

# 1 Managers and the Management Pro

## 1.1 What Does It Mean to Be a Manager?

### **Terms to Define**

Manager



EVROPSKÁ UNIE  
Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání



MINISTERSTVO ŠKOLSTVÍ,  
MLÁDEŽE A TĚLOVÝCHOVY

First-line managers

Middle managers

Top managers

Board of directors

Governance

Accountability

Effective manager

Quality of work life

## 1.2 What Do Managers Do and What Skills Do They Use

### **Terms to Define**

Management process

Planning

Organizing

Leading

Controlling

Agenda setting

Networking

Social capital

Technical skill

Human skill

Emotional intelligence

Conceptual skill

Lifelong learning

## 1.3 What Are Some Important Career Issues in the New

### **Terms to Define**

Globalization

Global sourcing

Job migration

Reshoring

Ethics

Corporate governance

Work diversity

Glass ceiling effect

Prejudice

Discrimination

Free-agent economy

Shamrock organization

Intellectual capital

Intellectual capital equation

Knowledge workers

Self-management

## 2 Management Learning: Great Things

### 2.1 What Are the Lessons of the Classical Management

#### ***Terms to Define***

Scientific management  
Motion study  
Bureaucracy  
Scalar chain principle  
Unity of command principle

### 2.2 What Are the Contributions of the Behavioral Management

#### ***Terms to Define***

Hawthorne effect  
Progression principle  
Deficit principle  
Theory X  
Theory Y  
Self-fulfilling prophecy

### 2.3 What Are the Foundations of Modern Management

#### ***Terms to Define***

Analytics  
Management science  
Operations research  
Operations management  
Open system  
Subsystem  
Contingency thinking  
Total quality management  
Continuous improvement  
High-performance organisation  
Evidence-based management

## 3 Ethics and Social Responsibility: Challenges

### 3.1 How Do Ethics and Ethical Behavior Play Out in the Workplace

#### ***Terms to Define***

Ethics  
Ethical behaviour  
Values  
Terminal values  
Instrumental values  
Utilitarian view  
Individualism view  
Justice view  
Procedural justice  
Distributive Justice  
Interactional Justice

Commutative Justice  
Moral rights view  
Cultural relativism  
Moral absolutism  
Ethical imperialism  
Ethical dilemma

### 3.2 How Can We Maintain High Standards of Ethical Co

#### ***Terms to Define***

Ethical frameworks  
Ethics training  
Spotlight questions  
Whistleblowers  
Immoral manager  
Amoral manager  
Moral manager  
Code of ethics

### 3.3 What Should We Know About the Social Responsibi

#### ***Terms to Define***

Stakeholders  
Corporate social responsibility  
Triple bottom line  
3 Ps of organizational performance  
Classical view of CSR  
Socioeconomic view of CSR  
Virtuous circle  
Shared value  
Social responsibility audit  
Sustainability  
Sustainable business  
Sustainable development  
Environmental/natural capital  
ISO 14001  
Social business  
Social entrepreneurs

## **4 Managers as Decision Makers: There**

### 4.1 How Do Managers Use Information to Solve Proble

#### ***Terms to Define***

Problem solving  
Knowledge workers  
Information competency  
Performance threat  
Performance opportunity  
Decision  
Programmed decision

Nonprogrammed decision  
Systematic thinking  
Intuitive thinking  
Cognitive style  
Certain environment  
Risk environment  
Uncertain environment

#### 4.2 What Are Five Steps in the Decision-Making Process?

##### ***Terms to Define***

Decision-making process  
Cost-benefit analysis  
Classical decision model  
Optimizing decision  
Behavioral decision model  
Satisficing decision  
Lack-of-participation error  
Spotlight questions

#### 4.3 What Are Some Current Issues in Managerial Decision-Making?

##### ***Terms to Define***

Creativity  
Availability heuristic  
Representativeness heuristic  
Anchoring and adjustment heuristic  
Framing error  
Confirmation error  
Escalating commitment  
Crisis

## 5 Plans and Planning Techniques: Getting It Done

#### 5.1 How and Why Do Managers Use the Planning Process?

##### ***Terms to Define***

Planning  
Objectives  
Plan  
Complacency trap  
Hierarchy of objectives

#### 5.2 What Types of Plans Do Managers Use?

##### ***Terms to Define***

Short-range plans  
Long-range plans  
Strategic plan  
Vision  
Operational plan/tactic plan  
Functional plan

