International programs for young leaders: new opportunities

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Why international programs are important for young leaders

- New broader vision
- New approaches to the research
- New approaches to problem solution
- New acquaintances
- Better understanding of people from other cultures

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Fulbright program in Ukraine: new opportunities

- Fulbright-step (http://www.fulbright.org.ua/uk/news/133/step.htm);
- Fulbright Graduate Student Program (doubled)
- Short-term internships in the US (50 scholarship)
- Support of Innovative projects of American program Alumni

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Recommendations for researchers while writing Fulbright project

- Be specific
- Make you project realistic
- Write in simple English
- Be pragmatic

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Organizational Culture

Organizational Culture

- The set of internalized values, norms, standards of behavior, and common expectations that control the ways in which individuals and groups in an organization interact with each other and work to achieve organizational goals.

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Clan Control

- Control exerted on individuals and groups in an organization by shared values, norms, standards of behavior, and expectations

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Adaptive Culture

- Culture whose values and norms help an organization to build momentum and to grow and change as needed to achieve its goals and be effective
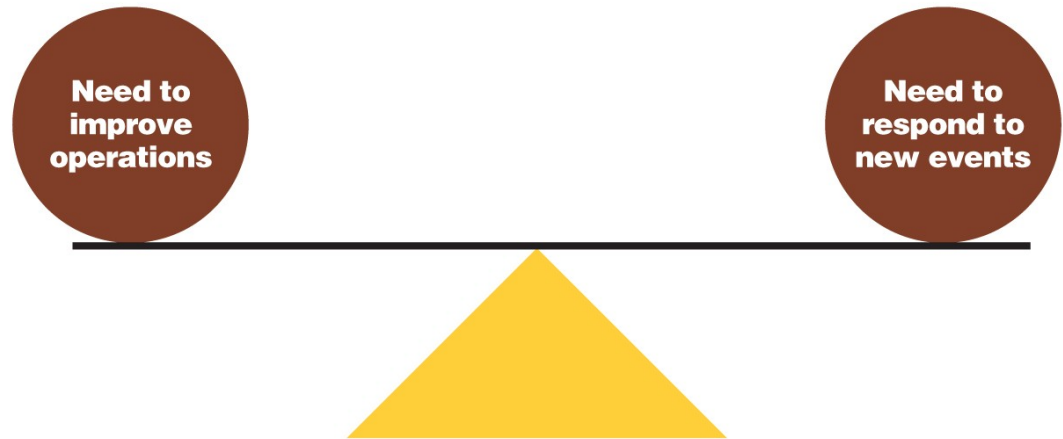
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Inert Culture

- Culture that leads to values and norms that fail to motivate or inspire employees
- Lead to stagnation and often failure over time

Organizational Change

Figure 8.5

Organizational Control and Change

Need to improve operations

Need to respond to new events

Managers must balance the need for an organization to improve the way it currently operates and the need for it to change in response to new, unanticipated events.

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Organization Change

Movement of an organization away from its present state and toward some desired future state to increase its efficiency and effectiveness
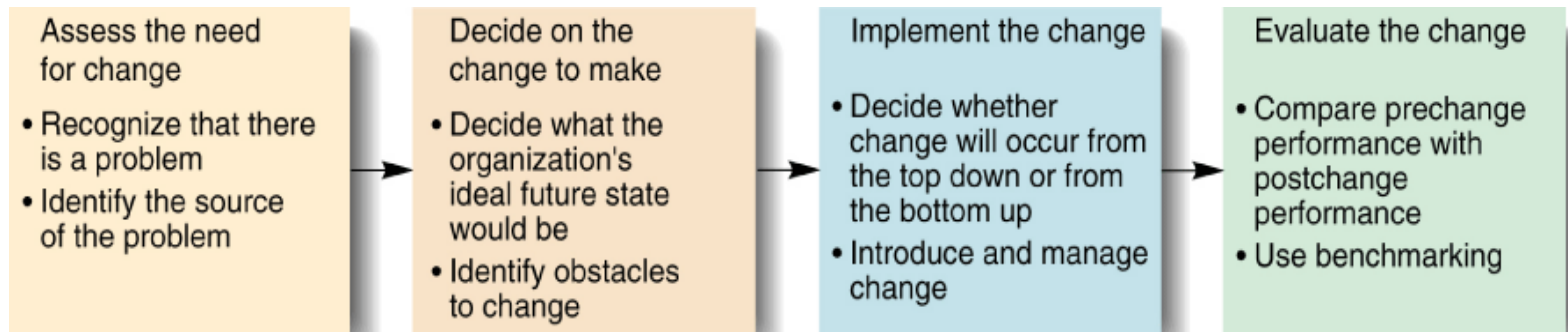
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Steps in the Organizational Change Process

