

Introduction to **Management** **Revision**



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Revision Questions

Revision

Risk taking, freedom and debates are characteristics of:

- A. An ethical culture
- B. An innovative culture
- C. A customer responsive culture
- D. A diversity culture

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Current Organizational Culture Issues

- Creating a sustainability culture



- Creating an innovative culture



- Creating a customer-responsive culture



- Creating a culture that supports diversity



- Spirituality and Organizational culture



Creating an Innovative Culture

In a survey of senior executives, over half said that the most important driver of innovation for companies **was a supportive corporate culture**

But not every company has established an adequate culture to foster innovation

In a survey of employees, about half expressed that a culture of management support is very important to the generation of innovative ideas, but only **20%** believe that management actually provides such support

An innovative culture is characterized by:

- **Challenge and involvement** (Are employee involved in, motivated by and committed to the long-term goals?)
- **Freedom** (Can employees independently define their work and take initiative in their day-to-day activities?)
- **Trust and openness** (Are employees supportive and respective to each other?)
- **Idea time** (Do employees have time to elaborate on new idea before taking actions?)
- **Playfulness/humor** (is the workplace spontaneous and fun?)
- **Conflict resolution** (Do individuals make decisions based on the good of the organization vs. personal interest?)
- **Debates** (Are employees allowed to express opinions?)
- **Risk taking** (Do managers tolerate uncertainty and ambiguity and are employees rewarded for taking risks?)

Revision

Spiritual organizations tend to have characteristics of:

- A. Trust and openness
- B. Toleration of employees expression
- C. A and B
- D. None of the above

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Spirituality and Organizational Culture

- **Workplace Spirituality** is the recognition that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community

- **Benefits of Spirituality:**

- Improved employee productivity
- Reduction of employee turnover
- Stronger organizational performance
- Increased creativity
- Increased employee satisfaction
- Increased team performance

- **Characteristics of a Spiritual Organization:**

- Strong sense of purpose
- Focus on individual development
- Trust and openness
- Employee empowerment
- Toleration of employees' expression

Revision

Three of the components of the specific environment are

- A. Customers, suppliers and economic conditions
- B. Economic conditions, suppliers and competitors
- C. Customers, suppliers and competitors
- D. Economic conditions, pressure groups and suppliers

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The External Environment

- Includes factors and forces **outside** the organization that affect the organization's performance.
- It is composed of:
 - **Specific environment:** external forces that have a direct and immediate impact on the organization.
 - **General environment:** broad economic, socio-cultural, political/legal, demographic, technological, and global **conditions** that *may* affect the organization.



Revision

The two dimensions of environmental uncertainty are:

- A. Degree of change and stability
- B. Degree of change and predictability
- C. Degree of change and knowledge
- D. Degree of change and degree of complexity

Revision

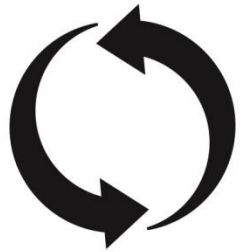
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How the External Environment Affects Managers?

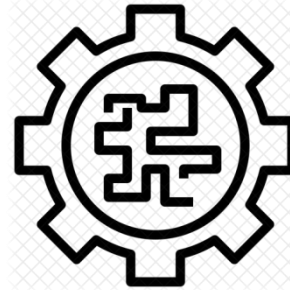
Assessing Environmental Uncertainty

- **Environmental uncertainty:** the degree of change and complexity in an organization's environment. It has two dimensions:



Degree of Change
(Stable to Dynamic)

- If the components in an organization's environment change frequently, it's a *dynamic* environment
- If change is minimal, it's a *stable* one
- A stable environment might be one with no new competitors, few technological breakthroughs by current competitors, little activity by pressure groups to influence the organization, and so forth



Environmental Complexity
(Simple to Complex)

- It looks at the number of components in an organization's environment and the extent of the knowledge that the organization has about those components
- An organization with fewer competitors, customers, suppliers, government agencies, and so forth faces a less complex and uncertain environment
- Complexity is also measured in terms of the knowledge an organization needs about its environment

Revision

Parochialism is:

- A. Viewing the world solely through one's own eyes and perspective
- B. Recognizing that others have different ways of living and working
- C. Is a word-oriented view
- D. All of the above

Revision

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The parochialistic belief that the best work approaches and practices are those of the home country is

- A. The polycentric attitude
- B. The ethnocentric attitude
- C. The geocentric attitude
- D. None of the above

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Three Possible Global Attitudes

