

MODULE I

UNIT 1

WHAT IS MANAGEMENT?

Management is a process of working with and through others to achieve organizational objectives in a changing environment. An inability to work with people, not a lack of technical skills, is the main reason some managers fail to reach their full potential. A manager is effective if he or she reaches a stated objective and efficient if limited resources are not wasted in the process.

The basic formula for managerial success is:

Ability × Motivation to manage × Opportunity

Managers perform four basic functions:

- goal setting and planning (to determine where the firm should be going and how to get there);
- organizing resources and activities to accomplish results in an efficient and effective manner;
- leading and motivating others to work in the best interest of the organization;
- controlling ongoing activities through continual evaluation and regulation.

An integral part of a manager's work is decision making, that is, a set of possible alternative solutions and choosing one alternative from among that set. From the viewpoint of functional area, managers most often deal with finance, operations, marketing, human resources, and administration. Successful managers tend to possess a specific set of skills, such as technical, conceptual, interpersonal and analytic skills.

Marketing management includes planning, organizing,

directing, and controlling decision making regarding product lines, pricing, promotion, and servicing. In most of these areas marketing has complete control; in others, as in product-line development, its function is primarily advisory. In addition, marketing manager of a business firm is responsible for the distribution of the products, determining the channels of distribution and supervising the profitable flow of goods from the factory or warehouse to the consumer.

Discussion

1. Can you add any more functions a manager must be able to perform?
2. Do these functions change under the influence of the market conditions?
3. Are you psychologically and professionally ready to perform any of these functions?
4. Are there any students in your group who possess managerial qualities?
5. What sort of knowledge or personal features do you lack (if any) to become an effective manager?

MANAGERIAL STYLES

Leadership is the process of motivating others to work in order to meet specific objectives. Modern concepts pay their attention to leadership behaviors, or managerial styles.

A managerial style is a pattern of behavior that a manager exhibits in dealing with subordinates. Managers who adopt an autocratic style simply issue orders and expect those underneath to obey them unquestioningly. The best example of autocratic style is a military commander on the battlefield.

Managers who adopt a democratic style ask their subordinates for suggestions prior to making decisions but retain final decision-making power. For example, the manager may ask other members to interview an applicant for a position and give their opinions.

Finally, managers who adopt a free-rain style serve as advisers

but allow subordinates to make most decisions. This style is sometimes called a laissez-faire style from the French for let them do it. The free-rain style can increase employee creativity, helping a firm or other organization find creative solutions to pressing problems.

Discussion

1. Are leadership qualities necessary for an effective manager?
2. What managerial style do you consider to be the most efficient now in Ukraine? Give your reasons.
3. What does a personal managerial style depend on?
4. Are leadership qualities inborn or formed in the process of upbringing and education?
5. Are there any differences between men and women managerial styles?

Task I. Read the text and discuss the main features of Liisa Joronen's managerial style.

A Finish innovator finds new ways to work that earn big returns in a tough sector.

Smart in yellow uniforms, staffs hurry about in Finland's \$60 million-a-year SOL cleaning company carrying laptops and the latest Nokia mobile phones, as well as heavy-duty vacuum cleaners.

This is a company in which people work when they like, and flexibility is being strongly tested. It is one that Dr. Joseph Juran, the management guru based in New York, considers to be the future.

SOL's owner, Liisa Joronen, a slim, charismatic brunette of 50, back from a 90-mile keep-fit cross-country ski run in Lapland, says that she has thrown out traditional management styles and hierarchies in favour of people motivation and the strict auditing of targets.

She has brought fun to the workplace in a nation noted for its engineering innovation, but also for its people's shyness and introversion. This most extroverts of Scandinavian business leaders

sometimes dresses as a sunflower and sings at sales meetings if it will help. The company's name is from the Spanish for sun, and its sun logo has a curved line turning it into a smile.

The key words around SOL are freedom, trust, goals, responsibility, creativity, joy of working and lifelong learning, Ms. Joronen says. People's creativeness is restricted by routine and traditional office hours. As work becomes more competitive, so we need more flexible, creative and independent people.

