This exam will cover the basic concepts and major points from the readings, and lectures. The reading material includes chapters 12, 14 and 15. These chapters cover concepts related to communication skills, the control process, and managing for total quality, respectively. The test will include multiple choice and true/false questions. Please note that a higher percentage of questions for this final exam will come from the text relative to previous tests. All information contained in the assigned readings is "fair game" for the exam. The exam will cover each topic equally with the exception of Chapter 15, which will have fewer questions. Keep in mind that much of the lecture material (especially pertaining to communication, and statistical process control) is not covered in the readings. Finally, the notes (PowerPoint slides) for “controlling” contain several slides we skipped in class. Since we did not discuss them, refer to your text for the relevant discussions on those slides.

Major Concepts on which to Focus:

Communication (Chapter 12)

From the Lecture:
- Three messages in every communication
- Types of communication (one way vs. two way)
- Feedback Methods
- Barriers to communication (please note that many of these differ from the text)
- Nonverbal communication
- How can you improve personal communication? (Please note: My suggestions differ from text)
- How can you improve listening skills?
  - Active listening

From the text, you should study (except where note by "skip"):
- All the sections that correspond with the lecture material
- Communication and the Manager's Job
  - A definition of communication (“data” vs. “information”)
  - Characteristics of useful information
  - The communication process (consider how this relates to “Three Messages in Every Communication”)
- Forms of Communication in Organizations (skip: Communication in networks & work teams)
- Electronic Communication
- Informal Communication in Organizations
  - The grapevine
  - Management by wandering around
  - Non-verbal communication
- Managing Organizational Communication
  - Barriers (individual and organizational)
  - Improving communication effectiveness
Foundations of Control (Chapter 14)

Most of the following material comes from the text. Similar material presented differently in the lecture is noted below.

What is control?
Why do we need control? (purpose of control)
Types of control (not discussed in class)
  • Areas of control
  • Levels of control
Steps in the control process
  • Consider corrective action (“Managerial responses to deviations” in the notes)
Operations control (* The text uses different terms for feedforward, concurrent, and feedback control)
Financial control (not discussed in class)
  • Budgetary control
  • Other tools (financial statements, ratios, audits)
Structural control (Note that the text discusses bureaucratic and clan, but not market control)
Characteristics of an effective control system (Rely on the book for this since we did not discuss in depth in class)
Resistance to control (not discussed in class)
Overcoming resistance to control (not discussed in class)

Control Tools & Techniques (Chapter 15)

From the lecture:
Quality control sampling procedures
Statistical Process Control Charts (X Charts) -- helps identify nonrandom variations signaling a system “out-of-control” or headed “out-of-control”.
Identifying Causes with Fishbone Diagrams
Pareto charts -- Helps pinpoint the most likely causes of an “out-of-control” problem

From the text, you should study:
All sections (especially inventory management; Managing Total Quality