

# ORGB 3 3RD EDITION Read Free



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Debra L Nelson

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Chapter 17 Managing Change. Which challenge will be the easiest to address? Deploying technology that enables user-friendly, ease-of-access to the Netflix streaming service is another challenge that should be relatively easy to address. Netflix has already negotiated some deals with manufacturers to deploy this technology. Netflix should be able to readily continue in this direction. The other two challenges would be much more difficult to address.

However, dealing with the growing competition in the video streaming market would not be as difficult as developing original programming. Netflix would need to invest considerable resources to maintain a dominant position in the video streaming market, but video streaming is already an area of Netflix expertise. How do each of the four major challenges faced by Netflix relate to the generic managerial challenges of dealing with globalization, diversity, and ethics? The three generic managerial challenges are globalization, managing diversity, and ethics. Globalization, managing diversity, and ethics are linked to all of the challenges that confront Netflix; some links are more obvious than others.

The growing competition in the video streaming market is going global as well; and the development of original programming in competition with major media companies transcends the borders of the United States. Diversity is, by definition, inherent in any workforce and is therefore relevant to any challenge that Netflix faces. Finally, every managerial challenge has ethical implications and every response to every managerial challenge should be infused with ethics, character, and personal integrity. Explain how Netflix already has or might be able to convert the four major challenges into meaningful opportunities for the company. Netflix is addressing the technology deployment challenge head-on.

To meet the competition, Netflix must develop ways of attracting and retaining subscribers. Netflix needs to develop its brand as the preferred video streaming alternative. Perhaps Netflix should cease its pursuit of original programming. This would enable the company to concentrate on its core business of distributing digital media rather than stretching itself thin by getting into a different, though related, business. In addition, such an action could help in repairing relationships with the major studios and perhaps help in resolving the fees issue.

What advice would you give to Reed Hastings regarding handling the pushback from competitors and other affected businesses? Perhaps the best advice reflects the suggestion made in the last paragraph of the suggested response to the preceding question. In short, Netflix needs to focus on its core competency, which is the distribution of digital media, and not get distracted into pursuing other related businesses. Netflix also needs to work vigorously to repair damaged relationships with content suppliers. The students should be encouraged to be creative as well as practical in providing suggestion as to what course of action Netflix could or should pursue. Of course, the students should be pushed to think through and logically justify their suggested courses of action. McCuddy, The Louis S. Neither can sleep after their Tokyo arrival. It offers extraordinary views of various parts of Japanese culture that are not available to you without a visit.

Discussion Questions and Solutions 1. While watching this sequence, pretend you have arrived in Tokyo and you are experiencing what you are seeing. Do you understand everything you see? The complexity of the multilevel Tokyo Train Station overwhelms Charlotte. Notice her confused look as she tries to understand the subway map. She cannot read any signs in Japanese and none of the signs are in English. Your students, except those from Japan, should have an equally bewildering experience while viewing this scene. If your class has students from Japan, you can ask them to comment on the complexity of the station. Is Charlotte bewildered by her experiences? Is she experiencing some culture shock?

Charlotte not only has bewildering experiences in the station but also with aspects of Japanese culture. She watches the young bride-to-be and her party walk toward the temple wearing clothing unfamiliar to her. What aspects of Japanese culture appear in this sequence? What do you see as important values of Japanese culture?

The role of religion in Japanese culture comes through clearly in this scene. Charlotte observes monks praying in a Tokyo temple. When she gets to Kyoto, she again sees religious observance at a temple. She participates in this cultural tradition by buying and placing a prayer sheet on the branch of a bush. The company boasts a bean-to-bar production method that uses cocoa beans grown without pesticides, and without harm to farmers or the environment. Organic means that the cocoa beans are grown naturally and harvested in ways that preserve habitats and the balance of the ecosystem; fair trade is a business approach that ensures equity between buyers, as well as fair treatment of workers. What practices at Theo Chocolate illustrate the concept of social responsibility? Corporate social responsibility is the obligation of an organization to behave in ethical ways in the social environment in which it operates.

For Theo Chocolate, social responsibility centers on protecting the environment and the farmers who produce cocoa beans. Socially responsible practices at Theo Chocolate include the following: sourcing ingredients that are grown organically without pesticides, ensuring that growers earn a living wage and have access to education for their families, promoting habitat preservation and reforestation in cocoa growing regions, using green energy sources to power the chocolate factory, purchasing sustainable packaging, and educating the public about social and environmental accountability.