To help staff towards independence of mind, Liisa has abolished territorial space, such as individual offices and desks, and organised a communal area similar to a social club. It has a colourful playground, with trees, caged birds and small animals, a nursery, a billiard table, sofas, modern art and kitchen corners.

Staffs sit anywhere. There is not a secretary in sight. The boss makes the tea if everyone is on the phone to the field teams. Headquarters can be empty in the day and busy in the evenings and weekends. One headquarters worker, keen to go to midweek tango classes, was switching tasks with a colleague. The person supervising the cleaning of Helsinki's metro was working from home.

Flying the country Economy Class, Liisa tells 3,500 staff at 25 branches to kill routine before it kills you. At SOL Days, Japanese-style motivation sessions, she has the whole hall dancing, and urges staff: The better you think you are, the better you will become.

Half the country sees Liisa as a revolutionary boss, and several television programmes have been devoted to her. The other half thinks she is crazy.

Task 2. Choose the right variant and finish the sentences.

1. A Finnish company, named SOL...

- a) produces laptops and mobile telephones;
- b) sells the latest models of laptops and mobile telephones;
- c) provides cleaning services;

- d) provides cleaning companies with heavy-duty vacuum cleaners.
- 2. SOL's owner, Liisa Joronen says that...**
- a) she has declined the autocratic style in favor of the laissez-faire style;
 - b) introduced and develops new democratic trends in management;
 - c) has changed some elements of traditional management styles;
 - d) appreciates hierarchical organization.
- 3. At the company's sales meetings...**
- a) all the staff wear different fancy dresses;
 - b) everything starts from the performance of a corporate song;
 - c) everybody is obliged to dress as sunflowers;
 - d) the boss sometimes wears colourful clothes to make the atmosphere more informal.
- 4. SOL employees...**
- a) needn't observe dress code;
 - b) are obliged to wear original clothes for developing their creative abilities;
 - c) wear uniform with a sunflower logo;
 - d) are obliged to observe business style in clothing? Only the boss is an exception.
- 5. Liisa provided...**
- a) every manager with a personal office and a secretary;
 - b) all employees with workplaces within a communal area;
 - c) fringe benefits such as free attendance of tango classes, sport clubs and playgrounds;
 - d) tea or coffee, which she makes herself.
- 6. The company's logo is...**
- a) a sunflower;
 - b) a smile;
 - c) a smiling sun;
 - d) a curved line.
- 7. Liisa Joronen...**
- a) has just returned from a cross-country ski run in Lapland;
 - b) often arranges keep-fit cross-country ski runs for her employees;
 - c) has won a cross-country ski run;
 - d) didn't take part in cross-country ski run, because she is

always busy at work.

8. Liisa's main ideas for creating a good working environment are the following:

- a) a) organizing company holidays and buying birthday presents for staff;
- b) b) dressing in strange clothes and singing at meetings;
- c) c) abolishing individual offices and organizing a communal working area with all necessary facilities;
- d) d) organizing more sessions and meetings.

9. Lisa is well-known in Finland due to...

- a) a) her own TV programme;
- b) b) several television programmes devoted to her;
- c) c) popularization of Dr Joseph Juran's ideas and modern management trends;
- d) d) the importance of her company for Finnish economy.

10. Liisa Joronen...

- a) **a)** often attends different business seminars;
- b) **b)** arranges sessions;
- c) **c)** has just visited motivation sessions in Japan;
- d) **d)** arranged a seminar on the topic "Japanese style in motivation".

Task 3

- a) a) Make your conclusion concerning advantages and disadvantages of such a managerial style. What other managerial styles do you know?
- b) b) Have you heard anything about so called "team" management? What do you think its main characteristics are? Where, in what countries is it spread?
- c) c) Which managerial style better corresponds to your personal traits?
- d) d) Compare managerial styles characteristic for Ukraine and English-speaking countries.
- e) e) How can managerial styles reflect national peculiarities of

different countries?

