

Topic list

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BBA102

MANAGING IN A CHANGING GLOBAL ENVIRONMENT

What is the environment?

1. the circumstances, objects, or conditions by which one is surrounded
2. **a)** the complex of physical, chemical, and biotic factors (such as climate, soil, and living things) that act upon an organism or an ecological community and ultimately determine its form and survival
b) the aggregate of social and cultural conditions that influence the life of an individual or community
3. the position or characteristic position of a linguistic element in a sequence
4. computer interface from which various tasks can be performed a programming environment

Managers, environment influence each other...

- ◆ They **interact** with their environment
- ◆ They **affect** their environment
- ◆ Changing environments create **uncertainty**
- ◆ Environmental **uncertainty** → how well managers can **understand** or **predict** the **changes** and trends in the environments **affecting** their organisations

What are stakeholders?

- ◆ People whose interests are affected by an organisation's activities. But why are they important?

How does it affect organisations? Task environment: 11

1. Customers
2. Competitors
3. Suppliers
4. Distributors
5. Strategic allies
6. Employee organisations →
 - a. Unions
 - b. Professional organisations
7. Local communities
8. Financial institutions/Lenders (banks, finance companies and credit unions)
9. Government regulators
10. Special-interest groups or NGOs
11. Mass media



Tip → important to know all influences for final

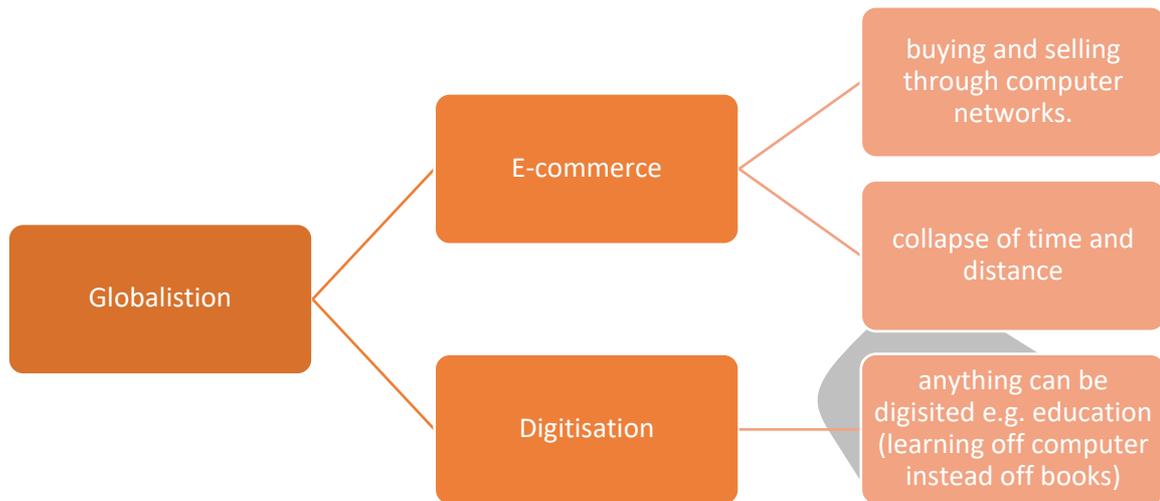
| | |
|-----------------------------------|--|
| Economic forces → | General, economic conditions and trends – unemployment, inflation, interest rates, economic growth – that may affect an organisation’s performance |
| Technological factors → | New developments in methods for transforming resources into goods and services |
| Sociocultural forces → | influences and trends originating in a country’s, a society’s or a culture’s human relationships and values may affect an organisation |
| Demographic forces → | influences on an organisation arising from changes in the characteristics of a population, such as age, gender or ethnic origin |
| Political – legal forces → | influences on an organisation arising from changes in the characteristics of a population, such as age, gender or ethnic origin |
| International forces → | Changes in the economic, political, legal and technological global system that may affect an organisation |

General Environment (ETSDPI) 6

Tip → know all for final. MEMORY TACTIC → EMILY THOUGHT SHE DISLIKED POLITICAL INFORMATION

GLOBALISATION

- ◆ Globalisation is the trend of the world economy towards becoming a more **interdependent system**.

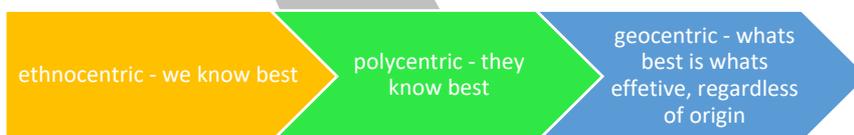


The Global Village

How does digital globalisation affect the characteristics of managing?

- ◆ **It affects pace and continuity** → internet increases the pace, pressure and interruptions of managing
- ◆ **It affects the orientation to action** → email, technically removed from the action enhances the action orientation of managing
- ◆ **It affects the oral nature of managing** → while written communication increases, and verbal – decreases, there is a danger that communication can be more frenetic and superficial
- ◆ **It affects the lateral nature of the job** → the easiness of extending external network at the expense of maintain the internal ones

Types of international managers



Global vs wordly managers

We hear a great deal these days about managers having to be global; it is far more important that they be wordly

- ◆ To be global implies a certain **homogeneity**
- ◆ To be wordly means to be experienced in life, sophisticated, practical
- ◆ All managers function on a set of edges between their own world and those of other people

SUMMARY

- ◆ The organisational environment is the combination of **internal** and **external** factors that influence a company's operating situation. Individuals influence the environment within which they operate while being shaped by this environment as well.
- ◆ The task environment consists of **eleven** groups of stakeholders (e.g. customers, competitors, etc.) while the general environment includes **six** major forces (e.g., economic, technological, etc.) that influence organisations
- ◆ Stakeholders influence the decisions managers make on behalf of their organisations. For example, the local communities or interest groups, unhappy with the detrimental environmental impact of the organisation's products, may cause closure of business or cessation of products or projects.
- ◆ Organisations are constantly modified by various environmental forces, for instance, current economic conditions affect organisations by influencing costs, prices and demand for products and services.
- ◆ The most impactful developments of globalisation include → the rise of a global village and e-commerce, digitization, and global economy with businesses becoming either global – through megamergers, or local – through minifirms.
- ◆ Digital globalisation affects pace and continuity, the orientation to action, the oral nature of managing and the lateral nature of the job.
- ◆ To be global implies a certain **homogeneity (same)**. To be worldly means to be experienced in life, sophisticated, and practical.