**MANAGEMENT – HOMEWORK: SESSION 4**

**Fundamentals of Management 10th Edition**

**Stephen P. Robbins, Mary Coulter, David A. DeCenzo – Pearson 2017 (978-0-13-423747-3)**

**Chapter Eight: Managing Change and Innovation**

Explain organizational change and the forces that constrain managers and bring about need for change.

Explain the Calm Waters Metaphor and apply it to your life today.

Explain the White-Water Rapids Metaphor and apply it to your life today.

Define organizational development, its purpose, and the fundamental concern associated with it.

Identify the tools associated with planned change.

Why do people resist organizational change?

Identify and describe six techniques for reducing resistance to change.

Explain the impact of change on employees.

Should managers be free to make decisions that are in the best interests of the company without worrying about employee reactions? Discuss. What are the implications for managing change?

Why does success in business demand innovation?

Identify and describe the variables that stimulate innovation.

How does an innovative culture make an organization more effective? Could an innovative culture ever make an organization less effective? Why or why not?

**Part Four: Leading**

**Chapter Nine: Foundations of Individual Behavior**

Define organizational behavior.

How is an organization like an iceberg? Use the iceberg metaphor to describe the field of organizational behavior.

Identify and explain the six goals of organizational behavior.

Why is it important for managers to have an understanding of organizational behavior?

What role do attitudes play in job performance?

Identify the three components of an attitude.

Write down three attitudes you have. Identify the cognitive, affective, and behavioral components of those attitudes.

What attitudes do managers have particular interest in? Why?

Define employee engagement and the factors that contribute to it.

“Instead of worrying about job satisfaction, companies should be trying to create environments where performance is enabled.” What do you think this statement means? Explain. What’s your reaction to this statement? Do you agree? Disagree? Why?

Describe what is meant by the term emotional intelligence. Provide an example of how it’s used in contemporary organizations.

Define perception and the factors that shape it, and explain why managers should be interested in it.

Explain the Attribution Theory and its impact on understanding employee behavior.

A Gallup Organization survey shows that most workers rate having a caring boss even higher than they value money or fringe benefits. How should managers interpret this information? What are the implications?