UNIT 2

A LIFETIME OF LEARNING TO MANAGE EFFECTIVELY

Years ago, when I was a young assistant professor at the Harvard Business School, I thought that the key to developing managerial leadership lay in raw brain power. I thought the role of business schools was to develop future managers who knew all about the various functions of business – to teach them how to define problems succinctly, analyze these problems and identify alternatives in a clear, logical fashion, and finally, to teach them to make an intelligent decision.

My thinking gradually became tempered by living and working outside the United States and by serving seven years as a college president. During my presidency of Babson College, I added several additional traits or skills that I felt a good manager must possess.

The first is the ability to express oneself in a clear, articulate fashion. Good oral and written communication skills are absolutely essential if one is to be an effective manager.

Second, one must possess that intangible set of qualities called leadership skills. To be a good leader one must understand and be sensitive to people and be able to inspire them toward the achievement of common goals.

Next I concluded that effective managers must be broad human beings who not only understand the world of business but also have a sense of the cultural, social aspects of life and I pondered the business and government-related scandals have occupied the front pages of newspapers throughout the seventies and early eighties, it became clear that a good manager in today's world must have courage and a strong sense of integrity. He or she must know where to draw the line between right and wrong.

But now I have left behind the cap and gown of a college president and put on the hat of chief executive-officer. As a result of my experience as a corporate CEO, my list of desirable managerial

traits has become still longer.

It now seems to me that what matters most in the majority of organization is to have: reasonably-intelligent, hard-working managers

- who have a sense of pride and loyalty toward their organization;
- who can get to the root of a problem and are inclined toward action;
- who are decent human beings with a natural empathy and concern for people;
- who possess humour, humility, and common sense.

Task 1

1. Continue the list of professional and human qualities necessary, from your viewpoint, for a successful manager.
2. What is the difference between the notions “to manage effectively” and “to manage efficiently”?
3. Can any person become a good manager? Do you consider managerial (leadership) qualities to be inherited or formed in the process of upbringing and education?

Task 2

1. Write down a story about any successful manager you have ever read or heard about (150 words).
2. Describe an ideal (from your point of view) up-to-date manager. Discuss him/her with your groupmates. Ask them to share their thoughts concerning the image of an ideal

manager.

UNIT 3

THE INTERNATIONAL MANAGER

In recent years, many companies have expanded globally. They have done this through mergers, joint ventures and cooperation with foreign companies. Because of this globalisation trend, many more employees are working abroad in managerial positions or as part of a multicultural team.

Although it is common nowadays for staff to work abroad to gain experience, many people have difficulty adapting to the new culture. The failure rate in US multinationals is estimated to be as high as 30% and it costs US business \$3 billion a year.

Two typical failures have been described in the journal *Management Today*. The first example concerns a German manager with IBM who took up a position as product manager in England. He found that at most lunchtimes and especially on Fridays, many members of staff went to the pub. 'I stopped that right away,' he says. 'Now they are not allowed off the premises. It didn't make me very popular at the time but it is not good for efficiency. There is no way we would do that in Germany. No way.'

The second example is about an American manager who came to France on a management assignment. He was unable to win the trust of his staff although he tried all kinds of ways to do so. He set clear goals, worked longer hours than everybody, participated all the projects, visited people's offices and even took employees out to lunch one by one. But nothing seemed to work. This was because the staff believed strongly that the management were trying to exploit them.

The German manager's mistake was that he hadn't foreseen the cultural differences. IBM had a firm rule about drinking during working hours. It was not allowed. He didn't understand that staff in other countries might be more flexible in applying the rule.

The American manager used the ways he was familiar with to

gain the staff's trust. To them, he seemed more interested in getting the job done than in developing personal relationships. By walking around and visiting everyone in their offices, perhaps he gave the impression that he was 'checking up' on staff. His managerial approach strengthened their feeling of exploitation.

When managers work in foreign countries, they may find it difficult to understand the behaviour of their employees. Moreover, they may find that the techniques which worked at home are not effective in their new workplace.