Assess the need for change	Decide on the change to make	Implement the change	Evaluate the change
• Recognize that there is a problem • Identify the source of the problem	• Decide what the organization's ideal future state would be • Identify obstacles to change	• Decide whether change will occur from the top down or from the bottom up • Introduce and manage change	• Compare prechange performance with postchange performance • Use benchmarking

Figure 8.6

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Organizational Learning

Process through which managers try to increase organizational members' abilities to understand and appropriately respond to changing conditions

❑ Impetus for change

❑ Can help members make decisions about changes

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Top-down Change

Top managers identify what needs to be changed and move quickly to implement changes throughout the organization

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Bottom-up Change

Managers at all levels work together to develop a detailed plan for change

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Organizational Control

- Managers monitor and regulate how efficiently and effectively an organization and its members are performing the activities necessary to achieve organizational goals

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Organizational Control

- A control system contains the measures that allow managers to assess how efficiently the organization is producing goods and services

- Without a control system in place, managers have no idea how well their organization is performing and how its performance can be improved

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Control Systems

- Formal, target-setting, monitoring, evaluation and feedback systems that provide managers with information about how well the organization's strategy and structure are working

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Control Systems

A good control system should:

- ❏ be flexible so managers can respond as needed
- ❏ provide accurate information about the organization
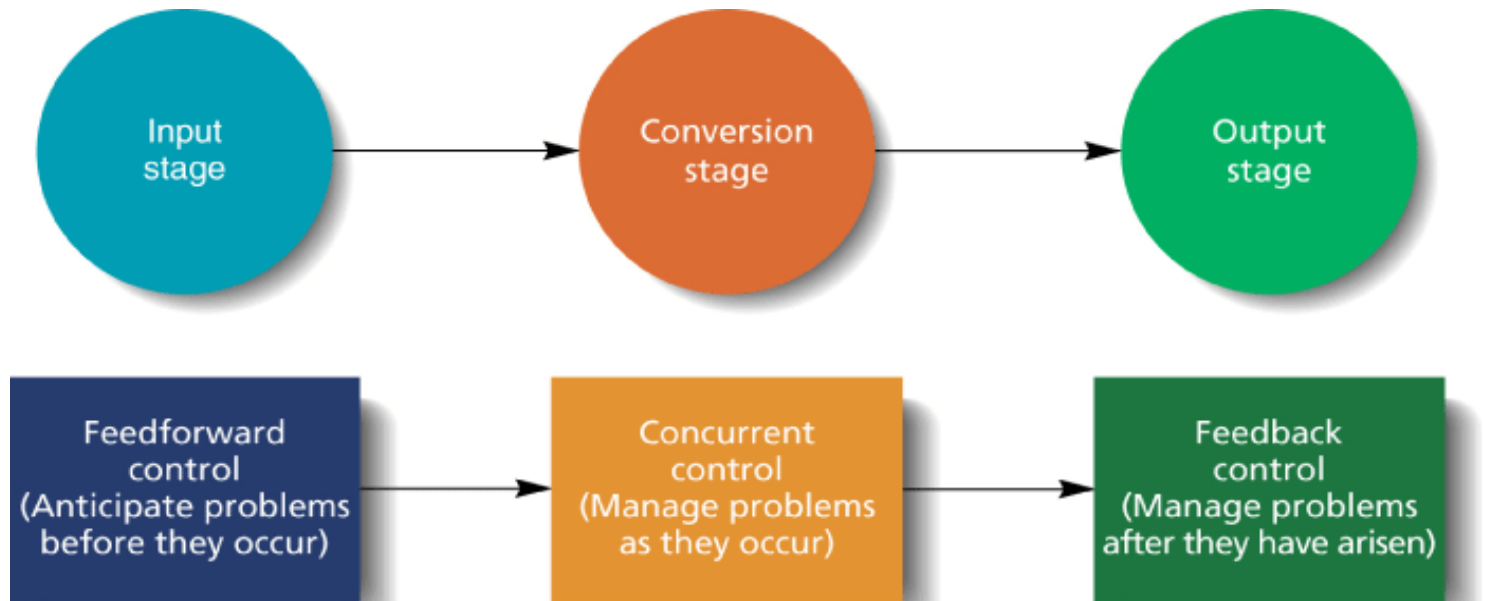- ❏ provide information in a timely manner

