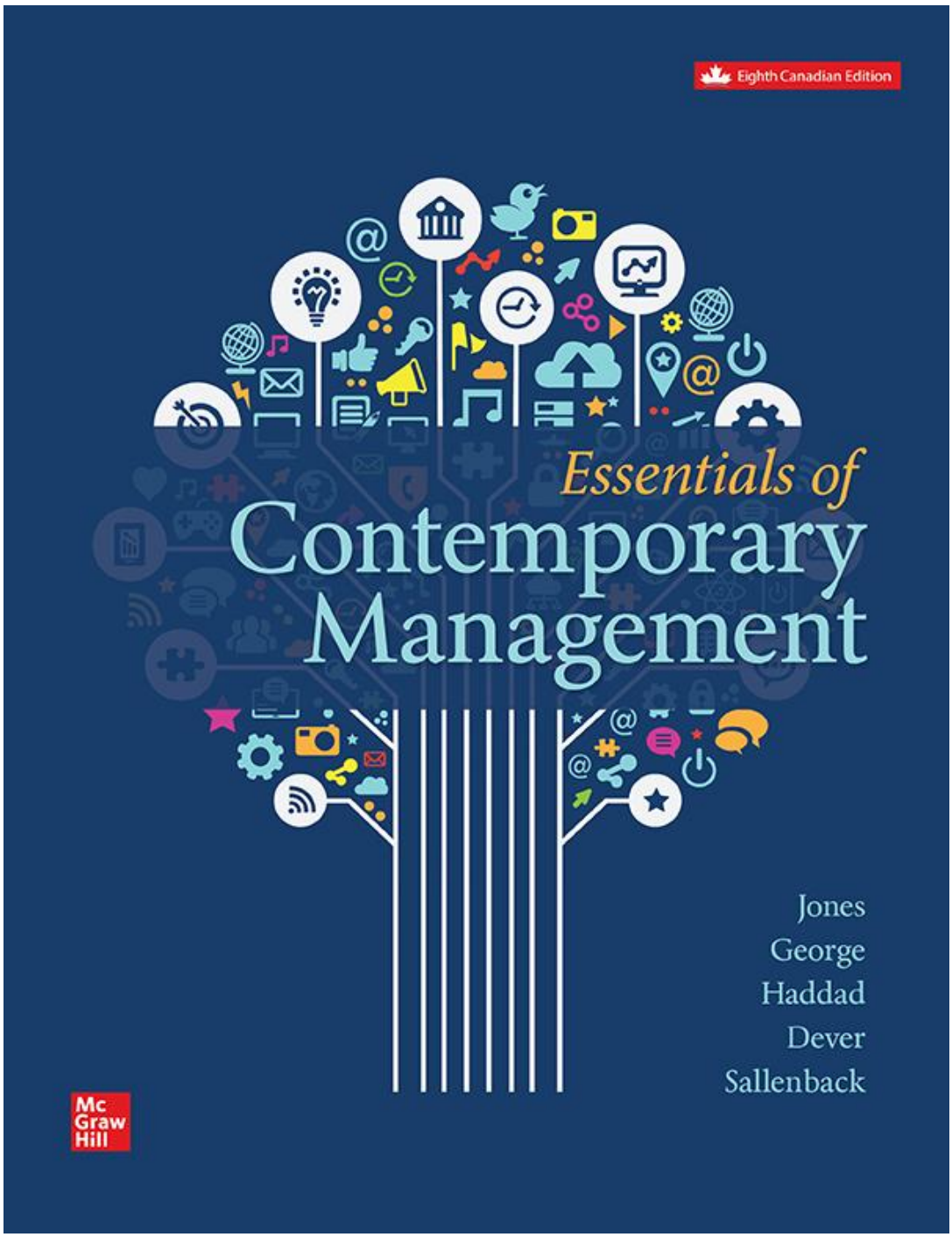
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PART 1 MANAGEMENT TODAY
CHAPTER ONE
MANAGERS AND MANAGING
INSTRUCTOR MANUAL



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OVERVIEW OF THE CHAPTER

In this chapter we look at what management is, what activities or functions are involved in the management process, the types and levels of managers we find in organizations, and the role of a manager in shaping organizational culture and creating high-performing teams. Additionally, we will discuss the skills and roles that effective managers need to perform well. By the end of this chapter, you will have an appreciation of the role of managers in creating a high-performing organization.

OPENING CASE

Opening Case: " Netflix Adopts a co-CEO Organizational Structure"

Summary

In the summer of 2020, Netflix CEO and founder, Reed Hastings announced that Chief Content Officer Ted Sarandos, would join him as Co-CEO, sit on the Board of Directors and continue as Chief Content Officer. It is an interesting move that gets away from the idea of having a single solitary leader whose success results from command-and-control styled authority and decision making found in many conservative corporate cultures. In fact, several companies who have tried a dual top manager structure- Salesforce.com, SAP, and Oracle-all recently abandoned co-CEO arrangements. So why has Netflix decided to resurrect this management model?

