs Visionary Leadership
 - Charismatic Leader is a leader that is enthusiastic, self-confident leader whose personality and actions influence people to behave in a certain way
 - Visionary Leadership is the ability to create and articulate a realistic, credible and attractive vision of the future that improves on the present situation
- Team Leadership
 - A meaningful way to describe the team leader's job is to focus on two priorities: managing the team's external boundary and facilitating the team process

Leadership Issues in the twenty-first Century

1. Managing Power:

- Legitimate Power: Legitimate power represents the power a leader has as a result of his or her position in the organization.
- Coercive Power: is the power a leader has to punish or control. Followers react to this power out of fear of the negative results that might occur if they don't comply.
- Reward Power: is the power to give positive rewards. These can be anything that a person values, such as money, favourable performance appraisals, promotions, interesting work assignments, friendly colleagues, and preferred work shifts or sales territories.
- Expert Power: is power that's based on expertise, special skills, or knowledge. If an employee has skills, knowledge, or expertise that's critical to a work group, that person's expert power is enhanced.
- Referent Power: is the power that arises because of a person's desirable resources or personal traits. Referent power develops out of admiration of another and a desire to be like that person.

2. Developing Trust

Trust is defined as the belief in the integrity, character and ability of a leader. Followers who trust a leader are willing to be vulnerable to the leader's actions because they are confident that their rights and interests will not be abused. 5 dimensions that make up the concept of trust:

- Integrity: honesty and truthfulness
- Competence: Technical and interpersonal knowledge and skills
- Consistency: Reliability, predictability, and good judgment in handling situations
- Loyalty: Willingness to protect a person, physically and emotionally
- Openness: Willingness to share ideas and information freely

3. Providing Ethical Leadership

Address both the moral content of a leader's goals and the means used to achieve those goals.
More than being ethical. Includes reinforcing ethics through organizational mechanisms

4. Empowering Employees

Giving the authority to employees to make decisions

5. Leading across cultures

National culture is an important situational variable in determining which leadership style will be most effective. (GLOBE study)

Discuss real life issues experienced by the entrepreneur Candace Tierney CEO of the Ottawa food company Oat&Mill in setting up and managing her start up business.

- What are some of the real life issues she talked about
- She did she talk about, what did she focus on
- Link it to the areas of the course that you think is important

The entrepreneur Candace Tierney CEO of the food company Oat&Mill talked about many different issues. She mentioned how she needed a distributor for her ice cream because she could expand her company by only having herself distribute her ice. There for she got a distributor when she managed to expand her company and brought them to the stores. Another issue she had was that she needed to expand team to expand her company. She needed the team growth was extremely important for her. However she needed to plan to achieve that goal of expanding her company and to know where she needed help. Listening to her costumers was important for her to achieve the her goal and to expand. She needed to make managerial decisions as to what she should do when the company did not allow her to expand or said that there was no future with her company.

Telfer talk by Candace

Mentors helped tremendously (highly

- Important to have a distributor (middle man)
- Reversed the process (went from the product to the store/fortunes, then distributor instead of product to distributor then store)
- Met the largest natural food distributor across north America
- Timing is everything
- Distributors
- Team growth (recognized where she needed help, delegating wherever necessary)
- Learned that it's a continuous process, willing to learn and adapt, listen to your customers (what they want and what their pinpoints are)
- Don't forget to believe in yourself
- ALWAYS ASK FOR HELP
- Immidealty tell everyone how you make the product, in order to patent it (especially in the food industry)
- Focused on branding her product as the best