

VIDEO/DVD QUESTIONS
BY
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UNIVERSITY OF NEW ORLEANS
for
Management 9th Edition
by
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Segment 1

Baker's Best: Management in Action

1. Give examples of the human, financial, physical and information resources used by Bakers' Best managers.
2. Identify examples of different kinds of managers (top, middle, and first-line managers) that Bakers' Best employs in its organization.
3. Discuss how managers at different levels at Bakers' Best engage in the management functions of planning, organizing, leading and controlling.
4. Discuss how managers at different levels at Bakers' Best use the various management skills identified in Chapter 1.
5. Discuss how managers at Bakers' Best play various roles, as identified in Chapter 1.

Segment 2

Hewlett Packard: Adjusting Strategies & Meeting Challenges

1. What evidence of the classical, behavioral, and/or quantitative management perspective do you find in this video?
2. What, if any, evidence of the systems and/or contingency management perspective is illustrated in the video?
3. Which of the contemporary management challenges discussed in the book has Hewlett Packard addressed?
4. Does the concept of mobile workspace relate to the scientific management perspective? If so, how? If not, why?
5. How does the statement that "It's not as important that employees do their work in their office 40 hours a week, on a standard schedule, as it is for them to meet the work objectives that they have" relate to Theory X and Theory Y?

Segment 3

Finagle a Bagel's Environment, Culture, & Performance Assessment

1. Name and discuss the elements from the general environment that you saw or that were mentioned in this video.
2. Name and discuss the elements from the task environment that were evidenced in the video.
3. Name and discuss the elements from Finagle A Bagel's internal environment.
4. From what you saw in the video, what are the determinants of Finagle A Bagel's organizational culture?
5. How does a mid-size firm like Finagle a Bagel adapt to its environment?
6. Does the ability of a mid-size firm like Finagle a Bagel to manage and adapt to its environment differ from that of a much larger firm – one with billions of dollars of annual sales? Explain your answer.
7. How could Finagle a Bagel use each of the text's four models of organizational effectiveness to assess its performance?
8. To the extent you are able, given what you saw in the video, describe how effective the firm seems to be under each of the four models of organizational effectiveness.

Segment 4

Ethics and Social Responsibility At the New Belgium Brewery

1. What is ethical behavior? List as many ethical actions on the part of the New Belgium Brewery as you can.
2. How has the firm's culture and top leadership influenced ethical behavior at the firm?
3. Define socially responsible behavior and differentiate it from ethical behavior.
4. Give some examples of socially responsible behavior on the part of the New Belgium Brewery's management.
5. Consider the arguments for and against social responsibility, as listed in Figure 4.4 in the text. The New Belgium Brewery managers featured in the video are likely to agree with the arguments for social responsibility. Do you think they would be likely to disagree with *all* of the arguments against social responsibility? If not, which one(s) would they be likely to agree with? Explain your answer.
6. If *you* were a New Belgium Brewery manager, how would you respond to each of the arguments against social responsibility in Figure 4.4?
7. Consider the formal organizational dimensions of social responsibility: legal compliance, ethical compliance, and philanthropic giving. How would you classify each example of socially responsible behavior given in Question 4.

Segment 5

HP's Global Environment

1. Discuss the differences among domestic, international, and multinational businesses. Into which category would you place Hewlett-Packard?
2. What are the alternative strategies from which an organization must choose when it makes the decision to increase its level of international activity?
3. What are the advantages and disadvantages for each of the above?
4. Which of the above strategies do you believe Hewlett Packard is pursuing? Explain your answer.
5. Which of the three and environmental challenges illustrated in figure 5.3 to you believe the executives in this video are addressing? Explain your answer with examples from the video.

Segment 6

New England Aquarium's Diverse Environment

1. What are the *primary* dimensions of diversity and multiculturalism highlighted in the text? Which of these were evidenced in the text?
2. What additional dimension(s) of diversity and multiculturalism, if any, are brought out in the video?
3. Discuss the advantages and disadvantages of diversity in general, and (from what you can see in the video) at the aquarium.
4. What organizational approaches does the aquarium take?
5. Could the firm improve how it manages diversity? If so, how?

Segment 7

Planning & Decision Making at Quadrant Capital

1. What is the relationship between decision making and planning? Give an example based on the video.
2. Give examples of Kearney's and Fisher's goals for the Quadrant Capital. Did their plans appear to support achievement of those goals? If so, how?
3. Goals serve four important purposes. To the extent you can (based on the video), discuss whether or not each of the four purposes of goals were served at Quadrant Capital.
4. To the extent possible (based on the video), give an example of each of the three kinds of plans (strategic, tactical, and operational) developed for Quadrant Capital. Also, discuss the relationship among the goals at different levels.
5. Distinguish between contingency planning and crisis management. Did you see any evidence of crisis management in the video?
6. Give an example from Quadrant Capital's contingency plans. Was your example implemented? If it was not (or had not been) implemented, would that mean that the time and resources spent developing it were wasted? Explain your answer.