DISCUSSION QUESTIONS

After reading and understanding the concepts in this chapter, you should be able to answer the following questions:

1. Would you characterize Netflix's Organizational Culture as innovative or conservative? Why?

   Suggested answer: The values, attitudes, moods and emotions of the founders and top managers affect the organizational culture of a company. The way that employees interact with each other and with management tend to be aligned with those values. Organizational culture is the shared set of beliefs, expectations, values, norms, and work routines that influence how organizational members cooperate to achieve goals. Founding managers are attracted to and hire employees who fit well with their personal values and personality. A company's culture influences the ways that top managers plan, organize, lead, and control the resources of the company. The opening case demonstrates that Netflix has an innovative culture by empowering employees to make good decisions and by encouraging curiosity, passion, and inclusion. Management's role is to provide context rather than control. In innovative cultures, managers lead by example. From the case, we see that Hastings has been a role model for Sarandos. In the controlling function, the way in which managers evaluate and take actions to improve performance can be very formal and cautious (conservative) or flexible and adaptive (innovative). Netflix has no formal rules that result in penalties when broken; rather, the culture encourages accountability for actions taken. This innovative approach to control is not bureaucratic, but flexible and adaptive. Overall, the opening case illustrates an innovative culture at Netflix.
2. What managerial skills does Sarandos bring to the co-CEO role?

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Suggested answer: Managerial skills tend to fall into three categories: conceptual, interpersonal, and technical. Conceptual skills are the ability to analyze and diagnose a situation and to distinguish between cause and effect. Top-level managers utilize conceptual skills in planning, decision making, crisis management, and strategy formulation. Sarandos uses conceptual skills in leading the operational side of the business. Interpersonal skills are the ability to understand, alter, lead, and control the behaviour of others. Managers at all levels use these skills when providing feedback and supporting employees. Sarandos was selected by Hastings as co-CEO, indicating he shares the values and beliefs that underlie the organizational culture of respect and collaboration. A high level of interpersonal skills is also indicated by the fact that much of Hollywood respects Sarandos. Technical skills are job-specific knowledge that is required to perform the work tasks. From the case, we understand that Sarandos has a high level of technical skills—driving content development and creating new TV shows and movies. He also has past experience in the specialized field of video and DVD distribution.

3. What managerial role does Peters bring to the co-CEO role?

Suggested answer: As co-CEO, Peters acts in a variety of roles, depending upon the situation before him. At times, he will need to serve as an organizational spokesperson as he represents the organization to the company's shareholders or external stakeholders. As co-CEO, he shares in ultimate accountability for the firm's results. Accordingly, he will need to monitor the performance of the company's managers, ultimately bearing responsibility for the outcomes they generate. Like any manager, Peters will have to determine how Netflix will allocate scare resources throughout the organization, ensuring all parts of the enterprise are provided with the necessary resources they need to be successful. As the organization continues to expand into new and existing markets, Peters will need to make decisions as an Entrepreneur would, guiding the entity forward as the company continues to grow. Along the way, he will need to keep his divisional leaders (and other employees) apprised of decisions. Additionally, he will need to liaise with multiple stakeholder groups as he communicates direction, answers questions, and provides overall support. Finally, he will continually serve (and be seen) as leader in all he does. People will look to him for answers, for direction, and as an example to follow. In sum, Peters' role as co-CEO will require him to successfully act in every managerial role.

4. Do you think Netflix can maintain and/or grow its current momentum? Why or why not?

Suggested answer: When Netflix first arrived in the marketplace, there was no real competition facing the upstart enterprise. The company's very inception was spurred by a recognition (on the part of company founders) that an at-home movie streaming service represented a large, then unrealized, opportunity in the marketplace. A review of the company's revenue generation and growth patterns, to date, reveal a history of marked success for the enterprise. However, continued success will hinge on a willingness to adopt new ways of thinking, a refrain from resting upon past success, and remaining innovative at every turn. Continued growth will be driven by the introduction of new services (along with enhancement to existing services). Where the company was once enjoyed a marketplace free from real competition, it now faces a flood of new and seasoned entrants (each of which serves as direct competition to Netflix). Thus, the company's managers will need critically determine (and act upon) their differentiating value proposition(s) in order to retain the growing,

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industry-leading position which the enterprise has historically enjoyed. Next, company managers will need to clearly and consistently communicate (and positively reinforce stakeholder commitment to) the values, mission, and vision driving the enterprise. Moreover, they must plan, lead, organize, and control strategy and resources in ways that reinforce commitment to company these considerations. Newcomers must be socialized into the organizations in ways that ensure ongoing commitment and supported in ways necessary to perform their jobs in ways that ultimately advance the organization in these same ways.

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Lecture Enhancer 1.1
THE FUNCTION OF A MANAGER

As nearly everyone knows, a manager has practically nothing to do except to decide what is
to be done;
to tell somebody to do it;
to listen to reasons why it should not be done, why it should be done by someone else, or why it should be done in a different way;
to follow up to see if the thing has been done;
to discover that it has not;
to inquire why;
to listen to excuses from the person who should have done it;
to follow up again to see if the thing has been done, only to discover that it has been done incorrectly;
to point out how it should have been done;
to conclude that as long as it has been done, it may as well be left where it is;
to wonder if it is not time to get rid of a person who cannot do a thing right;
to reflect that he probably has a wife and a large family, and that certainly any successor would be just as bad, and maybe worse;
to consider how much simpler and better the thing would have been done if one had done it oneself in the first place;
to reflect sadly that one could have done it right in 20 minutes, and, as things turned out, one has had to spend two days to find out why it has taken three weeks for somebody else to do it wrong.
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END OF CHAPTER CONTENT

