

Chapter No.4

- Assess the key factors in the development of a globalized economy ?

❖ Globalization: The Collapse of Time & Distance :

1. **Globalization** :the trend of the world economy toward becoming a more interdependent system
2. **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 .
3. **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 .
4. **E-commerce** :the buying and selling of products and services through computer networksU.S. retail e-commerce sales were estimated at \$48.2 billion in the third quarter of 2011 .

❖ One Big World Market: The Global Economy :

1. **Global economy**:the increasing tendency of the economies of the world to interact with one another as one market instead of many national markets .
2. **Positive effects**:more markets for American exports .
3. **Negative effects**:vast surplus funds from global investments flowed into U.S. that were invested badly in subprime mortgages .
4. **Minifirms**:operating worldwideSmall companies can get started more easilySmall companies can maneuver faster .

- Explain the importance of understanding cultural differences in global business ? مهم

1. **Power distance** :how much unequal distribution of power should there be in organizations and society
2. **Uncertainty avoidance** :how much should people rely on social norms and rules to avoid uncertainty
3. **Institutional collectivism** :how much should leaders encourage and reward loyalty to the social unit .
4. **In-group collectivism**:how much pride and loyalty should people have for their family or organization .
5. **Gender egalitarianism**: how much should society maximize gender role differences .
6. **Assertiveness** :how confrontational and dominant should individuals be in social relationships.
7. **Future orientation** :how much should people delay gratification by planning and saving for the future.

8. **Performance orientation** :how much should individuals be rewarded for improvement and excellence.
9. **Humane orientation** :how much should society encourage and reward people for being kind, fair, friendly, and generous.
- **What is The Successful International Manager ?**
1. **Ethnocentric managers** :believe that their native country, culture, language, and behavior are superior to all others .
2. **Parochialism** :narrow view in which people see things solely through their own perspective.
3. **Polycentric managers**:take the view that native managers in the foreign offices best understand native personnel and practices, and so the home office should leave them alone .
4. **Geocentric managers** :accept that there are differences and similarities between home and foreign personnel and practices and that they shoulduse whatever techniques are most effective.
- **How are the Five Ways of Expanding Internationally ?**



- **What is the Cultural Dimensions ?**
1. **Low-context culture**: shared meanings are primarily derived from written and spoken words.
2. **High-context culture** :people rely heavily on situational cues for meaning when communicating with others .