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Three Types of Control

Input stage → Conversion stage → Output stage

Feedforward control
(Anticipate problems before they occur)
→
Concurrent control
(Manage problems as they occur)
→
Feedback control
(Manage problems after they have arisen)

Figure 8.1

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Types of Control

- **Feedforward Controls**
  - Control that allows managers to anticipate problems before they arise
- **Concurrent Controls**
  - Give managers immediate feedback on how efficiently inputs are being transformed into outputs

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Types of Control

Feedback Controls

- Control that gives managers information about customers' reactions to goods and services
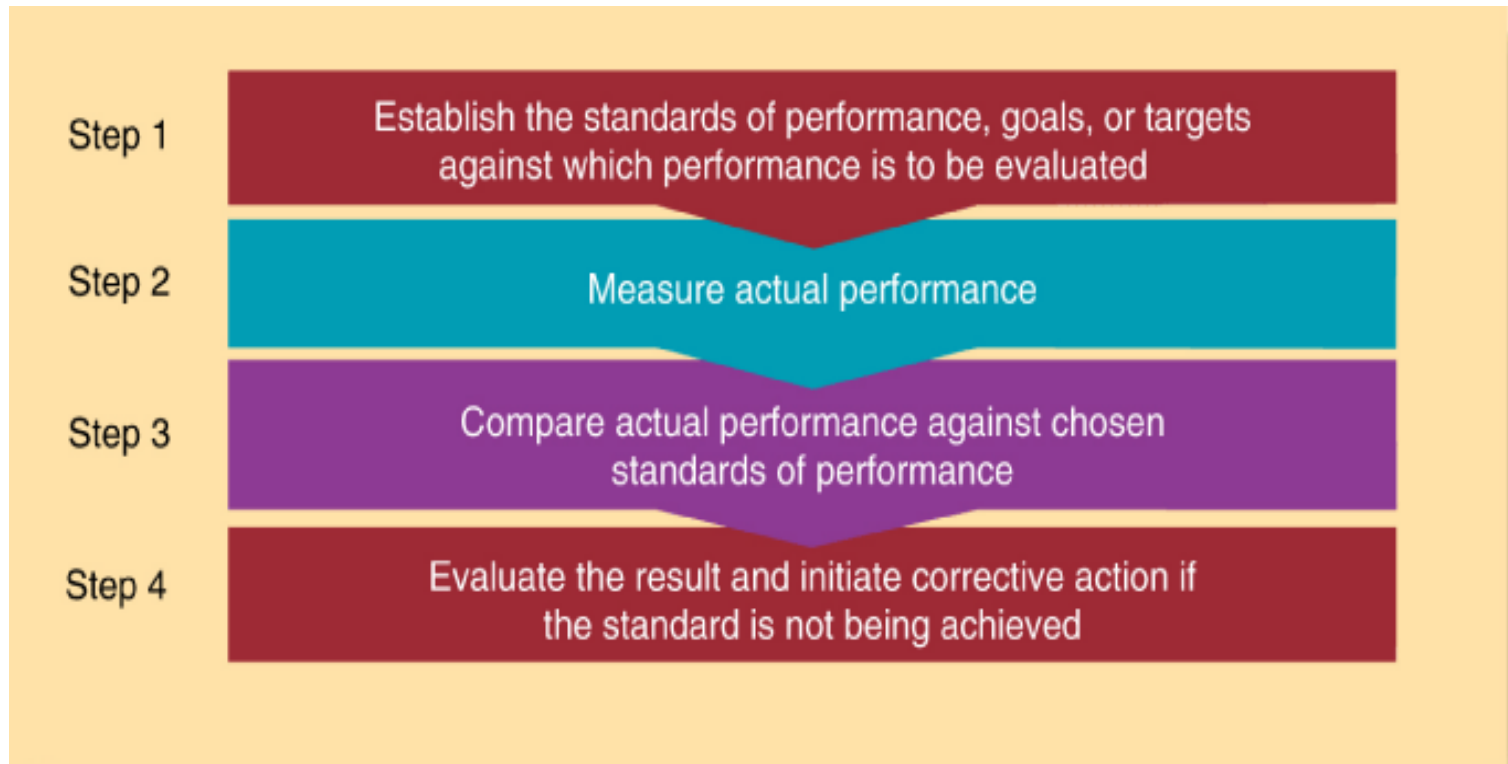
Control Process Steps