Segment 8

Managing Strategy & Strategic Planning at the Percy Inn

1. What are the Percy Inn's distinctive competences? Can these competences be easily imitated by the Inn's competitors? Why or why not?
2. Discuss how SWOT analysis was, and/or was not, used in formulating the strategy for Percy Inn.
3. Which one of Porter's generic strategies (differentiation, overall cost leadership, or focus strategy) is Northrup using? Explain your answer.
4. To the extent possible from viewing the video, which of the Miles and Snow business-level strategies (prospector, defender, analyzer, &/or reactor) is the Percy Inn following? What did you see in the video that supports your answer?

Segment 9

Decision Making At the Denver Broncos

1. Consider the decisions that the Denver Broncos marketing group must make -- decisions about how to develop and market "products", how to deal with clients, fans, and vendors, and so on. Are these decisions programmed or non-programmed? Explain your answer.
2. Are the above decisions made under conditions of certainty, risk, or uncertainty? Explain your answers.
3. Were the groups of people featured in this video an interacting group (work team), a Delphi group, or both? Explain your answer.
4. To the extent possible, describe the decision-making processes of the Denver Broncos, using both the rational and behavioral perspectives. How did these processes lead to effective decisions?
5. What apparent advantages do the Denver Broncos & its "customers" enjoy by the Bronco's use of a group decision-making process, as compared to an individual process? What are some of the potential disadvantages of a group decision-making process?

Segment 10

Entrepreneurship at American Flatbread

1. The contribution of small business can be measured in terms of its effects on key aspects of an economic system. To which of these aspects (job creation, innovation, and importance to big business) is American Flatbread contributing?
2. Define the term "niche" and describe what niche American Flatbread is filling.
3. Explain the difference between the terms "niche" and "distinctive competency." Describe the distinctive competencies which you believe have contributed to American Flatbread's success.
4. In what ways has Schenk's choice of industry and his expertise in that industry aided or hindered him in achieving his success?
5. Among the reasons for entrepreneurial success, the text mentions: a) hard work, drive, and dedication, b) careful analysis of market conditions, c) managerial competence, and d) luck. To what extent do you attribute Schenk's success to each of these factors?

Segment 11

Organizing Green Mountain Coffee Roasters

1. What is job enlargement? What is job enrichment? What's the difference between the two? If possible, give examples of each from the video.
2. Describe the method of departmentalization in use at Green Mountain. Do you think that this the best type of departmentalization for the company? Explain your answer.
3. Would you say that the V.P. of human resources has a narrow or wide span of management? Why?
4. Is Green Mountain a tall or a flat organization? Explain your answer.
5. Is the company centralized or decentralized? Explain.
6. Do you believe that the V.P. of human resources holds a line position or a staff position? What about the V.P. of marketing? Explain.

Segment 12

Managing Organization Design at Accenture

1. Do you believe Accenture is using the bureaucratic or behavioral model of organization design? What facts in the video lead you to that conclusion?
2. What do you think are the most prevalent situational factors (technology, environment, size, and organizational life cycle) that have influenced Accenture's organization design? Explain your answer.
3. From what you saw in the video, do you believe that Accenture's organization is related to its strategy? What leads you to that belief?
4. Which of the four basic forms of organization design (functional, conglomerate, divisional, or matrix) do you believe is the most prevalent at Accenture? Explain your answer, discussing all of the basic forms.

Segment 13

Change and Innovation at Jordan's Furniture

1. Describe the nature of organization change seen in this video.
2. Were the forces for the acquisition/merger primarily external or internal? Explain your answer in detail.
3. Regarding the change of ownership (from the Tatelman brothers to Warren Buffett), would you say it was a planned change or a reactive change? Why?
4. What are the reasons for resistance to change that *could* have happened at Jordan's but *did not*? What did the Tatelman brothers do to reduce resistance?
5. Of the three broad categories of change listed in Table 13.1, which did you see evidence of in the video? Which did you *not* see evidence of in the video?
6. Considering the "OD Techniques" covered in the text, which did you see implemented or discussed in the video? Which did you *not* see implemented or discussed? Explain your answer.
7. What innovations did you see in the video? Can you think of any innovations that might improve Jordan's performance? Explain.

Segment 14

Managing Human Resources at REI

1. Describe the human capital at REI.
2. What is REI's process of human resource recruiting and selection?
3. How does the co-op develop its human resources?
4. What, if anything, would you change in REI's human resource development program? Explain your answer.
5. Do you agree with the management decision not to stress "closing the sale" in the training of their employees? Why, or why not?
6. What is a 360-degree feedback program and how does it work at REI?