MANAGEMENT IN ACTION

TOPICS FOR DISCUSSION AND ACTION

Discussion

1. *Describe what management is and what managers do to achieve organizational goals.*

   Answer:

   Management is the process of efficiently and effectively acquiring, developing, protecting, and utilizing organizational resources in the pursuit of organizational goals through planning, leading, organizing and controlling.
   Planning is a process or procedure used by managers so that they choose more appropriate goals and courses of action for the organization.
   In ***organizing*** managers establish the structure of working relationships between organizational members that best allows them to work together to achieve organizational goals.
   In ***leading***, managers determine direction, articulate a clear vision for employees to follow, and energize and enable employees so that they understand the part they play in achieving organizational goals.
   In ***controlling***, managers evaluate how well an organization is achieving its goals and take corrective action to maintain or improve its performance.

2. *Describe the difference between efficiency and effectiveness.*

   Answer:

   An organization's performance is directly tied to the levels of efficiency and effectiveness exhibited by managers within the organization. Efficiency can be described as a measure of how well or productively resources are used to achieve an organizational goal. Efficiency can be increased by minimizing inputs needed to achieve desired outputs. Effectiveness is a measure of the appropriateness of the goals chosen and the degree to which they are achieved. Organizations are more effective when managers choose appropriate goals and then achieve them. Efficiency refers to how goals are achieved, while effectiveness refers to the appropriateness and utility of those goals.

3. *Describe the primary responsibilities of the three levels of management and discuss the skills they use in carrying out their roles and duties.*

   Answer:

   Managers at various levels within an organization have different but related types of responsibilities for utilizing organizational resources to increase efficiency and effectiveness. First-line managers have the day-to-day responsibility of supervising human resources, the employees or non-managerial employees who actually perform the activities necessary to produce goods and services. Given the knowledge of day-to-day operations that first-line managers have, they are often in good positions to make suggestions to middle managers on how processes can be made more effective and efficient. They utilize human skills in leading and motivating non-managerial employees and technical skills in

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training, evaluating and controlling human resources. Conceptual skills are utilized least in carrying out the roles and duties of the first line manager.

Middle managers supervise the first-line managers and have the added responsibility to find the best way to combine human and other resources to achieve organizational goals. Middle managers increase efficiency by finding ways to help first-line managers and employees better utilize resources in order to reduce manufacturing costs or improving the way services are provided to customers. To increase effectiveness, middle managers are responsible for evaluating whether or not the goals that an organization is pursuing are appropriate and for suggesting ways in which they should be changed. Since achieving these goals efficiently is the main focus, middle managers try to find the best ways to use organizational resources. They also nurture and develop the organizational skills necessary for an organization to be efficient and effective. Middle managers utilize human, conceptual and technical skills in organizing and allocating resources to achieve organizational goals.

Top managers are at the apex of the managerial pyramid. They are responsible for supervising all the departments in an organization and deciding how the different departments can cooperate and work together to achieve organizational goals. They are ultimately responsible for the success or failure of an organization. Top managers are responsible for establishing appropriate organizational goals and monitoring the performance of each department in achieving those goals. Most of their time is devoted to planning and organizing resources to maintain and improve efficiency and effectiveness, which determine an organization's long-term performance. They primarily utilize conceptual and human skills in strategic planning and organizing.

Action

4. *Ask a middle or top manager, perhaps someone you already know to give examples of how he or she performs the management functions of planning, organizing, leading and controlling. How much time does he or she spend in performing each function?*

   Answer:

   (**Note to instructor:** Due to the nature of this question, individual answers may differ widely, though students should address the following points in their answers.)

   Mark Jayton is a production manager at clothing manufacturing company. In our discussion he informed me that he performs all four management functions in varying degrees. He spends time at the end of each month, quarter and year planning depart mental budgets, goals, and strategies for the upcoming period. Once these strategic tools are completed, he must disseminate the information to both his superiors and subordinates. He spends time organizing on a weekly basis, when he must determine which project team should work on which production line and in what order the projects should be completed. By organizing he needs to ensure that he is using his human and material resources to their full capacity. Mark spends some time each day leading his employees. He must motivate them to produce quality work and listen to their concerns and problems on a regular basis. Mark performs the controlling function on a constant basis as he monitors the performance of his department at all levels so that he is able to be proactive in dealing with any issues or problems that could arise.

5. *Try to find a currently practicing manager who will allow you to follow them around for a day. List the types of roles the manager plays and how much time they spend performing in performing each function.*
   Answer:

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(**Note to instructor:** Due to the nature of this question, individual answers may differ widely, though students should address the following points in their answers.)

Peter Johnson is a manager of a real-estate office. Performing this job requires Peter to perform many of Mintzberg's roles that encompass the managerial functions of planning, organizing, leading and controlling organizational resources. Peter acts as a *figurehead*; a person who symbolizes an organization and what it is seeking to achieve. He establishes for his field agents the appropriate ways to behave in an organization with his professional manner and enthusiasm. This role requires constant attention, and is exhibited in his personality and mannerisms. Much of Peter's time is devoted to acting as a *leader* for his employees, motivating his employees to perform at a higher level by training, counselling, and mentoring them. Another main part of Peter's job is in the liaison role, linking and coordinating activities of people and groups both inside and outside the organization. Disseminating information is also an integral part of Peter's job. By acting as a *monitor*, Peter analyzes information to effectively organize and control resources, while his role as a *disseminator* involves sharing this information with his employees to influence their work and behaviour. Finally, Peter does play some decisional roles within his organization, working as a *resource allocator* who decides how to allocate people and other resources, and a *negotiator*, who manages solutions between groups with competing interests.