Policy  
Procedure  
Budget  
Zero-based budget

### 5.3 What Are Some Useful Planning Tools and Techniques?

#### ***Terms to Define***

Forecasting  
Contingency planning  
Scenario planning  
Benchmarking  
Best practices  
Participatory planning  
Stretch goals

## 6 Controls and Control Systems: What

### 6.1 How and Why Do Managers Use the Control Process?

#### ***Terms to Define***

Controlling  
Output standard  
Input standard  
Management by exception

### 6.2 What Types of Controls Are Used by Managers?

#### ***Terms to Define***

Feedforward control  
Concurrent control  
Feedback control  
Internal control/ self-control  
External control  
Bureaucratic control  
Clan control  
Market control  
Managing by objectives  
Improvement objectives  
Personal development objectives

### 6.3 What Are Some Useful Control Tools and Techniques?

#### ***Terms to Define***

Total quality management (TQM)  
Continuous improvement  
Control charts  
Six Sigma  
Projects  
Project management  
Gantt chart

CPM/PERT  
Critical path  
Inventory control  
Economic order quantity  
Just-in-time scheduling (JIT)  
Breakeven point  
Breakeven analysis  
Balanced scorecard

## **7 Strategy and Strategic Management**

### **7.1 What Types of Strategies Are Used by Organization:**

#### ***Terms to Define***

Strategy  
Strategic intent  
Competitive advantage  
Sustainable competitive advantage  
Corporate strategy  
Business strategy  
Functional strategy  
Growthstrategy  
Concentration  
Diversification  
Vertical integration  
Retrenchment strategy  
Liquidation  
Restructuring  
Chapter 11 bankruptcy  
Downsizing  
Divestiture  
Globalization strategy  
Transnational firm  
Strategic alliance  
Co-opetition  
E-business strategy  
B2B business strategy  
B2C business strategy  
Social media strategy  
Crowdsourcing

### **7.2 How Do Managers Formulate and Implement Strate**

#### ***Terms to Define***

Strategic management  
Strategic formulation  
Strategy implementation  
Mission  
Operating objectives  
SWOT analysis  
Core competency

Differentiation strategy  
Cost leadership strategy  
Focused differentiation strategy  
Focused cost leadership strategy  
BCG Matrix  
Strategic leadership  
Strategic control

## **8 Organization Structure and Design: I**

### **8.1 What Is Organizing as a Managerial Responsibility?**

#### ***Terms to Define***

Organization structure  
Organization chart  
Division of labor  
Formal structure  
Informal structure  
Social network analysis

### **8.2 What Are the Most Common Types of Organization**

#### ***Terms to Define***

Departmentalization  
Functional structure  
Functional chimneys/functional silos problem  
Divisional structure  
Product structure  
Geographical structure  
Customer structure  
Matrix structure  
Cross-functional team  
Team structure  
Network structure  
Virtual organization

### **8.3 What Are the Trends in Organizational Design?**

#### ***Terms to Define***

Organizational design  
Span of control  
Centralization  
Decentralization  
Delegation  
Empowerment  
Bureaucracy  
Mechanistic designs  
Organic designs  
Compressed workweek  
Flexible working hours  
Telecommuting  
Job sharing

## 9 Organizational Cultures, Innovation,

### 9.1 What Is the Nature of Organizational Culture?

#### **Terms to Define**

Organizational culture  
Strong cultures  
Socialization  
Observable culture  
Core culture  
Core values  
Value-based management  
Symbolic leader  
Workplace spirituality

### 9.2 How Do Organizations Support and Achieve Innovation?

#### **Terms to Define**

Innovation  
Process innovations  
Product innovations  
Business model innovations  
Green innovation/sustainable innovation  
Social innovation  
Social entrepreneurship  
Commercializing innovation  
Reverse innovation  
Skunkworks

### 9.3 How Do Managers Lead the Processes of Organizational Change?

#### **Terms to Define**

Change leader  
Transformational change  
Incremental change  
Unfreezing  
Changing  
Refreezing  
Force-coercion strategy  
Rational persuasion strategy  
Shared power strategy