Chapter No.9&10

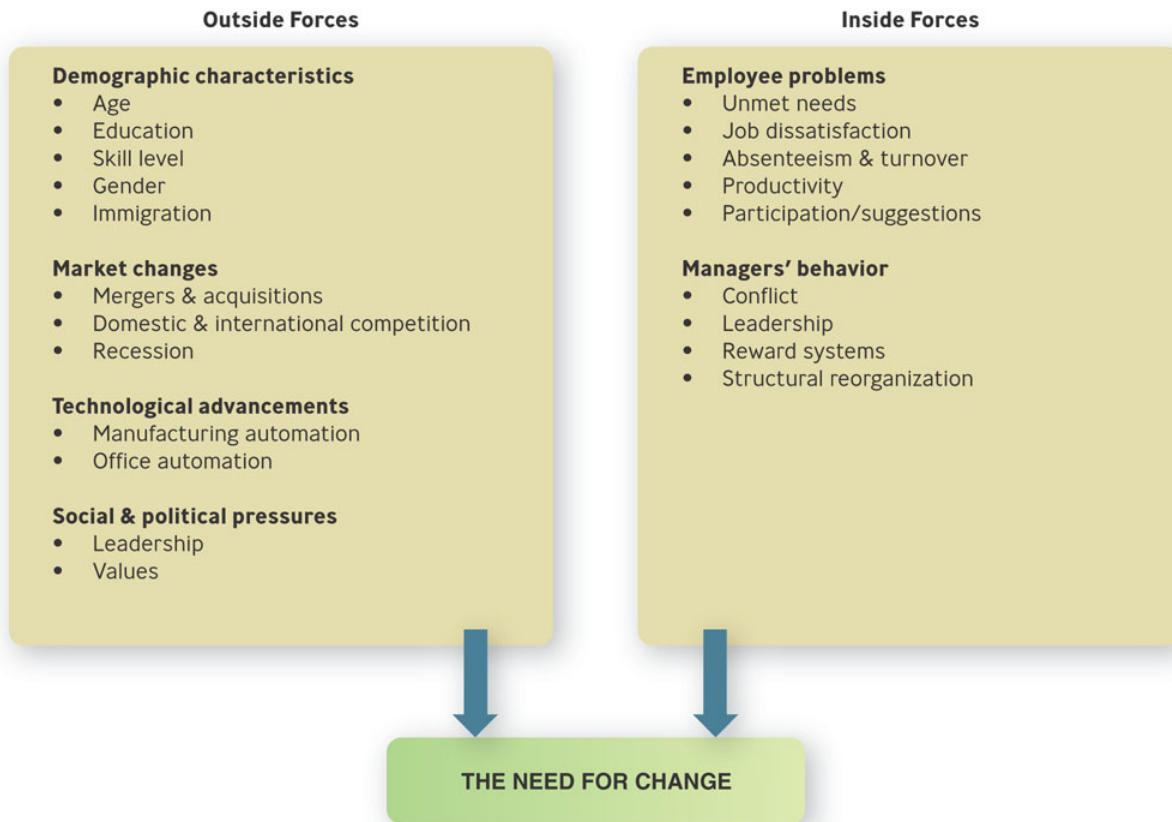
- **Relate the key human resources tasks with the role of a manager ?**
 1. Establish the mission and vision .
 2. Establish the grand strategy .
 3. Formulate the strategic plans .
 4. Plan human resources needed .
 5. Recruit and select people .
 6. Oriente , train , and develop .
 7. Perform apprasials of people .

- **Analyze how organizations respond to the need for change ?**
 1. Allow room for failure .
 2. Give one consistent explanation for the change .
 3. Look for opportunities in unconventional ways .
 4. Have the courage to follow your ideas .
 5. Allow grieving than move on .

- **Analyze how a company deals with change to minimize resistance ?**
 1. The marketplace is becoming more segmented & moving toward more niche products .
 2. There are more competitors offering targeted products, requiring faster speed-to-market .
 3. Some traditional companies may not survive radically innovative change .
 4. _China, India, & other offshore suppliers are changing the way we work .
 5. Knowledge, not information, is becoming the new competitive advantage .

- **Discuss the effects of working in an organization whose culture or structure does not match one's preferences ?**
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- What are the Forces For Change Outside and Inside the Organization ? 



- Discuss the pros and cons of one's behavior pattern and the effect they have on the role of a manager.?
1. **Performance management** :the continuous cycle of improving job performance through goal setting, feedback and coaching, and rewards and positive reinforcement
 2. **Performance appraisal** :consists of assessing an employer's performance and providing him with feedback
 3. **Objective appraisal** :
 - a. based on fact and often numerical
 - b. measure results
 - c. harder to challenge legally
 - d. also called results appraisal
 4. **Subjective appraisal**
 - a. based on a manager's perceptions of an employee's traits and behaviors
 - b. BARS - rates employee gradations in performance according to scales of specific behaviors

5. **Forced ranking** : all employees within a business unit are ranked against one another and grades are distributed along some sort of bell curve

- What are the 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.

Chapter No.11&12

- What are the Big Five Personality Dimensions ? مهم

1. **Extroversion** :how outgoing, talkative, sociable, and assertive a person .
2. **Agreeableness** :how trusting, good-natured, cooperative, and soft-hearted one .
3. **Conscientiousness**: how dependable, responsible, achievement-oriented, and persistent one .
4. **Emotional stability** :how relaxed, secure, and unworried one .
5. **Openness to experience** :how intellectual, imaginative, curious, and broad-minded one .

- Discuss the leading function of a manager ?