6. *Consider what type of organizational culture fits your personality best. Identify the values and practices of your ideal culture. Next, pick an organization and study its culture in terms of its socialization processes. Once complete, write a short report on your findings. How aligned was that organization's culture with the one you believe fits you best?*

Answer:

(**Note to instructor:** Due to the nature of this question, individual answers may differ widely, though students should address the following points in their answers.)
Every report should include what organizations do to teach their employees the organizational culture- the appropriate way to behave and what is expected of them. The values and norms are shared and internalized by newcomers through training and learning the 'ropes'. The values of the founder, ceremonies and rites of passage, and material symbols teach organizational members the shared norms and values.

7. *Evaluate one (real) organization that you believe to be efficient and effective and one organization that you assess to be inefficient and ineffective in their use of resources. Give evidence to support your evaluation.*

(**Note to instructor:** Due to the nature of this question, individual answers may differ widely)
Answer:
An example of an efficient and effective organization is Nike. By constantly introducing new products, such as the All Conditions Gear line, to expand their customer base, Nike remains responsive to customer needs. Examples of inefficient organizations include some branches of the armed forces and other government agencies. The armed forces have often been criticized for paying exorbitant prices for basic materials, which is not efficient use of resources. Many government organizations are bureaucratic, which may mean that they are not utilizing human resources efficiently.

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8. *Put yourself in the position of a first line manager of a clothing department in a retail store. What skills and roles would you use in your daily work? What activities would you likely be involved in?*

Answer:

First-line managers have the day-to-day responsibility of supervising human resources, the employees or non-managerial employees who actually perform the activities necessary to produce goods and services. Given the knowledge of day-to-day operations that first-line managers have, they are often in good positions to make suggestions to middle managers on how processes can be made more effective and efficient. They utilize human skills in dealing directly with customers and customer service as well as in leading and motivating non-managerial employees. Technical skills are used in training, evaluating and controlling the sales people who report to him or her. Conceptual skills are utilized least in carrying out the roles and duties of the first line manager, however, problem solving skills are needed to deal with contingencies that arise.
When a first line manager acts as a *figurehead,* they are a person who symbolizes an organization and what it is seeking to achieve. He or she establishes for the sales people the appropriate ways to behave in an organization with his professional manner and enthusiasm. This role requires constant attention, and is exhibited in one's personality and mannerisms. Much of the first line managers' time is devoted to acting as a *leader* for his or her employees, motivating them to perform at a higher level by training, counselling, and mentoring them. Another main part of the job is in the liaison role, linking and coordinating activities of people and groups both inside and outside the organization. Disseminating information is also an integral part of the first line managers' job. By acting as a *monitor*, they analyze information to effectively organize and control resources, while their role as a *disseminator* involves sharing this information with their employees to influence their work and behaviour. Finally, the first line manager does play some decisional roles within the store, working as a *resource allocator* who decides how to schedule people and use other resources, and a *negotiator*, who manages solutions between groups with competing interests.

First-line managers would likely be involved in supervising the employees or non-managerial employees who actually perform the activities necessary to produce goods and services. In the planning function they might set daily productivity goals for employees. Scheduling shifts is an example of the organizing function. Training, counseling and mentoring employees illustrates how first line managers lead. In the control function, they would monitor the progress toward goal achievement and make corrective adjustments if necessary. They would check all inputs for quality, practice management by walking around to check on behavioural standards and seek customer feedback. Given the knowledge of day-to-day operations that first-line managers have, they are often in good positions to make suggestions to middle managers on how processes can be made more effective and efficient.

9. *Explain how the managerial functions of planning, leading, organizing and controlling differ in the three levels of management.*

Answer:

Managers at various levels within an organization have different but related types of responsibilities for planning leading organizing and controlling organizational resources.

Planning is a process or procedure used by managers so that they choose more appropriate goals and courses of action for the organization.

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In ***organizing*** managers establish the structure of working relationships between organizational members that best allows them to work together to achieve organizational goals.

In ***leading***, managers determine direction, articulate a clear vision for employees to follow, and energize and enable employees so that they understand the part they play in achieving organizational goals.

In ***controlling***, managers evaluate how well an organization is achieving its goals and take corrective action to maintain or improve its performance.
First-line managers have the day-to-day responsibility of supervising human resources, the employees or non-managerial employees who actually perform the activities necessary to produce goods and services. In the planning function they might set daily productivity goals for employees. Scheduling shifts is an example of the organizing function. Training, counseling and mentoring employees illustrates how first line managers lead. In the control function, they would monitor the progress toward goal achievement and make corrective adjustments if necessary. They would check all inputs for quality, practice management by walking around to check on behavioural standards and seek customer feedback. Given the knowledge of day-to-day operations that first-line managers have, they are often in good positions to make suggestions to middle managers on how processes can be made more effective and efficient.

