

## **BMGT 1327, Principles of Management**

### *Credit for Prior Learning Review Guide*

#### **Management Basics/Theories**

- How would you describe innovative management; why is it important?
- What are the basic functions of management? Be able to identify them if described in an application.
- What is the difference between effectiveness and efficiency?
- Describe the changing skill sets important at different levels of responsibility within a company. OR, thinking of it another way, if you were being promoted what skill sets would you need to acquire/improve on for the position?
- How has technology impacted the pace of management?
- The role (expectations) of a manager involve 3 broad categories...be able to identify each with a general understanding of the types of activities.
- What were the major contributions of Scientific Management theory? Criticism?
- In the development of Bureaucratic Organization theory, what were contributions?
- What was the importance of the Hawthorne Study to management theory?
- What is the overall philosophical difference between Theory X and Theory Y proposed by McGregor? Where did Classical theory fit into this model?
- How does a company apply the Quantitative Perspective to better satisfy customers?
- What is the major advantage of understanding Systems Thinking and Circles of Causality?
- How is the Contingency View different from the Classical Perspective?
- What was Deming's major contribution to management theory? How was this different?

#### **Business Environments**

- Be able to identify the basic elements of the task environment and the general environment.
- Be able to identify each of the elements (task & general) individually.
- Why is the external environment so important to an organization?
- Strategies for reducing environmental uncertainty were partnership orientation, mergers and joint ventures. Be aware of each.
- What is meant by corporate culture?
- Be able to identify the characteristics of the types of corporate culture. Which types are found in a stable environment? Why is corporate culture so important?

#### **Globalization**

- Be able to explain globalization. Understand the basic differences between these strategies for going global.
- Identify Key Factors in International Environment.
- Hofstede's Value Dimensions and GLOBE characteristics all highlight the adaptability required when managing multiple organization units globally and even regionally where strong cultural differences exist. It would strongly impact the effectiveness of using employee teams or the best style of management to achieve results.

- What is meant by power distance? Uncertainty avoidance? Individualism vs. collectivism? Masculinity vs. femininity?
- What is the difference between high-context and low-context cultures?
- What is ethnocentrism?
- What is meant by culture shock?
- What creates globalization backlash? How can globalization benefit consumers/nation?
- What is the focus of the Bottom of the Pyramid (BOP) concept?

### **Ethical Implications**

- What is the definition of an ethical issue?
- What is an ethical dilemma?
- Three Levels of Personal Moral Development... note references to leader style and employee behavior
- How is corporate social responsibility different from ethical behavior? Is one more than the other?
- How can management create an ethical climate in the organization?

### **Planning**

- What is the importance of planning even in changing environments?
- What is the difference between goals and plans?
- What is the basic purpose of a mission statement? What does it typically describe?
- Which levels of management are responsible for strategic, tactical and operational plans?
- What does a strategic plan provide?
- How are tactical plans different from strategic plans?
- How are tactical plans different from operational plans?
- What are the characteristics of SMART goals?
- What are the benefits and limitations of planning?
- Understand the differences in the situations for contingency, scenario building and crisis planning.
- What are stretch goals? How are they different?
- How would you describe and what is the importance of thinking strategically?
- What is meant by competitive advantage? How can it be achieved?
- What is core competence?
- What is value?
- Review SWOT Analysis.
- Review Porter's 5 Forces.
- Review Porter's Competitive Strategies.
- Why is strategy implementation hard?

### **Decision-Making**

- Why is good decision-making a vital part of good management?
- Define "decision" and "decision-making."
- What is the difference between programmed and non-programmed decisions
- Differentiate between the criteria for certainty, risk, uncertainty and ambiguity.

- Be able to identify the basic characteristics of decision-making models, determine if they are typically considered programmed or non-programmed decisions; whether they typically are used in situations reflecting the range from certainty to ambiguity.
  - Classical
  - Administrative
  - Political
- Review and be able to identify examples of the 6 step decision-making model.
- Review Decision Styles: For each type identify the major characteristics.
  - Directive
  - Analytical
  - Conceptual
  - Behavioral
- What are the reasons why managers make bad decisions?

## Organizing

What is organizing?

- What is the relationship between strategy and organizing?
- What is organizational structure? What does an organizational chart reflect?
- What is meant by work specialization? Fundamental principle? What is the current trend by companies?
- What is the difference between chain of command and unity of command?
- Understand the definitions of accountability, delegation, authority, and responsibility.
- What is the difference between line and staff positions in a company?
- What is meant by the span of management (also known as span of control)?
- In what circumstances are larger spans of management effective?
- What is the difference between tall and flat organization structures?
- What is the difference between centralized and decentralized structures? Advantages?
- Structure types: Review general characteristics or situations for effectiveness.
  - Vertical
  - Divisional
  - Matrix
  - Virtual Network
- What is meant by coordination? What is it the outcome?
- What is a task force?
- How does “Structure Follow Strategy?” Focus on cost leadership and differentiation strategies.
- What is the impact on structures of technical complexity?
- What are the two criteria for service technology?