To implement a philosophy of sustainability, managers at Theo Chocolate weave environmental and social concerns into strategic decisions and measure progress toward sustainability goals. None of those things suffer at the expense of something else. Without economic sustainability, all other concerns of the company end in bankruptcy. For companies like Theo, the challenge is to find ways to effectively align social and economic objectives. Fair trade is a relationship between producers, sellers, and consumers that is based on the principle of equity. The social benefits of fair trade are far reaching. In particular, fair trade enables farmers to take their livelihoods to the next level by blending the benefits of modern techniques with artisan practices.

The average cocoa farmer earns less than a dollar a day for their entire family, and they have very little options in cocoa growing regions to grow other cash crops—as a result, they are beholden to an industry that is very oppressive. The cocoa price has been so low compared to the cost of their production that in West Africa cocoa farmers have had to resort to slavery.

What lessons about leading people and managing organizations are provided by DonorsChoose. Charles Best was very astute in identifying an important challenge that was not being addressed effectively by existing organizations or methods. He devised an innovative way in which this

challenge could be addressed by bringing together the people who wanted to help provide resources with the public educators who needed the resources. Teachers who once spent their own money for supplies, or simply went without, can now turn to donor support to roll out creative lesson plans.

Meanwhile, rather than writing checks blindly, donors of any scale can decide which projects they wish to support. Moreover, Best is a model of enthusiasm for and commitment to achieving significant goals. What do you like about DonorsChoose. What do you dislike about DonorsChoose. Explain your answer. The students should be encouraged to consider the value of working for a not-for-profit organization, and what the personal advantages and disadvantages would be of doing so. The reasons underlying their expressed attitudes and beliefs should be discussed as well. What challenges did DonorsChoose face as a start-up organization? Therein resides the most fundamental challenge confronting Charles Best. He had to devise a system that effectively and efficiently connected donors and teachers in need. Charles Best also faced the challenge of persuading teachers to submit requests to the DonorsChoose Web site. DonorsChoose is committed to an ambitious mission and vision. A fundamental challenge is the growing need for financial support of public education in American in light of the funding reductions that have occurred in many states due to the Great Recession, declining state revenues, and multiple pressures on limited governmental resources.

Another current challenge concerns maintaining and enhancing the quality of public education when there are numerous signs that quality is being compromised in many public school systems throughout the nation. A third current challenge is the need to grow the donor base in order to accommodate the growing needs for funding projects. DonorsChoose can help teachers to address this performance gap. Leading a diverse workforce is related to all of the past and current challenges facing DonorsChoose. DonorsChoose has a diverse workforce to manage.

Plus it encounters diversity among the teachers submitting project requests and among the donors contributing money to fund projects, not to mention the diversity that exists among the American students who it is trying to benefit. Ethics, character, and personal integrity is infused throughout the DonorsChoose organization. This is evident in the process by which DonorsChoose operates, the role model that Charles Best is, and the behavioral expectations for DonorsChoose staffers. The vision and mission of DonorsChoose guides all that it does in responding to its challenges and in conducting its ongoing operations. Requests range from pencils for a poetry writing unit, to violins for a school recital, to microscope slides for a biology class. Once a project reaches its funding goal, we deliver the materials to the school. We call it citizen philanthropy. What particular aspects of DonorsChoose. Possible aspects to emulate would include clearly understanding the challenges the organization faces, being adept at finding ways of addressing those challenges, establishing a clear vision and mission, and working vigorously to fulfill that vision and mission.

The students should be encouraged to identify other possible aspects for emulation. She also impresses upon him how important it is that the project be completed seamlessly so the clients involved will be pleased. He quickly packs a bag, boards a plane, and covers the material on his flight to Tokyo. Manager Anan Cho joins the men in the conference room to discuss the project. Ryan launches into his project timeline and his immediate goals, never noticing how his actions have translated to the people upon whom he is going to be dependant. Over the course of the next three days, Ryan is frustrated at each turn when people do not react to him with positive energy. He is unable to get the project accomplished, and Pryor Sterling loses one of the international accounts as a result. Ryan holds his boss, Natalie, accountable for not giving him any information or time to prepare to understand Japanese business customs.

