Business *On-Line*
EXTRA!
UPDATED AUTUMN 2004

Business On-line

Chapter 10
# Management in the 21st Century
HANDOUT 2

The story continues…

Why could staff at the *Empire Cineplex* resist change?

Staff will resist change if they are afraid that the changes will disimprove their conditions, such as pay, workload or job satisfaction. If these fears are unfounded, staff may resist the change because of…

- **Poor communications** by management about the nature of the changes and the reasons for them.
- **Lack of confidence and trust** shown by management in staff. This in turn will undermine staff trust in managers' proposals for changes.
- **Human psychology,** where people prefer change to happen in small steps, not big ones. Too many changes too quickly make people uncertain and can undermine their confidence in the decisions being made.
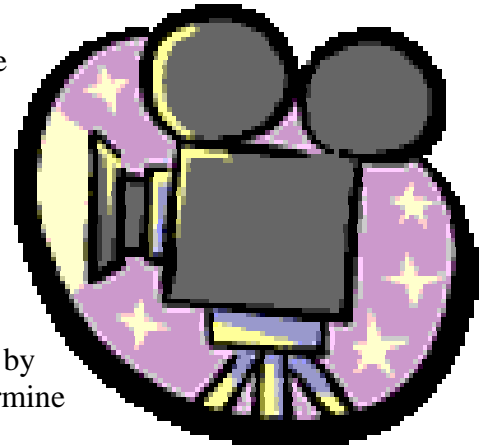
Summary - Fill in the gaps

Modern technological societies are increasingly fast-paced places in which to live, work and run a business. Technology is constantly changing and business competitors must be aware of trends or lose out. Employees and consumers are becoming more highly educated and have higher expectations of business. Government rules and regulations are also changing in response to technological, consumer, environmental and EU pressures. Business competitors are constantly looking for opportunities to gain an edge over their rivals. As a result, constant change has become a permanent feature of modern business.
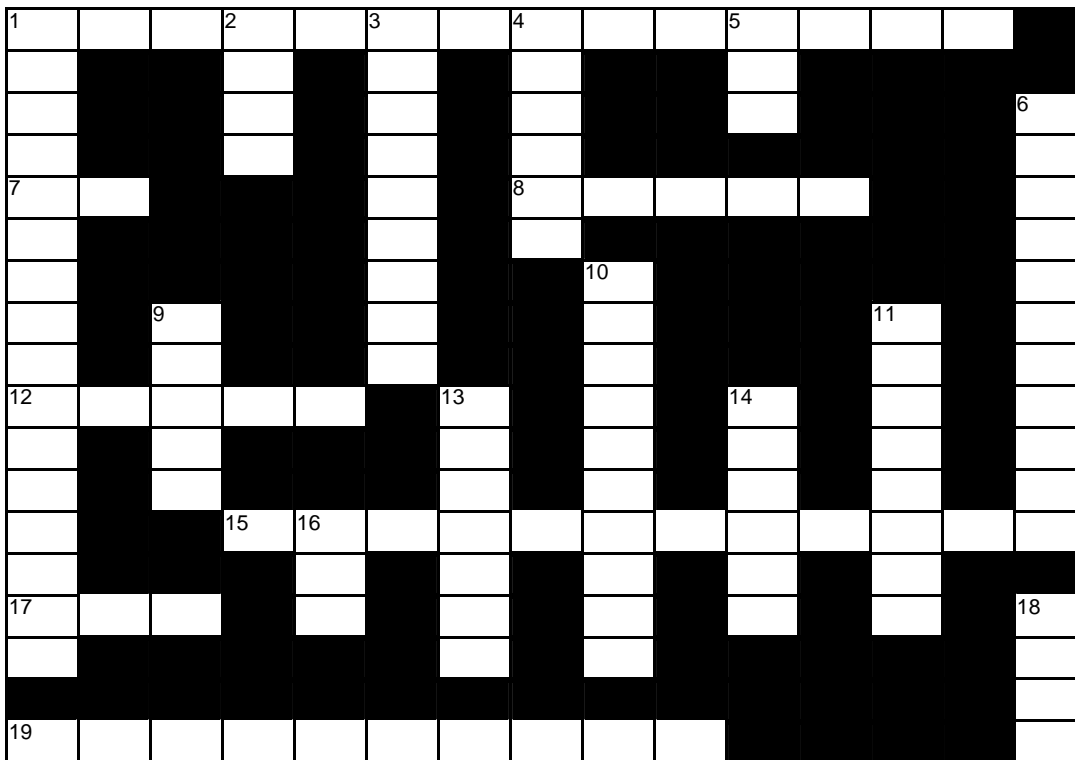
_____ management is the process of anticipating and adapting to the changing world of business. Successful change management means having _____ who are willing to adapt to new technologies and ever-higher quality standards.

Staff will be more willing to adapt to change when a firm's corporate culture encourages openness, creativity, employee participation and empowerment. Such a culture is facilitated by adopting a _____, or team-based, organisational structure. Employee empowerment and team structures are key elements in the successful implementation of quality techniques such as quality circles to sophisticated standards such as _____ Quality Management (TQM) or _____ Class Manufacturing (WCM).

Score:_____ out of 5

Business *On-Line* EXTRA!

UPDATED SUMMER 2004

Business On-line
Leaving Certificate

Chapter 10

Management in the 21st Century

HANDOUT 1

Crossword 10 – Management in the 21st Century

CLUES

Across

1. The process of checking the standard of goods and services produced by a business to ensure they are of the required quality (7, 7)

7. Initials of the use of computers, telecommunications and electronics to gather, process and distribute information (2)

8. The _____vine is a type of informal communications (5)

12. Another word for employees (5)

15. Comparing your firm's performance against the standards of the most efficient ones in the market (12)

17. Initials of the term used to describe the use of 2 across to control the entire production process (3)

19. This type of manufacturing describes the characteristics of the world's top-performance businesses (10)

Down

1. This is the aim of 1 down (7, 9)

2. This type of staff have control of specific resources and are responsible for achieving specific results (4)

3. Volvo used this type of structure for its workers (4, 5)

4. _____ management is the process of anticipating and adapting to the changing world of business (6)

5. Initials of a management style that tries to create a culture of quality in every part of an organisation (3)

6. This describes people working from home but linked to an office using 7 across (11)

9. An Irish award for firms who reach high quality standards (1,4)

13. Quality _____ are groups of workers who meet to identify and discuss solutions to quality problem areas in their workplace (7)

16. Initials of an automated stock ordering system that allows electronic purchase orders to be made (3)

10. The last stage that successful teams go through and also what actors do (10)

14. Another word to describe 3 down structures (6)

11. The second stage that successful teams go through - sounds like bad weather! (8)

18. Initials of a telecommunications service that allows you to send large amounts of data very quickly (4)