## 10 Human Resource Management: Nu

### 10.1 What Are the Purpose and Legal Context of Human Resource Management?

#### **Terms to Define**

Human resource management (HRM)  
Human capital  
Strategic human resource management  
Job discrimination  
Equal employment opportunity (EEO)



Affirmative action  
Bona fide occupational qualifications  
Employee privacy  
Pay discrimination  
Pregnancy discrimination  
Age discrimination

## 10.2 What Are the Essential Human Resource Managen

### ***Terms to Define***

Person-job fit  
Person-organization fit  
Recruitment  
Realistic job previews  
Selection  
Reliability  
Validity  
Assessment center  
Work sampling  
Socialization  
Orientation  
Coaching  
Mentoring  
Reverse mentoring  
Performance appraisal  
Graphic rating scale  
Behaviorally anchored rating scale (BARS)  
Critical-incident technique  
360° feedback  
Multiperson comparison  
Career development  
Career planning

## 10.3 What Are Current Issues in Human Resource Manag

### ***Terms to Define***

Work-life balance  
Independent contractors  
Contingency workers  
Merit pay  
Bonus pay  
Profit sharing  
Gain sharing  
Stock options  
Fringe benefits  
Family-friendly benefits  
Flexible benefits  
Employee assistance programs  
Labor union  
Labor contract  
Collective bargaining  
Two-tier wage systems

## **11 Leadership: A Leader Lives in Each of Us**

### **11.1 What Are the Foundations for effective Leadership?**

#### ***Terms to Define***

Leadership  
Power  
Reward power  
Coercive power  
Legitimate power  
Expert power  
Referent power  
Vision  
Visionary leadership  
Leadership style  
Autocratic leader  
Human relations  
Democratic leader  
Laissez-faire leader

### **11.2 What Can We Learn from the Contingency Leaders?**

#### ***Terms to Define***

Contingency leadership perspective  
Substitutes for leadership  
Authority decision  
Consultative decision  
Group decision

### **11.3 What Are Current Issues and Directions in Leadership?**

#### ***Terms to Define***

Charismatic leader  
Transactional leadership  
Transformational leadership  
Emotional intelligence (EI)  
Gender similarities hypothesis  
Interactive leadership  
Moral leadership  
Integrity  
Servant leadership  
Empowerment

## **12 Individual Behavior: There's Beauty in Diversity**

### **12.1 How Do Perceptions influence Individual Behavior?**

#### ***Terms to Define***

Perception  
Stereotype  
Halo effect

Selective perception  
Projection  
Attribution  
Fundamental attribution error  
Self-serving bias  
Impression management

## 12.2 How Do Personalities influence Individual Behavior

### ***Terms to Define***

Personality  
Locus of control  
Authoritarianism  
Machiavellianism  
Self-monitoring  
Stress  
Type A personality  
Constructive stress  
Destructive stress  
Job burnout  
Workplace rage  
Personal wellness

## 12.3 How Do Attitudes, Emotions, and Moods influence

### ***Terms to Define***

Attitude  
Cognitive dissonance  
Job satisfaction  
Withdrawal behaviors  
Organizational citizenship behaviors  
Employee engagement  
Emotional intelligence  
Emotions  
Moods  
Mood contagion

# 13 Motivation: Respect Unlocks Human

## 13.1 How Do Human Needs influence Motivation to Work

### ***Terms to Define***

Motivation  
Need  
Lower-order needs  
Higher-order needs  
Existence needs  
Relatedness needs  
Growth needs  
Need for achievement  
Need for power  
Need for affiliation

Satisfier factor  
Hygiene factor  
Job design  
Job enrichment

### 13.2 How Do thought Processes and Decisions Affect M

#### ***Terms to Define***

Perceived negative inequity  
Perceived positive inequity  
Expectancy  
Instrumentality  
Valence  
Self-efficacy

### 13.3 How Does Reinforcement influence Motivation to

#### ***Terms to Define***

Law of effect  
Operant conditioning  
Positive reinforcement  
Negative reinforcement  
Punishment  
Extinction  
Shaping  
Law of contingent reinforcement  
Law of immediate reinforcement