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And

1. **Affective** :consists of feelings or emotions one has about a situation .
2. **Cognitive** :beliefs and knowledge one has about a situation .
3. **Behavioral** :refers to how one intends or expects to behave toward a situation .

- Discuss why managers need to understand organizational behavior and values ?

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

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

values Abstract ideals that guide one' thinking and behavior across all situation .

- Relate motivational theories to motivating and demotivating factors ?

Motivating factors: factors associated with job satisfaction which affects the job content or the rewards of work performance.

Hygiene factors: factors associated with job dissatisfaction which affect the job context in which people work .

- Discuss the manager's role in motivating employees ?
 - a. Flexible workplace
 - b. Thoughtfulness.
 - c. Work-life benefits.
 - d. Surroundings .
 - e. Skill-building and educational opportunities .
 - f. Sabbaticals .
 - g. Five Conflict-Handling Styles .

- Analyze the strengths and weaknesses of five conflict handling styles ?

1-Avoiding - "Maybe the problem will go away"

2-Accommodating – "Let's do it your way"

3-Forcing – "You have to do it my way"

4-Compromising – "Let's split the difference"

5-Collaborating – "Let's cooperate to reach a win-win solution that benefits both of us."

- What are the Traits of Emotional Intelligence ? 

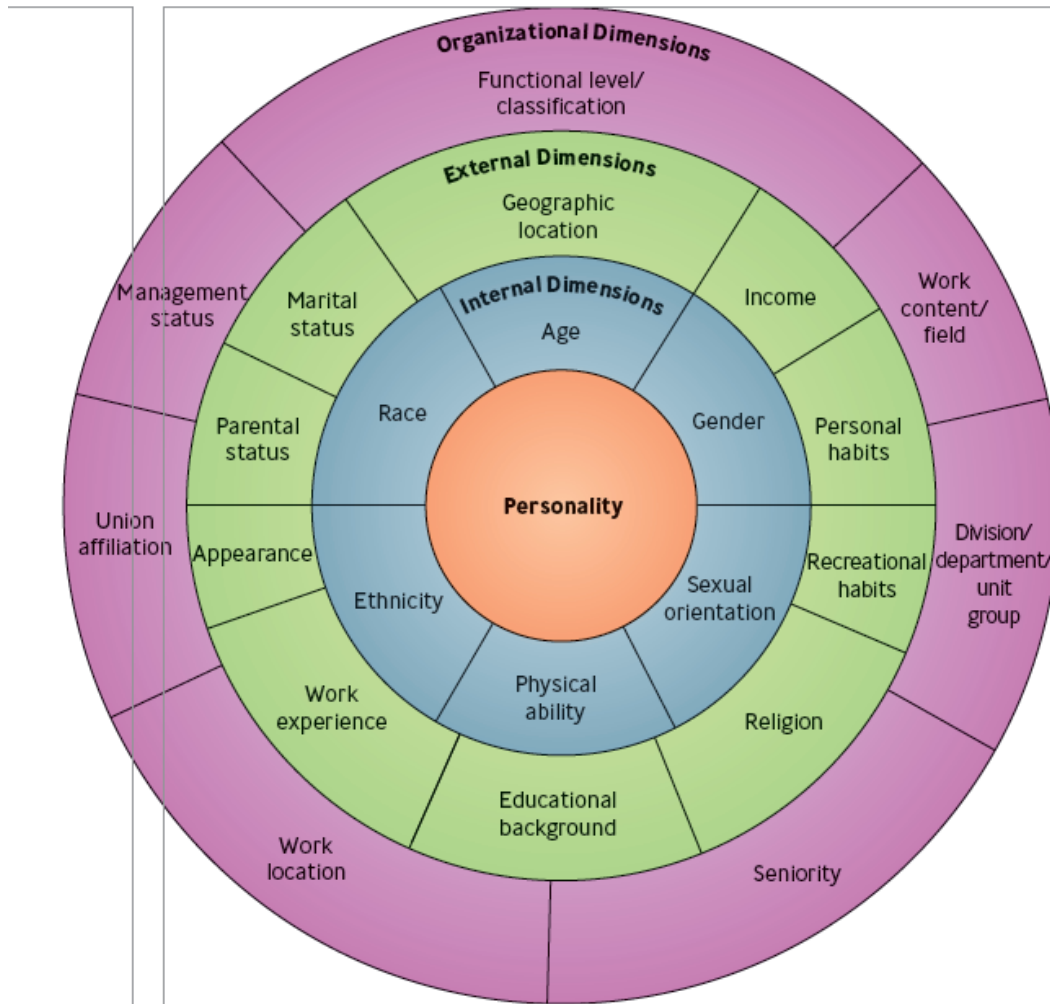
1. **Self-awareness.** The most essential trait. This is the ability to read your own emotions and gauge your moods accurately, so you know how you're affecting others.

