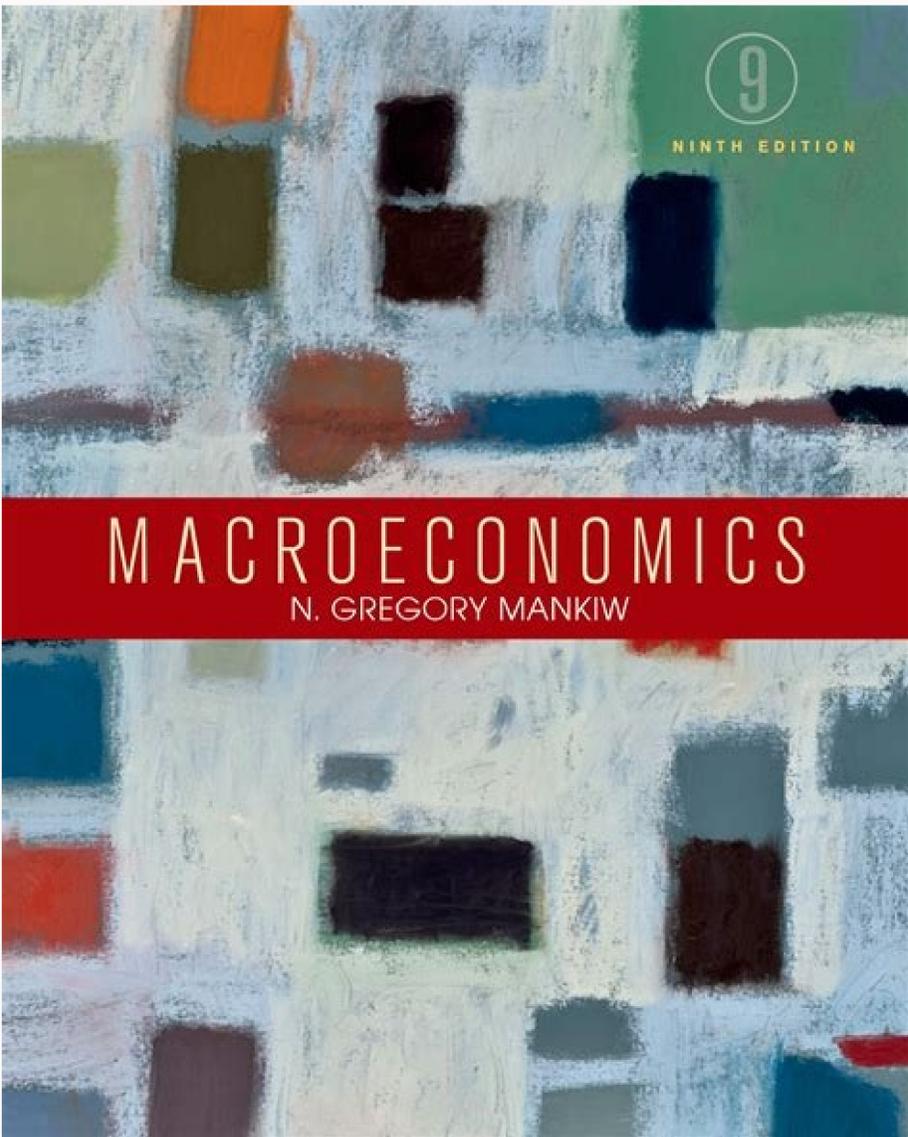
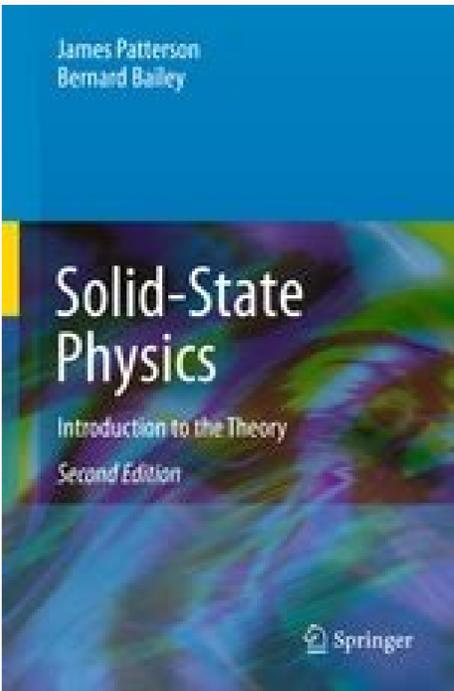
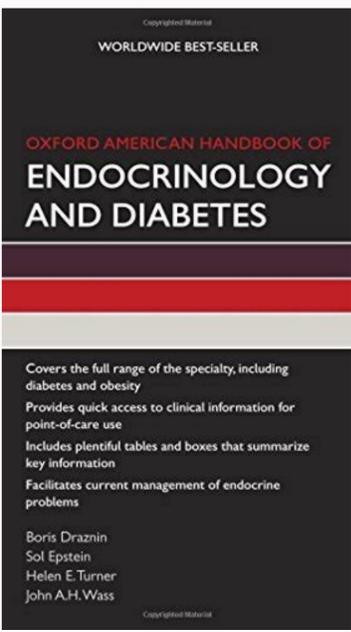


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Fundamentals of Management

Seventh Canadian Edition



Stephen P. Robbins, David A. DeCenzo, Mary Coulter, Jan Anderson

Operations Management: Sustainability and Supply Chain Management (10th Edition)

OPERATIONS MANAGEMENT

Sustainability and Supply Chain Management



13. McClendon, the company's CEO, was one of the highest-paid 34. What are the difficulties of calculating such a figure? 3.1. Is profit the only important goal of a business? 29. This case looks at whether a company should go ahead with its intended launch of a new product, a book series based on a character that some members of the community find disrespectful. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-22 Copyright © 2018 McGraw-Hill Education. o Being socially responsible gives businesses a favorable public image that can help head off government regulation. What kind of strategies for change will managers have to adopt? Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-23 Copyright © 2018 McGraw-Hill Education. Justifications for cheating include the fact that it provides useful shortcuts; it arises out of resentment; it seeks to redress perceived unfairness; and it is done to avoid feeling like a chump. Interactive Classroom Material: EXAMPLE: Managing the Media: What's the Best Practice for Handling Product Recalls? Assigning SmartBook and Connect Application Exercises Connect gives you a wide array of flexibility in making assignments and creating grading policies. One Type of Social Responsibility: Climate Change, Sustainability, & Natural Capital ● Climate change refers to major changes in temperature, precipitation, wind patterns, and similar matters occurring over several decades. Defend your point of view. A reading assignment—typically a chapter from the product in use—is a student's initial exposure to course content. Another Type of Social Responsibility: Philanthropy, "Not Dying Rich" ● Philanthropy is making charitable donations to benefit humankind. o Established companies also need loans, but they rely on lenders such as commercial banks, investment banks, and insurance companies. 3.6 Corporate Governance How can I trust a company is doing the right thing? The task environment consists of customers, competitors, suppliers, distributors, strategic allies, employee associations, local communities, financial institutions, government regulators, special-interest groups, and the mass media. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-24 Copyright © 2018 McGraw-Hill Education. What else should she have done? So When Do I Assign Each Type of Teaching Resource? YOUR CALL For GM, "Mary Barra seems to fully embody the position of the CEO who is sorry," says Business Ethics Professor Amy Sepinwall. His handpicked board of directors gave him a substantial pay package and they had the company purchase personal collection of maps. Provide a low point value for each question because multiple questions are usually assigned for each chapter. ● Internation forces are changes in the economic, political, legal, and technological global system that may affect an organization. As production was more important than cleanliness, even after repeated FDA warnings, the organization did not address the issue. Possible Topics for Discussion: ● Evaluate the extent to which your company (or a previous one) performs on each of the dimensions of the triple bottom line. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-2 Copyright © 2018 McGraw-Hill Education. And when it came to legality, the FDA noted that Blue Bell did not follow up "to identify sanitation failures and possible food contamination, taken proper steps to root out the problem, or informed the agency of its findings" even after it had filed a report finding bacteria. First, each major heading in a chapter contains suggested discussion starter questions. You may also want to assign an iSeeIt! animated video if you notice that students are struggling with a particular topic, even after a class. A click and drag, such as one on "The GLOBE Project," can be assigned. PG&E may have significant responsibility to stockholders and executives, but there are other stakeholders, such as employees, customers, and the community, to which it owes a special responsibility as well. After reading the case, students will respond to five multiple-choice questions. Harvard Business Review, 93(1) 40-49. Students can be instructed to complete pre-class activities prior to watching the lecture, and post-class activities after the online lecture. ● Describe the extent to which you feel competitive pressures to cheat at school or at work. Don't apply. The first is a "holier-than-thou" effect that causes people to be overly optimistic about their moral judgment. "Planet" is also another important goal of a business. 