Middle managers supervise the first-line managers and have the added responsibility to find the best way to combine human and other resources to achieve organizational goals. Middle managers increase efficiency by finding ways to help first-line managers and employees better utilize resources in order to reduce manufacturing costs or improving the way services are provided to customers. To increase effectiveness, middle managers are responsible for evaluating whether or not the goals that an organization is pursuing are appropriate and for suggesting ways in which they should be changed. Since achieving these goals efficiently is the main focus, middle managers try to find the best ways to use organizational resources. They also nurture and develop the organizational skills necessary for an organization to be efficient and effective.

Top managers are at the apex of the managerial pyramid. They are responsible for supervising all the departments in an organization and deciding how the different departments can cooperate and work together to achieve organizational goals. They are ultimately responsible for the success or failure of an organization. In planning, Top managers are responsible for establishing appropriate organizational goals and monitoring the performance of each department in achieving those goals. Most of their time is devoted to planning and organizing resources to maintain and improve efficiency and effectiveness, which determine an organization's long-term performance.

BUILDING MANAGEMENT SKILLS

(**Note to instructor:** Due to the nature of these questions, student responses may vary. The following are examples.)

1. *Think of your direct supervisor. Of what department is he or she a member and at what level of management is this person?*

Jonathon Lewis is an audit manager at a large accounting firm. His position is considered middle-management since he reports to the partners of the firm but is responsible for managing the supervisors who closely monitor the staff associates on a day-to-day basis.

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2. *How would you characterize your supervisor's approach to management? For example, which particular management tasks and roles does this person perform most often? What kinds of management skills does the manager have?*

Jonathon performs the four functions of management to different degrees. He is involved in planning when he determines strategies for soliciting customers and recruiting new employees. He also determines which of his supervisors and staff associates would be best suited to work with certain clients. He needs to allocate his staff appropriately so that all of his client needs are met in a timely manner. Jonathon performs the *organizing* function by choosing team members who will work together to achieve the goals that he has set forth for them. He needs to coordinate the efforts of the support staff, such as the tax department, whose services are essential in completing the project. When beginning a new project, Jonathon exercises his *leadership skills* by holding meetings with his entire staff to communicate his goals for the project and delegating responsibilities to appropriate team members. His confident nature coupled with his accounting expertise motivates his team to enthusiastically tackle the challenges that he sets forth for them. He continues to *control* the project by holding weekly meetings with his team to assess the progress and provide the necessary feedback. He reviews the work that they have completed and makes recommendations for any necessary changes. At this point he determines whether his team is on schedule with the budget and if necessary how they can better manage their time.

Jonathon performs many of the interpersonal, informational and decisional roles coined by Mintzberg. Within the *interpersonal roles* he is required to act as a *figurehead, leader* and *liaison* among and between his team members. He performs *informational roles* by *monitoring* technical and client-specific information, *disseminating* the necessary information to his clients and staff, and acting as a *spokesperson* when he represents the firm at many meetings, presentations and recruiting events. While performing *decisional roles* he must act as an *entrepreneur* in determining what lines of business are best to solicit, a *disturbance handler* when any unforeseen events effect the progress of his team, a *resource allocator* in determining which employee should work on which project, and a *negotiator* when he must negotiate with other managers when there is a scheduling conflict involving his team members.
Jonathon possesses tremendous technical and human skills. His technical skills include his ever-increasing accounting expertise as well as his up-to-date knowledge of the issues facing his clients and their industry. He exercises his human skills every time he interacts with supervisors, staff associates, partners, support staff and clients.

3. *Are the tasks, roles, and skills of your supervisor appropriate for the particular job he or she performs? How could this manager improve his or her task performance? How can technology affect this?*

Jonathon possesses the functions, roles and skills that are necessary for him to effectively manage his project teams while satisfying the customer and soliciting new business on a regular basis. However, he could work on his conceptual skills. At times he has trouble seeing the big picture when it comes to managing the careers of his employees. He is very good at ensuring that he has the best people on his team and that they are equipped with the technical skills needed for that project, but is lacking when it comes to the development needed for them to progress to the next level. He has a habit of handling the more technically difficult aspects of the project himself, instead of involving team members so that they will become more proficient in those areas.
Clearly, Jonathan needs to do a better job of empowering his employees. He should consider delegating additional technical tasks to teams of employees, serving as their coach instead of providing direct supervision, and using IT to monitor the progress of those teams.

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4. *How did your supervisor's approach to management affect your attitudes and behavior? For example, how well did you perform as a subordinate and how motivated were you?*

As a result of the functions he performed, the skills he possessed and the roles he fulfilled, I found that Jonathon's management style had a positive effect on my attitudes and my work performance. I was very motivated to provide top quality work and eager to please a well-respected figurehead in my organization. To make up for any deficiency in Jonathon's conceptual skills of "seeing the big picture," I found myself feeling more responsible for my future growth and development. This did not prevent me from performing to my full potential, it merely meant that I needed to spend my own time and energy to ensure that I gained the additional skills and knowledge that I did not learn while working on Jonathon's projects.

5. *Think about the organization and its resources. Do its managers utilize organizational resources effectively? Which resources contribute most to the organization's performance?*

Being a service-oriented organization made it necessary to ensure that organizational resources were utilized most effectively and efficiently. In a service organization the "human" resources are the most valuable resources that the company possesses. The accounting firm has an entire department devoted to the scheduling functions of employees to project teams in response to managers' requests. In addition, they have an in-house educational department that spends a great deal of time and money on employee training and development.

