

Final Exam Study Guide  
MGT 300

Chapter 1

7 Challenges to being exceptional managers

- Competitive advantage- the ability of an organization to produce goods or services more effectively than competitors. To gain competitive advantage you must be ahead in 4 areas: being responsive to the customer, innovation, quality, efficiency
- Diversity- managers must be able to manage diversity and maximize the contributions of employees diverse in age, race, and ethnicity
- Globalization- managers must be able to manage globalization, and be able to recognize that gestures and symbols don't have the same meaning to everyone throughout the world.
- Information Technology- The challenge of managing for information technology is important for managers. Most importantly managing the internet, which is the global network of independently operating but interconnected computers, linking hundreds of thousands of smaller networks worldwide.
  - E-commerce- the buying and selling of goods or services over computer networks which is reshaping entire industries
  - E-business- using the internet to facilitate every aspect of running a business
  - Implications of e-business:
    - Far-ranging e-management and e-communication- using e-mail and project management software (programs for planning and scheduling the people, costs, and resources to complete a project on time)
    - Accelerated decision making, conflict, stress- using databases
    - Changes in organizational structure, jobs, goal setting, and knowledge management:
      - Telecommuting- working from home or remote locations using a variety of information technologies
      - Videoconferencing- using video and audio links along with computers to let people in different locations see, hear, and talk with one another
      - Collaborative computing- using state of the art computer software and hardware to help people work together
      - Knowledge management- the implementing of systems and practices to increase the sharing of knowledge and information throughout an organization
- Ethics- managers must know how to handle ethical dilemmas
- Sustainability- defined as economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs
- Your happiness and career advancement- you must meet the challenge of realizing your own happiness while meeting the organization's challenges

## Leading, organizing, controlling, and planning

### The Four Management Functions

- Planning- defined as setting goals and deciding how to achieve them
- Organizing- defined as arranging tasks, people, and other resources to accomplish the work
- Leading- defined as motivating, directing, and otherwise influencing people to work hard and achieve the organizations goals
- Controlling- defined as monitoring performance, comparing it with goals, and taking corrective action as needed

## Chapter 2

### Historical vs contemporary management perspectives

- Historical- the historical perspective includes three viewpoints- classical, behavioral and quantitative
- Contemporary- the contemporary perspective also includes three viewpoints- systems, contingency, and quality management

### Classical Management

- Scientific management- pioneered by Frederick Taylor and the gilbreths, scientific management emphasized the scientific study of work methods to improve the productivity of individual workers.
  - Frederick W. Taylor- part of the scientific management movement, believed managers could eliminate soldiering by applying four principals: 1) evaluate a task by scientifically studying each part of the task 2) carefully select workers with the right ability for the task 3) give workers the training and incentives to do the task with the proper work methods 4) use scientific principles to plan the work methods and ease the way for workers to do their jobs
- Administrative management- concerned with managing the total organization, rather than individual workers, pioneered by Henri Fayol and Max Weber

### Behavior viewpoint

- Behavioral viewpoint- emphasized the importance of understanding human behavior and of motivating employees toward achievement
- The Hawthorne Effect- employees work harder if they receive added attention, if they thought managers cared about their welfare, and if supervisors paid special attention to them
- The Human Relations Movement- proposed that better human relations could increase worker productivity
- Behavior Science approach- relies on scientific research for developing theories about human behavior that can be used to provide practical tools for managers
- Theory X and Theory Y- Theory X represents a pessimistic negative view of workers, while Theory Y represents the outlook of human relations proponents an optimistic positive view of workers

### Quantitative Viewpoint

- Management Science- focuses on using mathematics to aid in problem solving and decision making
- Operations Management- focuses on managing the production and delivery of an organization's products or services more effectively

#### Contemporary Perspectives

- System viewpoint- regards the organization as a system of interrelated parts. You can look at your organization both as a collection of subsystems (parts making up the whole system) and part of a larger environment
- Four parts of a system- inputs, transformation processes, outputs, and feedback
- Contingency viewpoint- emphasizes that a manager's approach should vary according to the individual and the environmental situation
- Quality management viewpoint- includes quality control, quality assurance, and total quality management
  - Quality control- defined as the strategy for minimizing errors by managing each stage of production
  - Quality assurance- focuses on the performance of workers, urging employees to strive for "zero defects"

### Chapter 3

#### Organization's environment

- Internal stakeholders- consist of employees, owners, and the board of directors
- External stakeholders- people or groups in the organization's external environment that are affected by it
- The Task Environment- consists of 11 groups that present you with daily tasks to handle: customers, competitors, suppliers, distributors, strategic allies, employee organizations, local communities, financial institutions, government regulators, special interest groups and mass media
- The general environment- includes forces that you cant control such as: economic forces, technological forces, sociocultural forces, demographic forces, political legal forces, and international forces

#### Ethical dilemma

- Ethical dilemma- a situation in which you have to decide whether to purchase a course of action that may benefit you or your organization but that is unethical or even illegal

#### Ethics and values

- Ethics- the standards of right and wrong that influence behavior
- Ethical behavior- behavior that is accepted as "right" as opposed to "wrong" according to those standards
- Values- the relatively permanent and deeply held underlying beliefs and attitudes that help determine a person's behavior

#### Four ethical approaches

1. Utilitarian Approach- guided by what will result in the greatest good for the greatest number of people
2. The Individual Approach- guided by what will result in the individual's best long-term interests, which ultimately are in everyone's self-interest