19. Each animated video is accompanied by auto-graded multiple-choice questions that can be assigned to confirm student comprehension. You can ask students to read only the article or also ask them to read the professional commentary. ● It also requires the company to have established procedures and guidelines for such companies. Discuss the advantages and disadvantages of CEO's being advocates for social issues, such as Indiana's Religious Freedom Restoration Act. Answer: FALSEExplanation: Finding ways to deliver new or better goods or services is called innovation.Difficulty: 1 EasyTopic: Competitive AdvantageLearning Objective: 01-06: Identify the seven challenges faced by most managers.Bloom's: RememberAACSB: Knowledge ApplicationAccessibility: Keyboard Navigation1Why is this page out of focus?This is a Premium document. provide for study-attempts to allow for completion of the assignment after the due date without assigning a point value. The company's CEO, Mary Barra, was forced to handle a public relations disaster. Organizations have a special duty to act ethically, especially in terms of the stakeholders mentioned. What obligations should a community expect of the companies located there? A successful manager also knows how to deal with ethical dilemmas and will take steps to help promote ethics at the organization. Consider using the following discussion questions: Describe the ways you believe that your social skills may be impacted, both positively and negatively, by your smartphone and social media usage. After each unit (planning, organizing, leading, and controlling) students can also be assigned the cumulative case, which includes assignable 6. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-15 Copyright © 2018 McGraw-Hill Education. 33. Internal stakeholders: Employees were negatively affected as they worked in poor sanitary conditions, and many were let go. 18. If desired, you can then introduce a follow-up activity, found in the book's Instructor Resource Center, that will create strategic challenges for the firm over the next 5-10 years, both domestically and internationally. The following recommendations pertain to these mentioned touch points, with an additional matrix that follows. He has also noticed that Bob seems to have a great deal of office stationary in his bag. Besides, what's wrong with asking? clear and convincing evidence, beyond a reasonable doubt, etc.). Possible Topics for Discussion: ● Discuss the elements of the task environment that are most likely to impact your academic institution over the next 5 to 10 years. It is important to also see if there is further language in the law that states what the burden of proof is (i.e., Is it simply required behavior in order to get through college? The second is motivated blindness, which is the tendency to overlook information that works against our best interest. Group Exercise: Solving an Ethical Dilemma There is a group exercise available at the end of this manual that applies the four approaches to studying ethical dilemmas. 4. Here, you have gas and electric lines, which means safety for employees, and the community is also extremely important. First, students should discuss the dilemma of social media platforms such as Facebook. ● Unethical behavior in the form of employee fraud costs the typical organization 5 percent of its revenues each year, which translates to worldwide fraud loss of \$3.7 trillion. A successful manager is able to properly balance these value systems. Interactive Classroom Material: EXAMPLE: Who Should Be a Company's Most Important Stakeholders? ● In contrast, economist Paul Samuelson argued that a company must be concerned for society's welfare, as well as for corporate profits. ● Employees are more willing to display citizenship behavior and to produce higher task performance when their managers exhibit ethical leadership. ● Not only do wealthy individuals and companies practice philanthropy, ordinary individuals do so as well. Not being told that psychology positions require graduate degrees does not violate the law and is not false advertising. ● Values and value systems are the foundations for ethics and ethical behavior. Follow-Up Activity: Instructor should divide students into small groups of four. Technology is causing drastic changes in medicine, travel, communication, and even the legal world, amongst other areas. Provide examples of what Marc Benioff truly believes are the economic, legal, ethical, and philanthropic responsibilities of Salesforce.com. Section 3.6 Key Concepts: Corporate Governance: Corporate governance is the system of governing a company so that the interests of corporate owners and other stakeholders are protected. ● Evaluate the extent to which you agree with the following point of views: (1) helping someone else cheat is not as bad as cheating myself; and (2) it is the instructor's responsibility to prevent cheating in this class, not mine. o Many agencies, boards, and commissions have the legal authority to prescribe or proscribe the conditions under which you may conduct business. For a supplemental activity, you could have the students provide specific recommendations for how Olivia Torres should approach the situation and discuss the advantages and disadvantages of their plans. Interactive Classroom Material: EXAMPLE: Local Communities as