Natalie blames Ryan for not being honest about his limited knowledge of Japanese traditions and ultimately failing to get the job done. Darcy is unsure who to hold accountable but knows something needs to be done to prevent this from every happening again. Questions: 1. You can use a variety of sources to accomplish this, particularly your school library, government offices, faculty members, or others who have global experience. You will want to answer the following questions: 1. Is the culture individualistic or collectivist? Is the power distance high or low? Is uncertainty avoidance high or low? Is the country masculine or feminine in its orientation? Is the time orientation short-term or long-term? How did you arrive at your answers to the first five questions?

How will these characteristics affect business practices in the country you chose to investigate? Careers in management have taken on a global dimension. Working in transnational organizations may well give managers the opportunity to work in other countries. Expatriate managers, those who work in a country other than their home country, benefit from having as much knowledge as possible about cultural differences. Because managers are increasingly exposed to global work experiences, it is never too early to begin planning for this aspect of your career. International executives are executives whose jobs have international scope, whether in an expatriate assignment or in a job dealing with international issues. What kind of competencies should an individual develop in order to prepare for an international career? There seem to be several attributes, all of them centering on core competencies and the ability to learn from experience.

Some of the key competencies are integrity, insightfulness, risk taking, courage to take a stand, and ability to bring out the best in people. Learning-oriented attributes of international executives include cultural adventurousness, flexibility, openness to criticism, desire to seek learning opportunities, and sensitivity to cultural differences. Understanding cultural differences becomes especially important for companies that are considering opening foreign offices, because workplace customs can vary widely from one country to another. Consulate offices and companies operating within the foreign country are excellent sources of information about national customs and legal requirements. Table 2. Indicate whether you believe each statement below is true T or false F. Sexual harassment is unprofessional behavior.

Sexual harassment is against the law in all fifty states. Sexual advances are a form of sexual harassment. Sorted By: Top Matches. Filtered By: Grid List. Order By: Top Matches. Orgb by Debra L. In stock online Not available in stores. ORGB, Third Canadian Edition, offers comprehensive coverage of contemporary organizational behavior topics in a format that is engaging and accessible for today's learners.

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What is involved in the study of organizational behaviour? Which topic area studies individual behaviour and group dynamics in organizational settings? Psychology is the study of the science of human behaviour. What discipline is sociology the science of? Which independent discipline evolved from the disciplines of psychology, sociology, engineering, anthropology, management, and medicine? The internal perspective of human behaviour has resulted in a range of motivational theories. What does this perspective imply? A manager states that Cheryl is an outstanding employee because she has a high need for achievement. Why did Katz, Kahn, and Leavitt establish the open system framework? It is a function of the individual personality and preferences for leadership style. It is a function of culture and the systemic properties of the organization. It is a function of the consequences of compliant and deviant behaviour within social groups.

It is a function of the person and the environment. Which discipline includes human behaviour? Which discipline includes culture and the study of learned behaviour? Which discipline focuses on performance standards to shape goal-setting practices? Which discipline supports organizational behaviour in our understanding of the cultural implications of organizations? Which discipline demonstrated that the modern corporation could be considered a unit of analysis, emphasizing design, implementation, and the coordination of administrative and organization systems?

What distinguishes medicine from psychology? How does the discipline of organizational behaviour distinguish itself from other disciplines? Which behaviour is supported by having a positive attitude, asking questions, listening to the answers, and being committed to success? Dorian has started a cultural shift at his organization in quality processes. Which type of reaction will he most likely face in the early stages? Where does organizational behaviour occur? During a learning activity, mastery of basic objective knowledge takes place. What will happen next? What converts inputs to outputs in an open system? What represents the core technology of a post-secondary educational institution? Starbucks Canada is the main competitor to Tim Hortons.

What part of an organization does this represent? What is represented by the hiring of new staff and the purchase of material? What is best reflected by beliefs and assumptions about people, work, and the organization? Which of the following is an example of a covert organization? What did the Hawthorne Studies uncover? What is the foundation of the Canadian economy? What change force is demonstrated by the arrival of the retail store Target to Canada? What are the four challenges related to change for managers in contemporary organizations? Which organization recently went on record to the public stating that it lost focus and stopped listening to its customers? General Motors b. Enron c. Fannie Mae d.

What must organizations respond to for success in global competition? What is a significant aspect of total quality management TQM?

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