## 14 Teams and Teamwork: Two Heads

### 14.1 Why Is It Important to Understand Teams and Tea

#### ***Terms to Define***

Team  
Teamwork  
Synergy  
Social loafing  
Formal team  
Informal group  
Committee  
Project team/task force  
Cross-functional team  
Employee involvement team  
Quality circle  
Virtual team  
Self-managing team

### 14.2 What Are the Building Blocks of Successful Teamw

#### ***Terms to Define***

Effective team  
Membership composition  
Team process

Norm  
Performance norm  
Cohesiveness  
Task activity  
Maintenance activity  
Distributed leadership  
Disruptive behaviors  
Decentralized communication network  
Centralized communication network  
Restricted communication network

### 14.3 How Can Managers Create and Lead High-Perform

#### ***Terms to Define***

Team building  
Decision making  
Consensus  
Groupthink  
Conflict  
Substantive conflict  
Emotional conflict  
Avoidance  
Accommodation  
Competition  
Compromise  
Collaboration  
Conflict resolution

## 15 Communication: Listening Is the Ke

### 15.1 What Is Communication and When Is It effective?

#### ***Terms to Define***

Social capital  
Communication  
Effective communication  
Efficient communication  
Persuasive communication  
Credible communication

### 15.2 What Are the Major Barriers to effective Commun

#### ***Terms to Define***

Noise  
Communication channel  
Channel richness  
Nonverbal communication  
Mixed message  
Filtering

### 15.3 How Can We Improve Communication with People

#### ***Terms to Define***

Active listening  
Feedback  
Proxemics  
Communication transparency  
Open-book management  
Electronic grapevine  
Ethnocentrism  
Cultural etiquette

## **16 Diversity and Global Cultures: their**

### **16.1 What Should We Know About Diversity in the Wor**

#### ***Terms to Define***

Diversity  
Inclusivity  
Multicultural organization  
Organizational subcultures  
Ethnocentrism  
Occupational subcultures  
Ethnic or national subcultures  
Gender subcultures  
Generational subcultures  
Glass ceiling  
Biculturalism  
Managing diversity

### **16.2 What Should We Know About Diversity Among Gl**

#### ***Terms to Define***

Culture shock  
Cultural intelligence  
Low-context cultures  
High-context cultures  
Monochronic  
Polychronic cultures  
Proxemics  
Power distance  
Uncertainty avoidance  
Individualism-collectivism  
Masculinity-femininity  
Time orientation  
Ecological fallacy

## **17 Globalization and International Bus**

### **17.1 How Does Globalization Affect International Busin**

#### ***Terms to Define***

Global economy  
Globalization  
Insourcing

Outsourcing  
International business  
Global sourcing  
Exporting  
Importing  
Licensing  
Franchising  
Joint venture  
Global strategic alliance  
Foreign subsidiary  
Greenfield venture  
World Trade Organization (WTO)  
Most favored nation status  
Tariff  
Nontariff barriers  
Protectionism

## 17.2 What Are Global Corporations and How Do they W

### ***Terms to Define***

Global corporation/multinational corporation (MNC)  
Transnational corporation  
Globalization gap  
Corruption  
Foreign Corrupt Practices Act  
Sweatshops  
Child labor  
Currency risk  
Political risk  
Political-risk analysis  
Global manager

## 18 Entrepreneurship and Small Busine

### 18.1 What Is Entrepreneurship and Who Are Entrepren

#### ***Terms to Define***

Entrepreneurship  
Entrepreneur  
First-mover advantage  
Intrapreneurs  
Necessity-based entrepreneurship  
Social entrepreneur

### 18.2 What Should We Know About Small Businesses an

#### ***Terms to Define***

Small business  
Family businesses  
Family business feud  
Succession problem  
Succession plan

Business incubator  
Small Business Development Centers  
Business plan  
Sole proprietorship  
Partnership  
General partnership  
Limited partnership  
Corporation  
Limited liability corporation (LLC)  
Debt financing  
Equity financing  
Venture capitalists  
Initial public offering (IPO)  
Angel investor



## **Lesson 1: Everyone becomes a manager someday.**

### ***Be Sure You Can***

- Explain how managers contribute to organizations
- Describe the activities of managers at different levels
- Explain how accountability operates in organizations
- Describe an effective manager
- List several ways the work of managers is changing from the past
- Explain the role of managers in the upside-down pyramid