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.

- Explain The Diversity Wheel ? مهم فقط رسم وتعبئه البيانات



- What is ERG theory ? مهم اختصار لاي شي


assumes that three basic needs influence behavior-Existence, Relatedness, and Growth .

- What is Reinforcement Perspectives on Motivation ? مهم

Reinforcement theory :

attempts to explain behavior change by suggesting that behavior with positive consequences tends to be repeated, whereas behavior with negative consequences tends not to be repeated .

Chapter No.13

- Explain the differences between a group and a team ?
 1. **Group**:two or more freely acting individuals who share collective norms, collective goals, and have a common identity .
 2. **Team** :Small group of people with complementary skills who are committed to a common purpose performance goals, and approach for which they hold themselves mutually accountable
- Define the stages of team development ? 



Stage I: Forming

process of getting oriented and getting acquainted

Leaders should allow time for people to become acquainted and socialize

Stage 2: 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

Stage 3: Norming

conflicts are resolved, close relationships develop, and unity and harmony emerge - Group cohesiveness

Leaders should emphasize unity and help identify team goals and values`

Stage 4: Performing

members concentrate on solving problems and completing the assigned tasks

Leaders should allow members the empowerment they need to work on tasks

Stage 5: Adjourning

members prepare for disbandment

Leaders can help ease the transition by rituals celebrating “the end” and “new beginnings”

- Discuss which team roles are effective in the different stages of team development ?.

❖ **Building Effective Teams :**

1. **Cooperating :**
efforts are systematically integrated to achieve a collective objective.
2. **Trust :**
reciprocal faith in others' intentions and behaviors
3. **Cohesiveness :**
tendency of a group or team to stick together
4. **Size :**

❖ **Small teams:** 2-9 members

better interaction better morale

Disadvantages :

Fewer resources Possibly less innovation Unfair work distribution

❖ **Large Teams:** 10-16 members

More resources Division of labor

Disadvantages :

Less interaction Lower morale Social loafing

Roles :

a socially determined expectation of how an individual should be have in a specific position

Task roles, maintenance roles

Norms :

general guidelines that most group or team members follow

- What is the meaning Groupthink ?

a cohesive group's blind unwillingness to consider alternatives .

Chapter No.14 & 15

- Describe the differences between 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

- Discuss the leader/follower relationship and the management function of leading ?

❖ **Leader-member relations :**

reflects the extent to which the leader has the support, loyalty, and trust of the work group.