- **Ethnocentric:** view that home country has best work practices
- **Polycentric:** view that managers in the host country know the best approaches
- **Geocentric:** world-oriented view; wants to use best practices from around the globe



Revision

A joint venture involves:

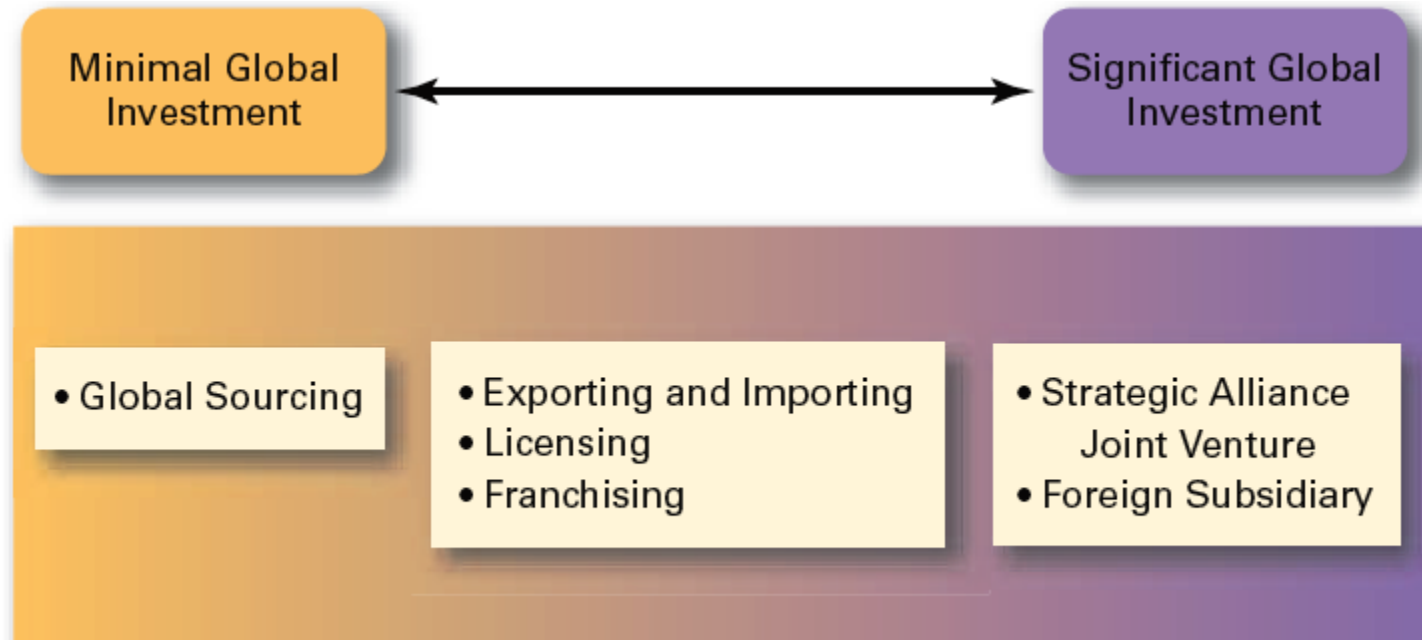
- A. A specific type of strategic alliance
- B. A foreign subsidiary
- C. Licensing
- D. Franchising

Revision

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Exhibit 4–3 How Organizations Go Global



Revision

Three of the nine dimensions for assessing country cultures in the GLOBE studies are

- A. Power distance, client orientation, and future orientation
- B. Power distance, client orientation and assertiveness
- C. Humane orientation, future orientation and client orientation
- D. Assertiveness, power distance and future orientation

Revision

Three of the nine dimensions for assessing country cultures in the GLOBE studies are

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- D. Assertiveness, power distance and future orientation**

Global Leadership and Organizational Behavior Effectiveness (GLOBE)

- **Power distance** — The degree to which members of a society expect power to be unequally shared.
- **Uncertainty avoidance** — A society's reliance on social norms and procedures to reduce the effects of the unpredictability of future events.
- **Assertiveness** — The extent to which a society encourages people to be tough, confrontational, assertive, and competitive rather than modest and tender.
- **Humane orientation** — The degree to which a society encourages and rewards individuals for being fair, self-sacrificing, generous, caring, and kind to others.
- **Future orientation** — The extent to which a society encourages and rewards future oriented behaviors such as planning, investing in the future, and delaying gratification.