### ***Be Sure You Can***

- Describe the intensity and pace of typical workday for a manager
- Give examples of each of the four management functions
- List the three managerial roles identified by Mintzberg
- Explain how managers use agenda and networks in their work
- Give examples of a manager's technical, human and conceptual skills
- Explain how these skills vary in importance across management levels
- Explain the importance of experience as a source of managerial learning

### ***Workplace?***

#### ***Be Sure You Can***

- Describe how corporate governance influences ethics in organizations
- Explain how globalization and job migration are changing the economy
- Differentiate prejudice, discrimination, and the glass ceiling effect
- State the intellectual capital equation
- Discuss career opportunities in the shamrock organization
- Explain the importance of self-management to career success

## 3 Grow from Strong Foundations

### Approaches?

#### **Be Sure You Can**

- List the principles of Taylor's scientific management
- List key characteristics of bureaucracy
- Explain why Weber considered bureaucracy an ideal form of organization
- List possible disadvantages of bureaucracy
- Describe how Fayol's "duties" overlap with the four functions of management

### Management Approaches?

#### **Be Sure You Can**

- Explain why Follett's ideas were quite modern in concept
- Summarize findings of the Hawthorne studies
- Explain and illustrate the Hawthorne effect
- Explain Maslow's deficit and progression principles
- Distinguish between McGregor's theory X and theory Y assumptions
- Explain the self-fulfilling prophecies created by theory X and theory Y
- Explain Argyris's concern that traditional organizational practices are inconsistent with mature adult person

### Thinking?

#### **Be Sure You Can**

- Discuss the importance of quantitative analysis in management decision making
- Use the terms "open system" and "subsystem" to describe how an organization operates
- Explain how contingency thinking might influence a manager's choices of organization structures
- Describe the role of continuous improvement in total quality management
- Give examples of workplace situations that can benefit from evidence-based management

## Character Doesn't Stay Home When We Go to Work

### Workplace?

#### **Be Sure You Can**

- Differentiate between legal behavior and ethical behavior
- Differentiate between terminal and instrumental values, and give examples of each
- List and explain four approaches to moral reasoning
- Illustrate distributive, procedural, interactive, and commutative justice in organizations
- Explain the positions of cultural relativism and moral absolutism in international business ethics
- Illustrate the types of ethical dilemmas common in the workplace
- Explain how bad management can cause ethical dilemmas
- List four common rationalizations for unethical behavior

## nduct?

### ***Be Sure You Can***

Explain how ethical behavior is influenced by personal factors

List and explain Kohlberg's three levels of moral development

Explain the term "whistleblower"

List three organizational barriers to whistleblowing

Compare and contrast ethics training, ethics role models, and codes of conduct for their influence on ethics

State the spotlight questions for double-checking the ethics of a decision

Describe differences between the inclinations of amoral, immoral, and moral managers when facing difficult

## ilities of Organizations?

### ***Be Sure You Can***

Explain the concept of social responsibility

Summarize arguments for and against corporate social responsibility

Illustrate how the virtuous circle of corporate social responsibility might work

Explain the notion of social business

## Is No Substitute for a Good Decision

## ms?

### ***Be Sure You Can***

Explain the importance of information competency for successful problem solving

Differentiate programmed and nonprogrammed decisions

Describe different ways managers approach and deal with problems

Discuss the differences between systematic and intuitive thinking

Identify differences between the four cognitive styles used in decision making

Explain the challenges of decision making under conditions of certainty, risk, and uncertainty environment

s?

**Be Sure You Can**

List the steps in the decision-making process

Apply these steps to a sample decision-making situation

Explain cost-benefit analysis

Compare and contrast the classical and behavioral decision models

Illustrate optimizing and satisficing in your personal decision-making experiences

List and explain the criteria for evaluating the ethics of a decision

List three questions for double-checking the ethics of a decision

on Making?

**Be Sure You Can**

Identify personal factors that can be developed or used to drive greater creativity in decision making

List potential advantages and disadvantages of group decision making

Explain the availability, representativeness, and anchoring and adjustment heuristics

Illustrate framing error and continuation error in decision making

Explain and give an example of escalating commitment

Describe what managers can do to prepare for crisis decisions

## There Faster with Objectives

iss?