## Managing Change and Innovation

- “If organizations don’t successfully change and innovate, they die.”
- Define organizational change...and examples of external forces that may drive the need for change
- Define disruptive change and identify examples
- Explain the difference between trickle-up innovation or reverse innovation.
  - I heard a top executive from Pepsi at a conference telling the story about touring a plant in California. During the tour a guy from the maintenance area stopped him and talked to him about using Hispanic

spices on products such as Cheetos. The plant manager was not happy with the employee, but the company executive was pleased.

- Have you seen this product lately? It has generated \$500 million in new sales. What type of innovation is this?
- “Change is not easy, and many organizations struggle with changing successfully.” Why? What is meant by ambidextrous approach?
- Review topics: Exploration, Cooperation, and Entrepreneurship
- “Managers are responsible for creating a work environment that allows creativity to flourish.” How would a company structure create a work environment that could backfire?
- How is innovation coordination maximized?
- What is meant by open innovation?
- “Change does not occur by itself. Personal energy and effort are required to successfully promote a new idea.” Be able to explain each of the four roles in organizational change, how are they different?
- “All successful changes involve changes in people and culture as well.” What is OD (organizational development)? What are types of current problems in which it is proven useful?
- “To effectively manage the implementation process, managers should be aware of the reasons people resist change and use techniques to enlist employee cooperation.” Discuss common reasons for change resistance.
- Identify tactics for overcoming resistance to change.

## Leadership

- “The environmental context in which leadership is practiced influences which approach might be most effective, as well as what kinds of leaders are most admired by society.”
- What is leadership?
- Identify the leadership approaches
  - Level 5
  - Servant
  - Authentic
  - Interactive (gender specific)
- What is a primary distinction between management and leadership? Can leadership replace management? Why or why not?
- What is the basic difference between employee-centered leaders and job-centered leaders?
- The situational model of leadership focused on what factor to determine appropriate leadership behavior?
- What is charismatic leadership? How is it achieved?
- How is transformational leadership different from charismatic leadership? From transactional leadership?
- “Leadership matters, but without effective followers no organization can survive.”
  - What qualities are desired in followers?
  - What is meant by critical thinkers?
  - Describe a follower that exhibits active behavior. Passive behavior?
- “Both followers and leaders use power and influence to get things done in organizations.”
  - What is power? How is this different from influence?
  - Be able to identify Position Power: legitimate, reward, coercive
  - Be able to identify Personal Power: expert, referent, personal effort, information, and network of relationships.
- Seven Interpersonal Influence Tactics for Leaders.

## Leading Teams

- “Teams have become the primary way in which many companies accomplish their work...Many people get their first management experience in a team setting...”
- What is the primary difference between groups of employees from a team of employees?
- What are the primary reasons teams present a dilemma for people?
- Be able to identify Dysfunctional vs. Effective Team Characteristics.
- What are the outcomes of effective work teams and what factors influence those outcomes?
  - “Team leaders play an important role in shaping team effectiveness.” Review the specific ways in which leaders contribute to team success.”
  - How does size of the team impact effectiveness? What criteria (characteristics) should be considered when forming the team?
  - Review the stages of team development.
  - Identify characteristics that increase team cohesiveness.
  - “Making explicit statements about desired team behaviors is a powerful way leaders influence norms.” What is a team norm?
- “Effective conflict management has a positive impact on team cohesiveness and performance.”
  - What are the basic types of conflict in teams?
  - How can conflict benefit a team?
  - Look at the styles to handle conflict...and equally important, look at the situations in which these styles might be most appropriate

## Managing Quality and Performance

- “A lack of control can have repercussions that damage an organization’s health, hurt its reputation, and threaten its future.”
- What is organizational control? What is the role of information?
- What is meant by a balanced scorecard?
- Be able to discuss a Feedback Control Model.
- “Not only do financial controls tell whether the organization is on sound financial footing, but they also can be useful indicators of other kinds of performance problems.”
  - What has been a common response to pressure to improve the bottom line (profits)?
  - What has become a highly-sought quality when seeking new employees?
- What are the two philosophies about control approaches?
- Which control approach is becoming more widely used due to the shift to employee empowerment?
- What is the goal of open-book management? Why is it difficult to use in some locations?
- Benchmarking compares company performance to \_\_\_\_\_?
- What is the generic definition of Six Sigma? Is this a top management concern only?
  - What is cycle time?
  - Continuous improvement (Kaizen) is defined as? Do you think it would be effective in a situation in which products or process are changing rapidly?
  - Quality Program Success Factors (or negative factors)