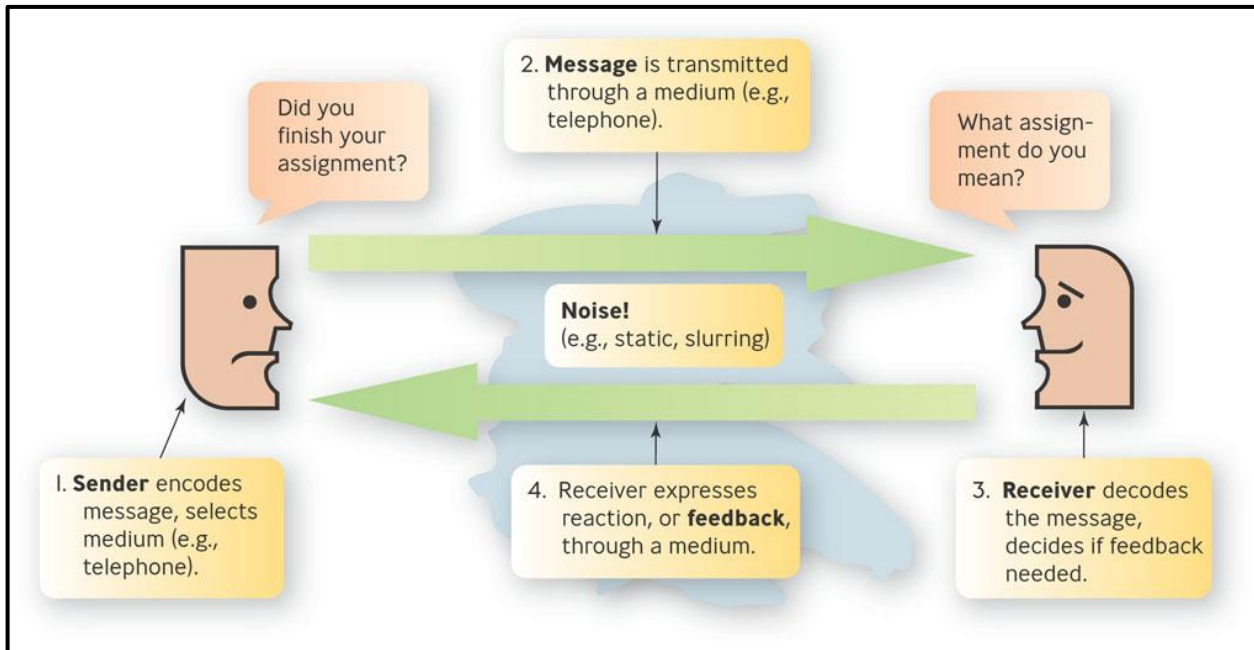
❖ **Task structure:**

extent to which tasks are routine and easily understood.

❖ **Position power:**

refers to how much power a leader has to make work assignments and reward and punish.

- Discuss the Sender/Receiver communication process ? 📌



- Define the process of active listening ?
1. **Legitimate power :**
results from managers' formal positions within the organization .
 2. **Reward power :**
results from managers' authority to reward their subordinates .
 3. **Coercive power :**
results from managers' authority to punish their subordinates .
 4. **Expert power :**
results from one's specialized information or expertise .
 5. **Referent power :**
derived from one's personal attraction .
- Explain the six keys to effective active listening and their importance to a leader ?

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

- Discuss the skills and traits displayed by the performance of a leader ? 📌

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.

Chapter No.16

- Describe the management function of controlling and why it is important ?

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

why it is important

1. To adapt to change & uncertainty .
2. To discover irregularities & errors .
3. To reduce costs, increase productivity, or add value .
4. To detect opportunities .
5. To deal with complexity .
6. To decentralize decision making & facilitate teamwork .

- Explain the steps, levels, and areas of organizational control ? مهم long Q

❖ Steps in the Control Process

1. Establish standards:

- a. performance standard is the desired
- b. performance level for a given goal
- c. best measured when they can be made quantifiable

2. Measure performance :

usually obtained from written reports, oral reports, and personal observations

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

4. Take corrective action if necessary :

- a. Make no changes
- b. Recognize and reinforce positive performance
- c. Take action to correct negative performance

❖ Levels of Control

1. **Strategic control** :monitoring performance to ensure that strategic plans are being implemented and taking corrective action as needed
2. **Tactical control** :monitoring performance to ensure that tactical plans - those at the divisional or departmental level - are being implemented
3. **Operational control** :monitoring performance to ensure that operational plans - day-to-day goals - are being implemented and taking corrective action as needed

REVIEW QUESTIONS 2017

❖ Six Areas of Control

1. Physical
 2. Human resources
 3. Informational
 4. Financial
 5. Structural
 6. Cultural
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- Discuss how well a company is managed based on the four functions of management. ?
 1. Planning .
 2. Organization .
 3. Leading .
 4. Controlling .