Segment 15

Basic Elements of Individual Behavior in Organizations

1. From what you saw in the video, describe the fundamental components of the psychological contract that Milton Rodriguez's employees make with his firm.
2. What inducements does Rodriguez's dealership offer his employees?
3. How would you rate Rodriguez on the "Big Five" personality traits? Do you think any of these have helped him achieve his success? Explain your answer.
4. Describe Rodriguez's personality in terms of the "Other Personality Traits" that the text says influence behavior in organizations. For instance, would you say he has high or low self-esteem?
5. How would you describe his typical employee's organizational commitment? Explain your answer.
6. Would you describe Rodriguez as a "Type A" or a "Type B" individual? Explain your answer.

Segment 16

Managing Employee Motivation & Performance at Wheelworks

1. At Wheelworks, employee needs are used to motivate performance.
 - a. Describe the firm's use of employee needs from the perspective of Maslow's hierarchy of needs.
 - b. Describe the firm's use of employee needs from the perspective of the ERG Theory of Motivation.
 - c. Describe the firm's use of employee needs from the perspective of Herzberg's two factor theory.
2. Are the Individual Human Needs discussed in the text applicable in this case? Explain your answer.
3. Is the Goal-setting Theory discussed in the text applicable in this case? Why, or Why Not?
4. In the video, Wheelworks employees and managers agree that "passion for the sport of cycling" is their number one motivator. Do you agree that love of the work itself is the strongest motivator? Why, or why not?
5. What types of financial rewards and incentives are used at Wheelworks? How do these work to increase employee motivation in this situation? How might your answer differ with other employers &/or employees?
6. Wheelworks does not pay commission to its sales staff. Why not? Do you believe this decision is appropriate for the firm, given its goals and strategies?

Segment 17

Leadership at *Life is Good*

1. Describe the nature of leadership and tell how Bert Jacobs relates leadership to management.
2. To which of the major situational approaches to leadership do you think Bert Jacobs subscribes? Explain your answer.
3. Describe the three emerging approaches to leadership. Which of the three emerging approaches do you think best fits Bert Jacobs?
4. Do you agree with Bert Jacobs' statement that usually the best leaders are the ones everyone is following around by the age of 10 -- in other words, his belief that in most cases people are born with leadership qualities? Why or why not?

Segment 18

Managing Communications at IDG

1. Distinguish between communication and effective communication. Give an example of each from the video.
2. When international executives are communicating with those who speak English, they will often use interpreters. This occurs even when they speak English quite well. How does this relate to the encoding and decoding process?
3. Distinguish between vertical communication and horizontal communication. If possible, give an example of each from the video. If not, give an example from your personal experience.
4. From the video, give an example of how electronic communication can be misinterpreted and what you can do to prevent this.
5. What barriers to effective communication listed in the book were exemplified or discussed in the video. For each, describe how the barrier can be overcome.

Segment 19

Work Groups & Teams at Finagle a Bagel

1. What types of groups and/or teams did you see in this Finagle A Bagel video? Explain your answer.
2. Related to those reasons listed in the text, why do you think people would consider joining the team at Finagle a Bagel?
3. Explain the role structure that exists at Finagle a Bagel.
4. What are the four important characteristics of groups and teams? Which, did you see evidence of in the video? Explain your answer.
5. What, if any, conflict did you see in this case? What, if anything, did Finagle A Bagel do to manage it?

Segment 20

Control at Harrah's

1. List and define the four levels of control within the organizational system.
2. Which of the four levels of control do you think the video primarily addressed? Explain why the remaining three levels were not the primary focus.
3. Which of the Tools for Financial Control were discussed in the video? Explain each.
4. McDuffie compared and contrasted internal and external audits. Do you think the book agrees or disagrees with his views? Explain your answer.
5. What are the four characteristics of effective control discussed in the text. Would you say McDuffie agreed with, disagreed with, or didn't cover each?

Segment 21

Managing Operations, Quality & Productivity at Finagle A Bagel

1. Distinguish between manufacturing and production operations and service operations. Give examples of each from the video.
2. What are the three basic components in designing operations systems? Discuss the basic decisions that relate to each of the three.
3. To the extent possible, given what you saw in the video, characterize the three components of the operations systems used by Finagle A Bagel.
4. Given what you saw in the video, identify and describe any of the three new manufacturing technologies described in the text. Then, name and describe any of the three that you did not see in the video.
5. Which of the five major ingredients of Total Quality Management did you see Finagle A Bagel using in the video? Explain your answer. Did you see any of the five ingredients not being utilized by Finagle A Bagel? Explain.
6. What actions at Finagle A Bagel improve productivity? Explain your answer.

Segment 22

Managing Information @ Travelocity.com

1. Differentiate between data and information. Given an example of information used by Travelocity that you saw in the video.
2. What are the characteristics of useful information? To the extent possible, give an example of each from the video. Your examples should be characteristics of information that is useful to Travelocity -- not to its customers.
3. Define and differentiate decision support systems, executive support systems, and artificial intelligence and expert systems. Which of these do you think Jeff Glueck, chief marketing officer for Travelocity, utilized. Explain your answer.
4. Your text discusses six ways in which information systems have impacted organizations. Which of these did you see evidenced in the video?

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