

Management 301 Final Exam Topics

Chapter 9: Culture/Innovation/Change

- managers must – 3 big things
- all videos are important: Zappos on culture, Disney traditions, Dreamworks, Wegmans, Instagram
- Culture 3 definitions plus sub-culture: different cultures in a culture; 1 question: culture is organization, personal, global, corporations *know 4 elements
- observed and core culture *know differences (above/under waterline) Edgar Schein
- stories/rites/symbols/heroes: 2 questions, know basics
- innovation 3 and sustainability (1), know well and all illustrations (instagram, etc.): process, product, business model, definitional/applicational question
- commercialization: read in book, know examples, 3M post it, terra cycle
- structure support innovation
- change defined & two types: Elizabeth Kupler's model, move in part how people deal with change
- approaches (drivers vs. status quo): leadership and change
- change process: Kurt Lewin – freezing, unfreezing, etc.; great threat & opportunity: Burning Platform – driver for change
- transformational (IBM and Hostess) and Incremental (IBM question & Twinkies)
- pages 222/223 (other ways to approach change – force, rational, shared) know
- page 225 Why People Resist Change

Chapter 14: Teams and Teamwork

- definitions of team and synergy (Olympic moms video, Nascar pit crew)
- benefits and common problems teams (social loaf = problem creator, free rider, 1 questions from each)
- managers and 4 ways to interact with a team (alternative ways – committee vs. protect task)
- cross-functional and virtual teams (cross-functional Cisco; GE teaming and GE virtual)
- inputs – throughputs – outputs: building blocks (3 components Jeff and 2 pizzas)
- Ron's 3 C's of a team member: character, competence, consistency
- lifecycle of teams – 4 components (throughput – know components, 1-2 questions applicational)
- task (focus on work) vs. maintenance (focus on people)
- cohesion and performance norms (know diagram in book)
- communication patterns – know all 3 (page 346 know direct from write up)
- conflict resolution – 5 ways (Adam Sandler- Water Boy, functional and dysfunctional) 2 key things measuring: cooperative and assertiveness
- 5 dysfunctions of a team (personal picking on someone) – accommodating, competing, compromising, collaborating, avoiding (watch video)
- team building (3 elements) vs. team training (3 team building elements)
- types of team building, direct question – groupthink (page 349-351), decision-make (know groupthink)

Chapter 17: Global Business

- population (7 billion) issues and global definition bottom line (issue increase population)
- definitions globalization
- global strategies – 4 terms – know integration vs. responsiveness well (scale questions, 2/3 applications)
- global business – 4 home and 2 host methods – know each question from each – Boeing, license anything, #1 reason to franchise capital expansion) home & host
- all videos & illustrations in questions: GM Clydesdales (Anheifer Bush subsidiary)
- for each know advantages and disadvantages
- be able to define all 6 ways to enter markets
- global structure know the 2 typical methods (area and product)
- GM & SAIC

Chapter 16.2: Global Culture (page 391-396)

- cultural shock and stages
- cultural intelligence
- understand context and types of culture
- know Hofstede's 5 value differences among National Cultures (page 395 – know elements)