**Be Sure You Can**

Explain the importance of planning as the first of four management functions

List the steps in the formal planning process

Explain the important link between planning and controlling as management functions

Illustrate the benefits of planning for a business or an organization familiar to you

Illustrate the benefits of planning for your personal career development

List at least three things you can do now to improve your time management

**Be Sure You Can**

Differentiate short-range and long-range plans

Differentiate strategic and operational plans

Explain how strategic and operational plans complement one another

Differentiate policies and procedures, and give examples of each

Explain the benefits of a zero-based budget

ies?

**Be Sure You Can**

Differentiate among forecasting, contingency planning, scenario planning, and benchmarking

Explain the importance of contingency planning

Describe the benefits of participatory planning as a special case of group decision making

## Gets Measured Happens

s?

**Be Sure You Can**

Explain the role of controlling in the management process

List the steps in the control process

Explain how planning and controlling should work together in management

Differentiate output standards and input standards

State the control equation

Explain management by exception

**Be Sure You Can**

Illustrate the use of feedforward, concurrent, and feedback controls

Explain the nature of internal control or self-control

Differentiate among bureaucratic, clan, and market controls

List the steps in the MBO process as it might operate between a team leader and a team member

es?

**Be Sure You Can**

Explain the role of continuous improvement in TQM

Explain how Gantt charts and CPM/PERT helps organizations with project management

Explain two common approaches to inventory cost control

State the equation to calculate a breakeven point and its use in explaining breakeven analysis

State the common financial ratios used in organizational control

Identify the balanced scorecard components and control questions

## : Insight and Hard Work Deliver Results

s?

### ***Be Sure You Can***

Differentiate strategy, strategic intent, and competitive advantage

Differentiate corporate, business, and functional levels of strategy

List and explain major types of growth and diversification strategies

List and explain restructuring and divestiture strategies

Explain alternative global strategies

Differentiate B2B and B2C as e-business strategies

egies?

### ***Be Sure You Can***

Describe the strategic management process

Explain Porter's five forces model

Explain Porter's competitive strategies model

Describe the purpose and use of the BCG Matrix

Explain the responsibilities of strategic leadership

## **t's All About Working Together**

### ***Be Sure You Can***

- Explain what you can learn from an organization chart
- Differentiate formal and informal structures
- Discuss potential good and bad points about informal structures

### **Structures?**

#### ***Be Sure You Can***

- Compare the functional, divisional, and matrix structures
- Draw charts to show how each structure might be used in a business
- List advantages and disadvantages of each structure
- Explain the functional chimneys problem
- Describe how cross-functional and project teams operate in team structures
- Illustrate how an organization familiar to you might operate as a network structure
- List advantages and disadvantages of the network approach to organizing

#### ***Be Sure You Can***

- Illustrate the link between tall or flat organizations and spans of control
- Explain how decentralization and centralization can work together
- List the three steps in delegation
- Differentiate mechanistic and organic organizational designs
- Differentiate compressed workweek, flexible working hours, and job sharing
- List advantages and disadvantages of telecommuting

## and Change: Adaptability and Values Set the Tone

### ***Be Sure You Can***

- Explain organizational culture as the personality of an organization
- Describe how strong cultures influence organizations
- Define and explain the process of socialization
- Distinguish between the observable and the core cultures
- Explain value-based management
- Explain symbolic leadership

### tion?

### ***Be Sure You Can***

- Discuss differences among process, product, and business model innovations
- Explain green innovation and social business innovation
- List five steps in the process of commercializing innovation
- List and explain four characteristics of innovative organizations

### onal Change?

### ***Be Sure You Can***

- Differentiate transformational and incremental change
- Discuss a change leader's responsibilities for each phase of Lewin's change process
- Explain the force-coercion, rational persuasion, and shared power change strategies
- List reasons why people resist change
- Identify strategies for dealing with resistance to change

## rturing Turns Potential into Performance

### n Resource Management?

### ***Be Sure You Can***

- Explain the purpose of human resource management
- Differentiate job discrimination, equal employment opportunity, and affirmative action
- Identify major U. S. laws protecting against employment discrimination
- Explain the issues of workplace privacy that today's college graduates should be prepared to face