Stakeholders: Are Financial Incentives to Sports Teams & Other Business Really Necessary? One way that you could begin your coverage of these topics is to have the students read the Harvard Business Review article "Corporate Governance 2.0." This article provides recommendations on how to improve corporate governance. Who are stakeholders important to me inside the organization? "People" does not simply include providing low prices to customers, but also includes the proper management of other stakeholders, such as employees and suppliers. Do you support Nestlé's decision to destroy all the noodles at the heart of the issue? This seems to have happened at quite a few private (for-profit) institutions. It was also indicated on 12 criminal counts for repeatedly violating the federal Pipeline Safety Act. ● Trust is demonstrated through: o How likely the people you're dealing with are to serve your interests. Should you sell that product? This would cause the rescinding of the tax breaks when firms do not deliver the promised jobs, or otherwise do not perform their stated expectations. If you would like cheating, you can ask them to review the Management in Action case titled, "Costco Plans to Grow Its International Markets." Students can respond to the four essay questions that follow, and/or they can complete multiple-choice questions on Connect. This can be done by reviewing the reporting from SmartBook and any assigned Connect application exercises, such as the recommended click and drag and case analysis. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-31 Copyright © 2018 McGraw-Hill Education. One way that you could begin your coverage of these topics is to have the students watch the video "Small Nudges Can Create Ethical Behavior." In this 11-minute video, D. Sreedhar Desai describes three nudges that have been shown to reduce unethical behavior in the workplace: infusing accountability, displaying moral symbols, and using reminders of childhood. So What Assets Can I Chase From? 44. ● Assume you want to learn more about a firm's corporate social responsibility prior to accepting a job offer. o Crowdfunding, or crowdsourcing, is raising money for a project or venture by obtaining many small amounts from many people ("the crowd"). Additional Activities: One way to build on this Example is to have the students read the Fortune online article "Amazon Invades India." The article profiles the strategic actions taken by Amazon to be successful in the emerging market of India. Corporate governance 2.0. Harvard Business Review, 93(3), 96-105. Section 3.1 Key Concepts: The Triple Bottom Line ● The triple bottom line—representing People, Planet, and Profit (the 3 Ps)—measures an organization's social, environmental, and financial performance. Providing students with opportunities for self-reflection outside of classroom activities. Introduction Name: Test bank for Management: A Practical Introduction 9th Edition by Angelo Kinicki ISBN: ISBN-13: 9781260075113 ISBN-10: 1260075117 Author: by Angelo Kinicki, Brian Williams Edition/Type: 9th Edition/Test bank Format: Word Zip/All chapter include Size: 1.39 MB Management: A Practical Introduction 9e empowers students to develop the management skills necessary in everyday life through the practical and relevant application of theory. ● Describe your institution's reputation when it comes to ethics. The New York Times demonstrates the power that customers can have over a business by profiling the 3.3 The Community of Stakeholders Outside the Organization Who are stakeholders important to me outside the organization? Article Citation: Fairchild, G., Morayias, Interactive Classroom Material: CLICK AND DRAG: Carroll's Corporate Social Responsibility Summary of Activity: Corporate social responsibility is to an organization what ethical responsibility is to being a good individual citizen. With corporate governance, it is important for a company's board of directors to be independent of its day-to-day operating executives, such as the CEO. ● Managers operate in two organizational environments made up of various stakeholders: internal stakeholders and external stakeholders. Interactive Classroom Material: CLICK AND DRAG: How Organizations Can Promote Ethics Summary of Activity: Ethics are the standards of right and wrong that influence behavior, and ethical behavior is the accepted or "right" way to behave according to those standards. ● Figure 3.2 describes the levels in the pyramid. Which of the six general environmental forces influenced the manner in which Blue Bell responded to this crisis? 