6. *Describe the way the organization treats its human resources. How does this treatment affect the attitudes and behaviors of the workforce?*

To a great extent this accounting firm values its most precious resource, its employees. They organize social functions on a regular basis during the busiest times of the year to reward employees for hard work and provide some relaxation. In addition, employees are rewarded monetarily for overtime worked and receive bonuses annually which are based on performance. Problems do arise when managers are extremely demanding of their project teams and require them to meet unreasonable budgets. As a result, employees feel that their personal obligations and needs are neglected. Fortunately, the human resource department monitors the hours worked by all employees and consults with managers when their teams are working an exorbitant number of hours. In response to the professional nature of the firm and the high regard given to employees most of the time, a large percentage of employees are extremely motivated and self-driven.

7. *If you could give your manager one piece of advice or change one management practice in the organization, what would it be?*

I would suggest to Jonathon that he take a more proactive role in the management of his subordinate's careers. By looking at the "big picture" he can help them to develop, which would enable smoother transitions as their careers progressed. If he would include subordinates in the more difficult tasks of the project they could benefit tremendously while gaining the experience and exposure necessary to enter the future ranks of management.

8. *How attuned are managers in the organization to the need to increase efficiency, quality, innovation, or responsiveness to customers? How well do you think the organization performs its prime goals of providing the goods or services that customers want or need the most?*

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The managers at this accounting firm are constantly faced with pressure from upper management to increase efficiency while increasing the quality of the services rendered. Since time budgets are extremely important and used as a measurement of success, actual hours spent are measured against budgeted hours on a regular basis. Managers are open to suggestions from supervisors and staff associates about how to provide the same service in a timelier fashion, as long as the intended purpose is served and quality is not compromised. Managers are responsible for reviewing the work performed by their project teams and require that errors and omissions are attended to on a timely basis. In a service-oriented environment it is essential that the organization be responsive to customer needs. Therefore, any successful manager is constantly in touch with his or her clients and keeps abreast of any issue that will affect his or her client's financial or economic health.

MANAGING ETHICALLY

1. Why are some people unethical, while others would not even consider doing what is described above?
2. Is ethics an internal force in each individual, or can you educate people in ethics, or can people be made to be ethical?
3. How do-you define "unethical" in this case? Do you think it is possible for businesses to be ethical?
4. What was the gain for the managers?

Answer:

(**Note to Instructor:** Due to the nature of these questions, individual answers may differ widely. Below is indicative.)

Ethics will vary based on individual and cultural characteristics as well as in different situations. Sometimes the goals and targets are very difficult to reach, and managers feel pressured to resort to unethical behaviour to meet them. Dishonesty is unacceptable regardless of the circumstance. Employees should be careful to avoid conflicts of interest that may cause others to question their integrity. Although those involved in such unethical situations may perhaps benefit in the short run, in the long run they harm not only their customers and their companies, but also themselves.

Training in ethics raises awareness of issues and helps others to look at different aspects of an issue. Establishing an organizational code of ethics and making all employees aware of it can encourage ethical behaviour. It is also important that managers always engage in ethical conduct, so that they can lead by example.

BE THE MANAGER

Rapid Growth Causes Problems

Questions:

1. *What kinds of organizing and controlling problems is Achieva suffering from?*

It is very common when a company starts out to be very informal. Everyone is excited by the new venture and in this case, its success. But the founders must now deal with the enormous growth and develop what they want as a culture; they need to take their roles seriously. They must take a look at the requirements for planning, organizing, leading and controlling the organization; they should assign managerial and technical roles to employees; and they need to develop an equitable performance appraisal and reward system for all employees. It also sounds like they must to look at their Human Resources function more closely as they are growing so fast and want to be sure to bring the right people on board.

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2. What kinds of management changes need to be made to solve them?

The founders should recognize that management of the firm is now essential by developing some sort of organizational chart, assign all those with managerial roles either a title or some acknowledgement of their duties and responsibilities, and let everyone know how they are to interact and coordinate to continue to be successful.

MANAGEMENT CASE

Top Managers commit to end BIPOC discrimination in the Executive Suite
Summary:

While our Black American counterparts are incrementally entering the business leadership ranks, Black Canadians continue to face systemic barriers to social and economic inclusion that have manifested in under- and unemployment in Corporate Canada. The same thing happens in entrepreneurship organizations and communities: there is often little or no support for Black Canadians.

1. Does the attraction-selection-attrition (ASA) model explain the underrepresentation of Black people on corporate boards and in the executive C-suite?
2. What is Jessica Yamoah's solution to the underrepresentation of Black people in Corporate Canada?

Answers:

1. The attraction-selection-attrition (ASA) model helps to explain the role that founders' personal characteristics play in determining organizational culture. This framework, suggests that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are similar to their own. These similar employees are more likely to stay with the organization. Although employees who are dissimilar in personality might be hired, they are more likely to leave the organization over time. As a result of these attraction, selection, and attrition processes, people in the organization tend to have similar personalities, and the typical or dominant personality profile of organizational members determines and shapes organizational culture. If we apply this framework to corporate Canada where Black people are underrepresented in the senior executive positions, we would understand this underrepresentation as being a logical outcome of the ASA model. Since most founders and top managers are not Black, they are not attracted to nor do they select Black personnel. We would understand the high rates of attrition of Black executives as the logical outcome of having dissimilar or diverse personalities that do not fit with the non-black founder-manager. This, of course, assumes that non-Black founders would have dissimilar personalities to Black employees. Students should question whether this is a valid assumption.