## ment Practices?

### ***Be Sure You Can***

List steps in the recruitment process

Explain realistic job previews

Illustrate reliability and validity in employment testing

Illustrate how an assessment center might work

Explain the importance of socialization and orientation

Describe coaching and mentoring as training approaches

Discuss strengths and weaknesses of alternative performance appraisal methods

## agement?

### ***Be Sure You Can***

Define work-life balance and discuss its significance for the human resource management process

Explain why compensation and benefits are important in human resource management

Differentiate bonuses and profit sharing as forms of performance-based pay

Define the terms "labor union" "labor contract" and "collective bargaining"

Compare the adversarial and cooperative approaches to labor-management relations

## of Us

»?

### **Be Sure You Can**

Illustrate how managers use position and personal power

Define vision and give an example of visionary leadership

List five traits of successful leaders

Describe alternative leadership styles based on concern for task and concern for people

»hip theories?

### **Be Sure You Can**

Explain Fiedler's contingency model for matching leadership style and situation

Identify the three variables used to assess situational favorableness in Fiedler's model

Identify the four leadership styles in the Hersey-Blanchard situational leadership model

Explain the importance of follower "maturity" in the Hersey-Blanchard model

Describe the best use of directive, supportive, achievement-oriented, and participative leadership styles in

Explain how leader-member exchange theory deals within-groups and outgroups among a leader's followers

»hip Development?

### **Be Sure You Can**

Differentiate transformational and transactional leadership

List the personal qualities of transformational leaders

Explain how emotional intelligence contributes to leadership success

Discuss research findings on interactive leadership

Explain the role of integrity as a foundation for moral leadership

Explain the concept of servant leadership

## » in Individual differences

»?

### **Be Sure You Can**

Describe how perception influences behavior

Explain how stereotypes, halo effects, selective perceptions, and projection might operate in the workplace

Explain the concepts of attribution error and self-serving bias

Illustrate how someone might use impression management during a job interview

ir?

### ***Be Sure You Can***

List the Big Five personality traits and give work-related examples of each

List five more personality traits and give work-related examples for each

List and explain the four dimensions used to create personality types in the MBTI

Identify common stressors in work and personal life

Describe the Type A personality

Differentiate constructive and destructive stress

Explain personal wellness as a stress management strategy

Individual Behavior?

### ***Be Sure You Can***

Identify the three components of an attitude

Explain cognitive dissonance

Describe possible measures of job satisfaction

Explain the consequences of job satisfaction for absenteeism and turnover

Explain the link between job satisfaction, organizational citizenship, and employee engagement

List and describe three alternative explanations in the job satisfaction–performance relationship

Explain how emotions and moods influence work behavior

## **in Potential**

ork?

### ***Be Sure You Can***

Describe work practices that can satisfy higher-order needs in Maslow's hierarchy

Contrast Maslow's hierarchy with ERG theory

Explain needs for achievement, affiliation, and power in McClelland's theory

Differentiate the needs for personal and social power

Describe work preferences for a person with a high need for achievement

Describe differences in hygiene and satisfier factors in Herzberg's theory

Explain how a person's growth needs and job skills might affect his or her responses to job enrichment

## Motivation to Work?

### **Be Sure You Can**

- Explain the role of social comparison in Adams's equity theory
- List possible ways people who felt negative inequity may behave
- Differentiate the terms "expectancy", "instrumentality", and "valence"
- Explain the reason for "x" signs in Vroom's expectancy equation,  $M = E \times I \times V$
- Explain Locke's goal-setting theory
- Describe the link between goal-setting theory and MBO

## Work?

### **Be Sure You Can**

- Explain the law of effect and operant conditioning
- Illustrate how positive reinforcement, negative reinforcement, punishment, and extinction can influence v
- Explain the reinforcement technique of shaping
- Describe how managers can use the laws of immediate and contingent reinforcement when allocating rewards
- List ways to make punishment effective

## Really Can Be Better than One

## Teamwork?

### **Be Sure You Can**

- Define "team" and "teamwork"
- Describe the roles managers play in teams
- Explain synergy and the benefits of teams
- Discuss social loafing and other potential problems of teams
- Differentiate formal and informal groups
- Explain how committees, task forces, and cross-functional teams operate
- Describe potential problems faced by virtual teams
- List the characteristics of self-managing teams