3Chapter The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing Teaching Resource Manual: A Guide to Implementation II Learning Objectives 2 Teaching Resources 3 Overview of the Chapter 6 Classroom Outline 8 Challenge: Major Questions 27 Management in Action 29 Legal/Ethical Challenge 31 Textbook Examples 32 Textbook Practical Actions 39 Self-Assessments 40 Group Exercise 42 Manager's Hot Seat 44 Publisher Videos 47 CHAPTER CONTENTS Solutions Manual for Management A Practical Introduction 8th Edition by Kinicki Full Download: Full download all chapters instantly please go to Solutions Manual, Test Bank site: TestBankLive.com 2. ● The justice approach is guided by respect for impartial standards of fairness and equity. Discuss how you could improve your employees' social interaction skills. To ascertain student confidence in their competency, pull a metacognitive skills analysis report. Nevertheless, Barra could have shaken up the executive team that should have brought this to the attention of stakeholders many years before. ● The utilitarian approach is guided by what will result in the greatest good for the greatest number of people. The Resources Across Teaching Touch Points Matrix A Week at a Glance When creating a syllabus and schedule for students, you can utilize the above-mentioned matrix as a guide. The organization also has a foundation that donates 1 percent of the company's resources, 1 percent of employees' time, and 1 percent of the firm's technology to improve communities worldwide. 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Social responsibility also includes climate change, sustainability, and natural capital. This, and other incentives for different industries, often becomes a problem for local communities. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3 Copyright © 2018 McGraw-Hill Education. The law seeks to be there to assist those who were lied to in advertisement, academic advising, or career counseling through the university. 35. 2. ● In one study, employees who rarely saw honesty applied in their firms observed more misconduct than did employees who saw honesty applied occasionally or frequently. The Resources Across Teaching Touch Points Matrix A Week at a Glance When creating a syllabus and schedule for students, you can utilize the above-mentioned matrix as a guide. 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Organization's Environment Connect and Drag 3-4: The Ethical Responsibilities Required of You as a Manager The Truth about CSR Supplemental Activity Harvard Business Review article' Salesforce CEO on Using Business for Social Activism Supplemental Activity Web Video (7 minutes) Carroll's Corporate Social Connect Click and 12. 39. If your goal is to create an engaging learning environment filled with student discussion and interactions, we provide multiple resources. o Level 2, conventional—people at this level are conformist, generally following others' expectations; managers lead by encouragement and cooperation. There are two viewpoints on corporate social responsibility. o Financial institutions such banks, savings and loans, and credit unions provide capital to new ventures. If students have been struggling with a particular topic, an iSeeIt! animated video can be assigned to reinforce the concept in a short, effective manner. ● Special-interest groups are groups whose members try to influence specific issues, and they are an important stakeholder. Another type of social responsibility is philanthropy, which is making charitable donations to benefit humankind. Generally, a typical class session for any course comprises three "touch points" before, during, and after class: How Organizations Can Promote Ethics ● An organization may promote high ethical standards on the job by creating a strong ethical climate, by screening prospective employees, by instituting ethics codes and training programs, and by rewarding ethical behavior by protecting whistle-blowers. o The purpose of a code of ethics is to clearly state top management's expectations for all employees. Can you think of any highly profitable and legal businesses that do not practice any kind of social responsibility? Internal Stakeholders ● Internal stakeholders consist of employees, owners, and the board of directors, if any. If the statute has a fraudulent claim clause, which would say something in the lines of you "cannot file a claim if it is reasonably impossible for your situation to fit the intent of the law," then you may not want to file a claim in this situation because the school does not seem to have violated state law. The triple bottom line—representing People, Planet, and Profit (the 3 Ps)—measures an organization's social, environmental, and financial performance. However, if you were lied to and shown "facts" that individuals with an undergraduate psychology degree earned jobs in the field, this may be a different story. An organization should create a strong ethical climate, screen out dishonest employees, have a code of ethics, and protect whistle-blowers. Increasing student engagement by providing opportunities for them to apply the knowledge gained in the classroom to real-world scenarios. It also was created to help you address some of the following challenges in higher education: Addressing the inability to measure student comprehension prior to major assignments such as a midterm or project. Amazon's CEO believes that customers should have a vast selection of products, low prices, and the ability to receive their orders fast. o Venture capital is money provided by investors (i.e., venture capitalists) to startup firms and small businesses with high risk but perceived long-term growth potential, in return for an ownership stake. ● Think of a company that you trust. Moreover, change continues to create competitive advantages in not only the aforementioned industries, but most every business. Corporate governance is the system of governing a company so that the interests of corporate owners and other stakeholders are protected. An organization's success on the 3 Ps can be assessed through a social audit. 