Global Leadership and Organizational Behavior Effectiveness (GLOBE)

- **Institutional collectivism** — The degree to which individuals are encouraged by societal institutions to be integrated into groups in organizations and society.
- **Gender differentiation** — The extent to which a society maximizes gender role differences, as measured by how much status and decision-making responsibilities women have.
- **In-group collectivism** — The extent to which members of a society take pride in membership in small groups, such as their families, their circles of close friends, and the organizations in which they are employed.
- **Performance orientation** — The degree to which a society encourages and rewards group members for performance improvement and excellence.

Revision

Organizations are characterized by:

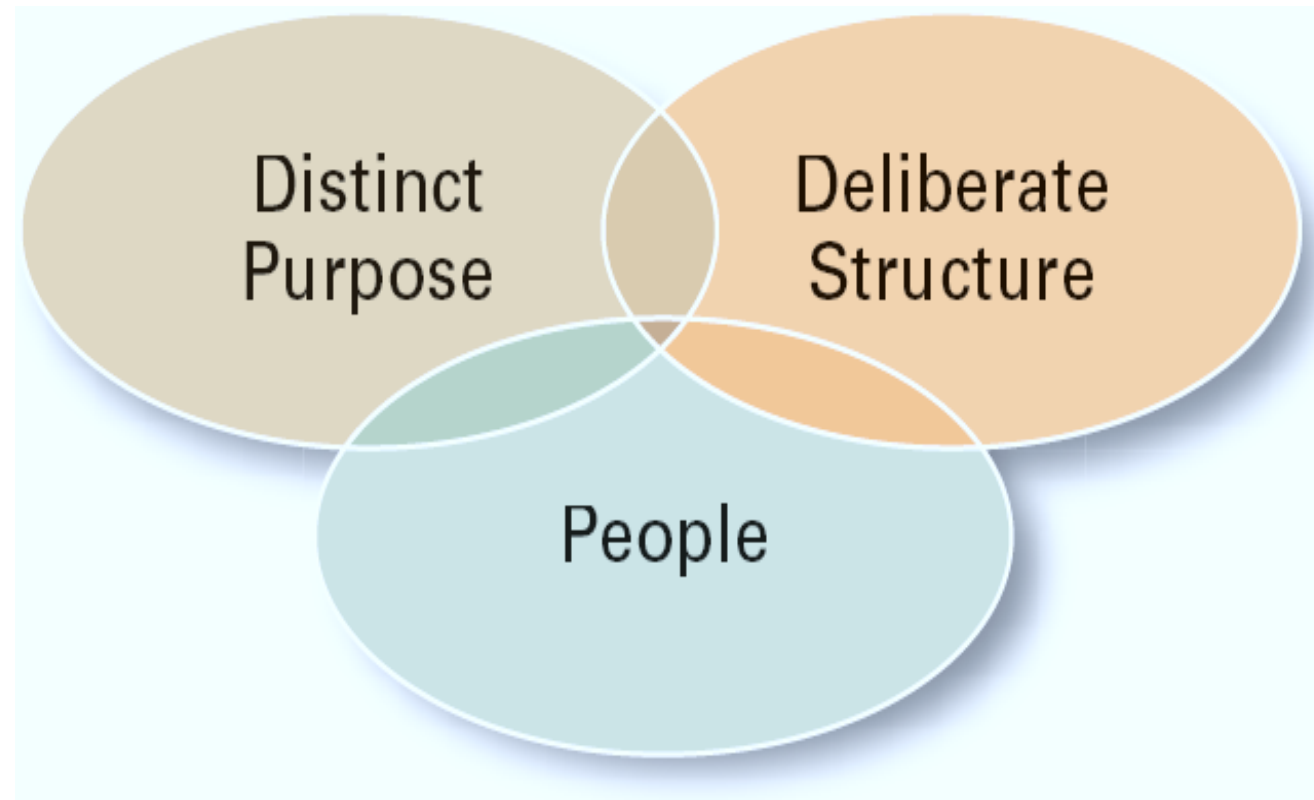
- A. Purpose, structure and technology
- B. Culture, structure and technology
- C. Purpose, structure and people
- D. Culture, purpose and technology

Revision

Organizations are characterized by:

- A. Purpose, structure and technology
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Exhibit 1–9 Characteristics of Organizations



Revision

A firm's engaging in social actions in response to some popular social needs is:

- A. Social obligation
- B. Social responsiveness
- C. Social responsibility
- D. Social reaction

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From Obligation to Responsiveness to Responsibility





THANK
YOU