## Work?

### **Be Sure You Can**

- List the outputs of an effective team
- Identify inputs that influence team effectiveness
- Discuss how diversity influences team effectiveness

List five stages of group development

Explain how norms and cohesion influence team performance

List ways to build positive norms and change team cohesiveness

Illustrate task, maintenance, and disruptive activities in teams

Describe how groups use decentralized and centralized communication networks

### ance Teams?

#### ***Be Sure You Can***

Describe how team building might help one of your groups

List and discuss the different ways groups make decisions

Define the term “groupthink” and identify its symptoms

List at least four ways teams can avoid groupthink

Differentiate substantive and emotional conflict

Explain the conflict management styles of avoidance, accommodation, competition, compromise, and coll

## oy to Understanding

#### ***Be Sure You Can***

Describe the communication process and identify its key components

Define and give an example of effective communication

Define and give an example of efficient communication

Explain why an effective communication is not always efficient

Explain the role of credibility in persuasive communication

### ication?

#### ***Be Sure You Can***

List common sources of noise that can interfere with effective communication

Discuss how the choice of channels influences communication effectiveness

Give examples of poor language choices in written and oral expression

Clarify the notion of mixed messages and how nonverbals affect communication

Explain how filtering operates in upward communication

### at Work?

#### ***Be Sure You Can***

Role play the practice of active listening  
List the rules for giving constructive feedback  
Explain how space design influences communication  
Identify ways technology utilization influences communication  
Explain the concept of cultural etiquette

## **e Are New Faces in the Neighborhood**

### **Workplace?**

#### ***Be Sure You Can***

Identify major diversity trends in American society  
Explain the business case for diversity  
Explain the concept of inclusivity  
List characteristics of multicultural organizations  
Identify subcultures common to organizations  
Discuss the types of employment problems faced by minorities and women  
Explain Thomas's concept of managing diversity

### **Global Cultures?**

#### ***Be Sure You Can***

Explain culture shock and how people may respond to it  
Differentiate low-context and high-context cultures, monochronic and polychronic cultures  
List Hofstede's five dimensions of value differences among national cultures  
Contrast American culture with that of other countries on each of Hofstede's dimensions  
Identify similarities and differences between the Hofstede and Project GLOBE cultural dimensions

## **Business: Going Global Isn't Just for Travelers**

### **Business?**

#### ***Be Sure You Can***

Explain how globalization impacts our lives  
List five reasons that companies pursue international business opportunities  
Describe and give examples of how firms do international business by global sourcing, exporting/importing

Discuss how differences in legal environments can affect businesses operating internationally  
Explain the purpose of the World Trade Organization

### Work?

#### **Be Sure You Can**

Differentiate a multinational corporation from a transnational corporation  
List common host-country complaints and three home-country complaints about MNC operations  
Explain the international business challenges of corruption, sweatshops, and child labor  
Discuss the implications of political risk for global businesses  
Differentiate the global area structure and global product structure  
List possible competencies of global managers

## Lesson: Taking Risks Can Make Dreams Come True

### Business?

#### **Be Sure You Can**

Explain the concept of entrepreneurship  
Explain the concept of first-mover advantage  
Explain why people such as Caterina Fake and Earl Graves might become entrepreneurs  
List personal characteristics often associated with entrepreneurs  
Explain trends in entrepreneurship by women and minorities  
Explain what makes social entrepreneurs unique

### And How to Start One?

#### **Be Sure You Can**

State the SBA definition of small business  
List the life-cycle stages of a small business  
List several reasons why many small businesses fail  
Discuss the succession problem in family-owned businesses  
List the major elements in a business plan

Differentiate the common forms of small business ownership

Differentiate debt financing and equity financing

Explain the roles of venture capitalists and angel investors in new venture financing





nalities

is in the workplace

ult decisions

is















House's path-goal theory  
ers

ce



vork behavior

/ards

aboration





EVROPSKÁ UNIE  
Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání



Toto dílo podléhá licenci Creative Commons  
*Uveďte původ – Zachovejte licenci 4.0 Mezinárodní.*