31. How could your school best deal with those challenges? Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-26 Copyright © 2018 McGraw-Hill Education. o People for the Ethical Treatment of Animals (PETA) is an example of a special-interest group. ● A supplier is a person or organization that provides supplies—raw materials, services, equipment, labor, or energy—to other organizations. 28. The government also had to expend resources for continued regulation, so this was a negative as well. 27. Interactive Classroom Material: CLICK AND DRAG: The Organization's Environment Summary of Activity: An organization's stakeholders are those people whose interests are potentially affected by an organization's activities. These findings should be shared with the rest of the class and open for wider discussion. Because of the quantity of options, the goal of this implementation guide is to provide an overview of how you might select the many teaching resources at your disposal. ● Evaluate the extent to which you are willing to buy more and pay more for goods and services from companies that are socially responsible than from those that are not. o American companies may be more willing to advance their interests in using the legal system, as in suing competitors. Discuss the advantages and disadvantages of states using tax breaks, rebates, and/or grants to entice film makers to your state. Next, students should discuss if organizations such as Facebook, Twitter, etc. 37. ● Most managers are at Level 2 of moral development. This includes an organization's responsibility to its employees and to the wider community. Here, Blue Bell seems to have failed at all three. Sarbanes-Oxley Act of 2002 ● The Sarbanes-Oxley Act of 2002 established requirements for proper financial record keeping for public companies and penalties of as much as 25 years in prison for noncompliance. Many of these Hot Seats cover frequent, yet controversial topics, and they ask students to describe what their decision-making process would be in those situations. ● Ethical dilemmas often develop because of an organization's value system, the pattern of values within the organization, and other options. How would you go about determining if the firm's CSR is consistent with your values? However, if there is no fraudulent claim clause, it may be worth a shot! 2. For example, Coca-Cola has embraced the idea of climate change as an economically disruptive force and is focused on water conservation techniques, along with other measures. A case analysis, such as "Costco Plans to Grow Its International Market," can also be included so that students can learn about applying the concepts from the reading to a real-life scenario; therefore, further engaging them prior to the class session. Blue Bell did not ethically respond to the South Carolina incident. If your goal is to provide for additional application of material, the TRM breaks down the textbook Management in Action cases and legal/ethical challenges by providing questions and ideal responses. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-1 Copyright © 2018 McGraw-Hill Education. 3.3 Who are the stakeholders important to me outside the organization? The quiz banks in Connect focus more on defining and explaining material, and the test banks focus more on application and analysis. Managers will have to be open to change, and understand both the advantages and disadvantages of a technology-run world. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-25 Copyright © 2018 McGraw-Hill Education. In this click and drag activity, students will drag each component of an organization's environment to the appropriate area on a provided chart. PowerPoint Slides: 15-25 Section 3.4 discusses what constitutes ethics and values. Follow-up activities can be found in the Teaching Resource Manual. A bad reputation and government fines would surely affect the organization; so it first tried not to mention anything after South Carolina, but were then forced to bring it up. Evaluate how that approach might give a firm a competitive advantage. ● Today, going green has entered the business mainstream, where sustainability programs are producing not only environmental benefits but also cost savings, revenue growth, and competitive advantages. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-33 Copyright © 2018 McGraw-Hill Education. Developed to help students read and learn management with a purpose, it takes a student-centered approach. The Manager's Toolbox: How Do People Excuse Lying & Cheating? Each group is tasked with discussing the role of internal and external stakeholders. Amazon tries to have a simple platform to accommodate one-click shopping, easy returns, free-shipping, and of course, low prices. 