2. Jessica Yamoah believes that "To evoke change in the corporate environment, directives have to come from leadership – with investments parallel to those made towards youth, gender equality, other racialized communities, and LGBTQ2IS communities" and "inclusion" is the way forward toward equality. It is interesting to note that since the murder of George Floyd, which Yamoah alludes to, many large corporations in Canada have pledged to fund initiatives to support the Black community moving into executive C-Suite leadership positions.

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ADDITIONAL EXERCISES

SELF-REFLECTION EXERCISE

(**Note to Instructor:** Due to the nature of this question, individual answers may differ widely)

In each chapter, you will find the See Yourself In the Picture! *feature, which gives you some ideas on how to apply this material to your personal life. We do this to help reinforce the idea that management is not just for-managers—all of us manage our lives and can apply many of the concepts in this book.*
Think about where you hope to be in your life five years from now (i.e., your major goal). What is your competitive advantage for achieving your goal? What do you need to plan, organize, lead, and control to make sure that you reach your goal? Looking over Mintzberg's managerial roles, which roles do you perform in your daily life? Give examples

SMALL GROUP BREAKOUT EXERCISE

Form groups of three or four people and appoint one member as the spokesperson who will communicate your findings to the whole class when called on by the instructor. Then discuss the following scenario:

Assume you and your team-mates belong to a fusion rock band. The leader of the group wrote a proposal that will go before City Council to get a license to hold a concert. The band's leader calls a meeting to tell you that it has been accepted by the Council with the strict condition that the band ensure that no laws are violated and the safety of all the concert-goers is maintained. Your group accepts the terms and now must figure out how to manage the event.

1. *What set of skills did the leader mostly use in creating the proposal?*
   Answer: Conceptual skills are used in planning the event, setting goals and figuring out the best course of action to achieve them. Technical skills would also be used in the proposal to detail the types and costs of equipment needed to put on the event.

2. *What must now be done to plan this event effectively and efficiently?*
   Answer: To plan this event effectively, appropriate goals must be set and decisions must be made on how best to achieve them. For example, If the goal is to sell 500 tickets, a venue that is large enough must be found. To achieve this goal efficiently, the cost of renting the venue must be minimized.

3. *What kinds of resources must the band use in organizing the event?*
   Answer: Resources include all equipment involved in putting on the concert, including sound, lighting and instruments; human resources needed to staff and monitor the event; finances to cover the costs; etc.

4. *Identify the managerial role the leader engaged in:*
   a. *when he or she called the meeting of the band*
      Answer: Disseminator
   b. *when he or she meet with the City Council*
      Answer: Liaison
   c. *when the group accepted the terms of the agreement*
      Answer: Negotiator

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5. *How could the leader of the band lead the group to put on a successful concert?*
   Answer: the leader of the band must hire, train and motivate any staff needed. The leader must motivate the other members of the band to put on a successful concert.

6. *What kind of control measures could the group take to live up to their agreement with the Council?*
   Answer: The band must monitor and evaluate behaviour of the ticket holders to ensure that no laws are violated, that everyone is safe and must take corrective action if any problems arise. Control measures they might take include searching patrons upon entering for illegal drugs and alcohol, have emergency medical services standing by or alerted that the concert is taking place, and remove any patrons causing a disturbance.

MANAGEMENT CHALLENGE EXERCISE

Diagnosing Culture
Think about the culture of the last organization you worked for, your current university, or another organization or club to which you belong. Then answer the following questions:

(Answers will vary according to the organization)

1. What values are emphasized in this culture?

Answer:

The two kinds of personal values are *terminal* and *instrumental.* A **terminal value** is a personal conviction about lifelong goals or objectives; an **instrumental value** is a personal conviction about desired modes of conduct or ways of behaving.28 Terminal values often lead to the formation of **norms.**

2. What norms do members of this organization follow?

Answer:
Norms are unwritten, informal codes of conduct, such as behaving honestly or courteously, that prescribe how people should act in particular situations and are considered important by most members of a group or organization.

3. Who seems to have played an important role in creating the culture?

Answer:
The values of the founder play a role in creating the culture of any organization. Employees and managers help to shape the culture.

4. In what ways is the organizational culture communicated to organizational members?

Answer:
Organizational culture is communicated through socialization, rites of passage and stories and language. Material symbols convey to employees who is important, how much distance there is between top management and employees, and what kinds of behaviour are appropriate.

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MANAGEMENT PORTFOLIO PROJECT

(Note to Instructors: There is a "MANAGEMENT PORTFOLIO PROJECT" exercise in the Instructor's Manual for every chapter in this book. Students will choose one organization that they will track as they work through the chapters in the book and apply their learning to the organization.)

You may be asked to follow and analyze an organization over the semester to help you build your management skills. Each chapter will have an exercise that asks you to evaluate how the issues in the chapter are dealt with by your organization. Choose a large well known publicly traded Canadian company that is easy to research through company web sites, newspapers, the Canadian Securities Administrators' web site, SEDAR.com and company annual reports. Cite all the sources of information you use with an appropriate method.