Figure 8.2

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The Control Process

1. Establish standards, goals, or targets against which performance is to be evaluated

   ❑ Standards must be consistent with the organization's strategy

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The Control Process

2. Measure actual performance

❑ Managers can measure outputs resulting from worker behavior or they can measure the behavior themselves.

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The Control Process

3. Compare actual performance against chosen standards

   ❑ Managers must decide if performance actually deviates, often, several problems combine creating low performance

The Control Process

4. Evaluate result and take corrective action.

- Standards have been set too high or too low.
- Workers may need additional training or equipment.
  - This step is often hard since the environment is constantly changing.

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Three Organizational Control Systems

Type of control	Mechanisms of control
Output control	Financial measures of performance Organizational goals Operating budgets
Behavior control	Direct supervision Management by objectives Rules and standard operating procedures
Organizational culture/clan control	Values Norms Socialization

Figure 8.3

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Output Control

Organizational Goals

- Each division within the firm is given specific goals that must be met in order to attain overall organizational goals.
  - Goals should be specific and difficult, but not impossible, to achieve (*stretch goals*).
  - Goal setting and establishing output controls are management skills that are developed over time.

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Organization-Wide Goal Setting

Corporate-level managers set goals for individual divisions that will allow the organization to achieve corporate goals

Divisional managers set goals for each function that will allow the division to achieve its goals

Functional managers set goals for each individual worker that will allow the function to achieve its goals

Figure 8.4

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Output Control

Operating Budgets

- Blueprints state how managers intend to allocate and use the resources they control to attain organizational goals effectively and efficiently

  - Each division is evaluated on its own budgets for cost, revenue or profit

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Problems with Output Control

Managers must create output standards that motivate at all levels.

- ❏ Standards should not cause managers to behave in inappropriate ways to achieve organizational goals

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Direct Supervision

Managers who:

- Actively monitor and observe the behavior of their subordinates
- Teach subordinates the behaviors that are appropriate and inappropriate
- Intervene to take corrective action as needed

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Management by Objectives

- **Management by Objectives (MBO)**
  - A goal-setting process in which managers and subordinates negotiate specific goals and objectives for the subordinate to achieve and then periodically evaluate their attainment of those goals

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Management by Objectives

1. Specific goals and objectives are established at each level of the organization

2. Managers and their subordinates together determine the subordinates' goals

3. Managers and their subordinates periodically review the subordinates' progress toward meeting goals

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Bureaucratic Control

- **Bureaucratic Control**
  - Control through a system of rules and standard operating procedures (SOPs) that shapes the behavior of divisions, functions, and individuals.

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Bureaucratic Control

Problems with Bureaucratic Control

- Rules easier to make than than discarding them, leading to bureaucratic "red tape" and slowing organizational reaction times to problems.

- Firms become too standardized and lose flexibility to learn, to create new ideas, and solve to new problems.

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