30. In the sample metacognitive skills analysis, the percentages show how much students know, but didn't realize they knew, as well as how much they didn't know, but thought they did know. YOUR CALL Does it matter to you how harshly a company treats other stakeholders as long as it handles its customer relations well? Though the motto of "the customer is always right" still stands as a beacon of outstanding customer service, how can an organization maintain a competitive advantage when other stakeholders, such as suppliers and employees, begin feeling disenfranchised? If you are flipping the class and utilizing the in-person session for activities, you can utilize the follow-up activities from previously assigned Connect application exercises in the TRM. ● Local communities are important stakeholders since they often rely on companies for jobs, contributions to the tax base, and/or financial support. You can assign a self-assessment earlier in the week, for example on "Assessing Your Global Manager Potential," and have students complete a follow-up activity during the class session based on the self-assessment results. a pharmaceutical company. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-vii Copyright © 2018 McGraw-Hill Education. o However, one person's short-term self-gain may not be good for everyone in the long term. Be specific. ● A Ponzi scheme is when cash from newer investors is used to pay off old ones. Various white-collar crimes, including insider trading and Ponzi schemes, resulted in the passage of the Sarbanes-Oxley Reform Act, which established record keeping and reporting requirements. A gap can be included between pre-class activities and the recording of the lecture so that reporting can be reviewed. o Be ethical in its practices, taking host-country and global standards into consideration. You were never promised a job, and you made the decision to major in psychology. The latter is socially responsible helps an organization's image. This example is simply a weak out of many that will provide for rigorous learning and student impact! You can utilize this format when creating a syllabus and extrapolate the rest of the weeks. o How effectively they communicate these skills. White-Collar Crime ● At the beginning of the 21st century, U.S. business was rocked by an array of scandals like Enron and WorldCom, followed by insider trading and Ponzi scheme scandals. o Some countries have more fully developed legal systems than others. If your goal is mastery of content, Connect offers a host of additional pre-class assignments to choose from. For a supplemental activity, you could have the students discuss how managing a company for the long term would improve corporate governance and describe how companies could improve the performance of their board of directors. At one time, Aubrey K. Consider using the following discussion questions: Assume you are a resident of one of the 40 states that offer incentives to movie companies. Cheating may begin with small infractions, but if these infractions are never punished, they can eventually grow to become an ongoing deliberate strategy of deception or fraud. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-17 Copyright © 2018 McGraw-Hill Education. PowerPoint Slides: 26-30 Section 3.5 discusses corporate social responsibility, including an organization's economic, legal, ethical, and philanthropic responsibilities. ● SarbOx requires a company's chief executive officer and chief financial officer to personally certify the organization's financial reports, among other requirements. Moreover, he was provided personal jet and accounting expenses, as well as sponsorship of an NBA team he partially owned. Type of Asset Before-Class/Lecture During-Class/Lecture After-Class/Lecture Smart Book Connect Application Exercises Connect Application Exercise TRM Follow-up Activities iSeeIt! Animated Videos Self-Assessments TRM Self-Assessment Follow-up Activities Quizzes/Tests Legal/Ethical Challenges Manager's Hot Seats Cumulative Case TRM Box Additional Activities (i.e. Example and Practical Action) Management in Action Group Exercises TRM Discussion Starters TRM Online Readings 7. ● Sociocultural forces are influences and trends originating in a country's, a society's, or a culture's human relationships and values which may affect an organization. ● The moral-rights approach is guided by respect for the fundamental rights of human beings. Consider using the following discussion questions: Discuss the role of the mass media in the Maggi crisis. Describe, using specific examples, the types of skills profiled in the video that may be negatively impacted by technology. 1. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-19 Copyright © 2018 McGraw-Hill Education. LEGAL/ETHICAL CHALLENGE 4. YOUR CALL Do you believe corporate social responsibility really has benefits? 5. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-12 Copyright © 2018 McGraw-Hill Education. The four approaches to deciding ethical dilemmas are: utilitarian, individual, moral-rights, and justice. ● Public outrage over executives' actions led to Congress passing the Sarbanes-Oxley Act of 2002 (SarOx or SOX). The general environment consists of economic, technological, sociocultural, demographic, political-legal, and international forces. This seems to be the most accurate. You may choose to: assign as many assignments as appropriate. How should Nestlé have dealt with the media during this crisis? o Problems occur when rights are in conflict, such as employer and employee rights. The Work of Laurence Kohlberg ● Psychologist Laurence Kohlberg has proposed three levels of personal moral development. In this two-part click and drag exercise based on a fictitious organization, students will first match the various descriptions of corporate social responsibility into the corresponding area of Carroll's Corporate Social Responsibility Pyramid. What are others' o You will act ethically in the short run to avoid others harming you in the long run. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-v Copyright © 2018 McGraw-Hill Education. o The competitive advantages. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-35 Copyright © 2018 McGraw-Hill Education. ("I'm not going to be a chump.") What do you say to the fact that, as the research shows, students who cheat, and thus don't get general results of their performance. Select feedback to be displayed after the assignment due date in order to limit students from giving the correct answers to other students while the application exercise is still available. ● Competitors are people or organizations that compete for customers or resources, such as talented employees or raw materials. Discuss actions that PG&E could take to place more emphasis on the organization's triple bottom line. Only about a fifth of American managers reach Level 3. Interactive Classroom Material: EXAMPLE: Amazon's Jeff Bezos Obsesses about a Great Customer Experience, but Is it at the Expense of Other Stakeholders' Wellbeing? Discuss. 24. Carroll's Global Corporate Social Responsibility Pyramid ● Archie Carroll developed a global corporate social responsibility pyramid, with the levels economic, legal, ethical, and philanthropic. How convincing Barra has been is up for interpretation, but there may not be a clear answer here. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-v Copyright © 2018 McGraw-Hill Education. Article Citation: Subramanian, G. ● In this view of corporate performance, an organization has a responsibility to its employees and to the wider community (People), is committed to sustainable (green) environmental practices (Planet), and includes the costs of pollution, worker displacement, and other factors in its financial calculations (Profit). o The goal of the owners is to make a profit. Financially, the organization suffered and had to let go of over 37 percent of its workforce through layoffs and furloughs. o If a community gives a company tax breaks in return for the promise of new jobs and the firm fails to do so, the community might use clawbacks to rescind the tax breaks. Computerization is already changing manufacturing, but interestingly, it is beginning to change medicine as well, such as with gene modification. Groups should identify, analyze, and discuss Ernie's current ethical dilemma with the rest of the class. During Class The TRM offers a host of additional materials and experiential activities you can use to bring chapter content to life. The narrower Deforum program allows for "...forgiveness of existing debt—and possibly, reimbursement of any repaid loans—if [students] can show their school violated state law in getting them to take out the debt." An example might be if a school lied in its advertisements about how many of its graduates landed jobs. Moreover, an independent audit found that over an 11-year period, PG&E collected \$430 million more from its gas operations than the government had authorized. 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McClendon was later indicted on charges, but he died in a single-car crash the next day. ● A key corporate governance challenge is to ensure that boards of directors be chosen to act ethically. Another point to keep in mind is that in order to earn a graduate degree in psychology you would have most likely needed the undergraduate degree anyway. Let's use the following example: You teach a face-to-face Principles of Management course, and the course meets once-a-week on Wednesday afternoons. Become Premium to read the whole document. Manager's Hot Seats can be utilized to open up class discussion. ● Studies suggest that profitability is enhanced by a reputation for honesty and corporate citizenship. For the global management chapter, one recommended Manager's Hot Seat is "Cultural Differences: Let's Break a Deal." Follow-up activities for this, and every other Hot Seat, can be found in the TRM. 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To what extent did Blue Bell respond ethically to the contamination problem? o How much they have demonstrated concern for others. ● When managers exhibit ethical leadership, that is leadership that is directed by respect for ethical beliefs and values for the dignity and rights of others. 32. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-34 Copyright © 2018 McGraw-Hill Education. You could have chosen a field with more job opportunities. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-18 Copyright © 2018 McGraw-Hill Education. Sociocultural forces were the main forces to influence Blue Bell's response. The general environment consists of economic, technological, sociocultural, demographic, political-legal, and international forces. Apply for loan forgiveness. Article Citation: Rangan, K., Chase, L., & Karim, S. If your learning objectives include fostering application and integrating the concepts discussed with real world practice, then Management in Action or legal/ethical challenge cases can be assigned so students can think critically and understand how what they are learning is actually practiced by successful professionals. If this is the fourth week of the semester and you are covering Chapter 4 on Global Management, the following format can be utilized: Before Class (before Wednesday) Assign Chapter 4 in SmartBook, making it due Tuesday evening so that reporting can be reviewed prior to the lecture on Wednesday. ● Research shows that many millennials are less focused on financial success than they are on making a difference and having meaningful lives. These benefits do not only include human and global benefits, such as reducing global warming or feeding the hungry, but also financial benefits. 3.5 The Social Responsibilities Required of You as a Manager Managers need to be aware of the viewpoints supporting and opposing social responsibility and whether being and doing good pays off financially for the organization. YOUR CALL Is a company principally responsible only to its stockholders and executives? 23. The first, or internal, environment consists of employees, owners, and the board of directors. 15. If time allows, and you would like to dive into real situations, you can discuss an Example Box from the text titled, "E-Commerce: Peer-to-Peer Shopping by Directors who may be executives of the firm or outsiders. He approaches Bob who laughs and states that "we can just order more supplies, after all who is really going to miss a few notepads and highlighters?" Ernie is perplexed about how he should respond. To ascertain student competency, use the reporting function of SmartBook, where you can view general results of their performance. Select feedback to be displayed after the assignment due date in order to limit students from giving the correct answers to other students while the application exercise is still available. ● Competitors are people or organizations that compete for customers or resources, such as talented employees or raw materials. Discuss actions that PG&E could take to place more emphasis on the organization's triple bottom line. Only about a fifth of American managers reach Level 3. Interactive Classroom Material: EXAMPLE: Amazon's Jeff Bezos Obsesses about a Great Customer Experience, but Is it at the Expense of Other Stakeholders' Wellbeing? Discuss. 24. Carroll's Global Corporate Social Responsibility Pyramid ● Archie Carroll developed a global corporate social responsibility pyramid, with the levels economic, legal, ethical, and philanthropic. How convincing Barra has been is up for interpretation, but there may not be a clear answer here. Kinicki/Williams, Management, 8e: Chapter 3 The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 3-v Copyright © 2018 McGraw-Hill Education. Article Citation: Subramanian, G. ● In this view of corporate performance, an organization has a responsibility to its employees and to the wider community (People), is committed to sustainable (green) environmental practices (Planet), and includes the costs of pollution, worker displacement, and other factors in its financial calculations (Profit). o The goal of the owners is to make a profit. Financially, the organization suffered and had to let go of over 37 percent of its workforce through layoffs and furloughs. o If a community gives a company tax breaks in return for the promise of new jobs and the firm fails to do so, the community might use clawbacks to rescind the tax breaks. Computerization is already changing manufacturing, but interestingly, it is beginning to change medicine as well, such as with gene modification. Groups should identify, analyze, and discuss Ernie's current ethical dilemma with the rest of the class. During Class The TRM offers a host of additional materials and experiential activities you can use to bring chapter content to life. The narrower Deforum program allows for "...forgiveness of existing debt—and possibly, reimbursement of any repaid loans—if [students] can show their school violated state law in getting them to take out the debt." An example might be if a school lied in its advertisements about how many of its graduates landed jobs. Moreover, an independent audit found that over an 11-year period, PG&E collected \$430 million more from its gas operations than the government had authorized. McClendon was later indicted on charges, but he died in a single-car crash the next day. ● A key corporate governance



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