Answer the following questions of the organization you have chosen to follow:

1. Give a brief profile of the organization. How large is it in terms of number of employees, annual revenues, profits, location of facilities, etc. What kinds of products or services does it provide?
2. Give a brief profile of the industry in which it operates. Under what industrial classification does it fall? How many competitors are active? Who is their target market?
3. Identify the top management team. Who is the CEO and what is his or her background? Give examples of the activities of the CEO that illustrate how they engage in the management processes of planning, organizing, leading and controlling.

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Business Planning Exercises

Please refer to Appendix B. Each chapter has a business planning exercise that will help students apply what they have learned to the exercise of writing a business plan. **All the answers are based on the case of writing a business plan for a new restaurant.**

Chapter 1

Opening a New Restaurant

You and two partners are thinking about writing a business plan for a large restaurant in your local community. Each of you can invest $25,000 in the venture and with a solid business plan you hope to secure an additional investment of $450,000 in the form of a bank loan. You and your partners have little experience in the food industry beyond serving meals or eating in restaurants. But after reading this chapter, you now a little bit about more about how you will manage it.

1. *Decide what activities and tasks the three levels of management should be responsible for in the restaurant.*

Answer:

Students should address the roles and responsibilities of first-line, middle, and top managers. Supervisors should be hired to directly supervise the wait staff and the kitchen staff for morning, afternoon, and evening shifts.

A middle manager should be hired to supervise all first-line managers, and find the best way to utilize resources to help the restaurant achieve its goals. The middle manager will be responsible for purchasing and finding the best ways to make use of restaurant resources. The middle manager will also evaluate whether or not the goals of the restaurant are appropriate and suggest ways in which they should be changed. For example, if there are many family-style restaurants in the area, the middle manager will establish goals for making this restaurant superior to its competitors, by implementing a low-cost strategy or otherwise differentiating the restaurant. The middle manager will also be responsible for training, motivating and rewarding the kitchen, wait staff, and supervisors.

The primary investors should serve as top managers who are responsible for the performance the restaurant and its staff. Top management will make decisions about menu decisions, price setting, marketing, and how the different employees and supervisors should cooperate and help one another to achieve the restaurant's goals.

2. *How should you and your partners go about (a) planning, (b) organizing, (c) leading, and (d) controlling resources effectively in opening a new restaurant?*

Answer:

Management must plan, which involves deciding which goals an organization should pursue, what courses of action to adopt to attain those goals, and how to allocate organizational resources to attain those goals. The partners need to decide if they will focus on food quality, low prices, speed of service, or uniqueness of style in the restaurant.

In organizing or establishing the structure of working relationships between organizational members that best allows them to work together to achieve organizational goals, management must decide how to

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structure the reporting system and hierarchy of authority so that problems can be solved quickly. Employees need to know to whom they can turn to give suggestions and make their voices heard.

In leading, management must coordinate the behaviours of all restaurant staff, resulting in a high level of motivation and commitment from everyone. A fair and adequate compensation system and bonuses tied to good performance would likely result in high performance and commitment.

In controlling, management must decide how they will evaluate how well the organization is achieving its goals. Sales and customer satisfaction would seem to be adequate measures of this aspect of managing.

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Chapter 2

After reading this chapter, you start to realize you have to analyze the forces in the organizational environment to-determine the impact of the opportunities and threats from the forces in the task and general environment for your business plan. This analysis will form an important part of the Profile of the Industry (Section 4, Appendix B).

Questions:

1. Who are your customers? Research the characteristics of your target market. For example, what is their demographic profile and size of population in your community (age, income, amount of disposable income spent on eating out, etc.)?
2. Who are your competitors? Research the numbers and the strengths and weaknesses of your competitors. What degree of threat do they pose?
3. Where will you obtain all the inputs you will need to run your business? For the restaurant example, who will supply the food, kitchen equipment, tables, cutlery, etc.?
4. What kind of legal and political factors do you need to address? Which types of licences are needed, and where can you obtain them?
5. Are there any significant socio-cultural forces in your community that might present an opportunity or a threat that should be discussed in your business plan?
6. Illustrate how the building blocks of competitive advantage could be used to help your restaurant--succeed.

Answers to questions listed above:

Note to Instructors: Student answers will vary depending on the community in which they decide to locate the venture.

1. Students should research the demographic trends in their community using sources like Statistics Canada (statcan.ca) and canadabusiness.ca to determine the characteristics of their target market. For example, if the target market is young families, what is the demographic profile and size of that population in the community in which they will locate the venture (numbers within the age-group, income, amount of disposable income spent on eating out, etc.)
2. Competitors can be found by using the Yellow Pages, reading trade magazines, visiting the websites of Associations, such as the Canadian Restaurant and Food Services Association (CRFA) *www.crfa.ca.*
3. Supplies should be sourced from wholesale companies. gdsourcing.com is good resource.
4. Business licenses and liquor licenses are the domain of the municipality in which the restaurant will be located.
5. Any forces in the general and task environments that pose a considerable opportunity and challenge or threat should be discussed in the student's business plan. For a socio-cultural example, if community in which they plan to locate the restaurant has a large population of Jews and Muslims, specializing in pork products does not make much strategic sense. Similarly, opening a very expensive gourmet dining room in a low-income neighbourhood would not be responsive to potential customer's needs in that community.
6. The success of a new restaurant will require a competitive advantage. This restaurant will need to provide food service more efficiently and effectively than its competitors if it is going to survive. The restaurant will need to achieve superior efficiency, quality, innovation, and responsiveness to customers.

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