**From Managing Across Cultures
by Schneider and Barsoux.**

Task 1

1. Discuss the mistakes made by managers from different countries. What were the reasons for their mistakes?
2. Why did not representatives of other nations understand and support them?
3. What should be done in order to avoid such mistakes?
4. Why are the techniques which worked at home not effective in their new workplace?
5. Is it necessary to specially train the managers who are planning to work in a foreign country?

UNIT 4

GAMES PEOPLE PLAY AT MEETINGS

Do you ever feel as though you spend all your time in meetings?

Henry Mintzberg, in his book *The Nature of Managerial Work*, found that in large organizations managers spent 22 per cent of their time at their desk, 6 per cent on the telephone, 3 per cent on

other activities, but a whopping 69 per cent in meetings.

There is a widely held but mistaken belief that meetings are for “solving problems” and “making decisions”. For a start, the number of people attending a meeting tends to be inversely proportional to their collective ability to reach conclusions and make decisions. And these are the least important elements.

Instead, hours are devoted to side issues, playing elaborate games with one another. It seems, therefore, that meetings serve some purpose other than just making decisions.

All meetings have one thing in common: rule-playing. The most formal role is that of chairman. He (and it is usually a he) sets the agenda, and a good chairman will keep the meeting running on time and to the point. Sadly, the other, informal, role-players are often able to gain the upper hand. Chief is the “constant talker”, who just loves to hear his or her own voice.

Then there are the “can’t do” types who want to maintain the status quo. Since they have often been in the organization for a long time, they frequently quote historical experience as a ploy to block change: “It won’t work, we tried that in 1984 and it was a disaster”. A more subtle version of the “can’t do” type, the “yes, but ...”, has emerged recently. They have learnt about the need to sound positive, but they still can’t bear to have things change.

Another whole sub-set of characters are people who love meetings and want them to continue until 5.30pm or beyond. Irrelevant issues are their speciality. They need to call or attend meetings, either to avoid work, or to justify their lack of performance, or simply because they do not have enough to do.

Then there are the “counter-dependents”, those who usually disagree with everything that is said, particularly if it comes from the chairman or through consensus from the group. These people need to fight authority in whatever form.

Meetings can also provide attenders with a sense of identification of their status and power. In this case, managers arrange meetings as a means of communicating to others the boundaries of their exclusive club who is “in”, and who is not.

A popular game is pinching someone else’s suggestions. This is where someone, usually junior or female, makes an interesting

suggestion early in the meeting which is not picked up. Much later, the game is played, usually by some more senior figure who propounds the idea as his own. The suggestion is of course identified with the player rather than the initiator.

Because so many meetings end in confusion and without a decision, another more communal game is played at the end of meetings, called reaching a false consensus. Since it is important for the chairman to appear successful in problem-solving and making a decision, the group reaches a false consensus. Everyone is happy, having spent their time productively. The reality is that the decision is so ambiguous that it is never acted upon, or, if it is, there is continuing conflict, for which another meeting is necessary.

In the end, meetings provide the opportunity for social intercourse, to engage in battle in front of our bosses, to avoid unpleasant or unsatisfying work, to highlight our social status and identity. They are, in fact, a necessary though not necessarily productive psychological sideshow. Perhaps it is our civilized way of moderating, if not preventing, change.

Task 1. Mark the true statements with + (plus) and false ones with – (minus):

1. According to Henry Mintzberg, managers spend most of their working time having meetings.
2. According to him, the purpose of meetings is to solve problems and make decisions.
3. At a meeting every person is playing a role.
4. The writer mentions eight roles that people play at meetings.
5. A 'can't do' type is in favour of tradition and against new ideas.
6. People who aren't invited to meetings are regarded as less important by those who do attend.
7. It's normally junior people who steal other people's ideas at meetings.
8. Men at meetings no longer treat women as inferiors.
9. Even when no definite decisions are made at a meeting, the people often leave thinking the meeting has been useful.
10. The writer believes that meetings are a waste of time and prevent changes being made.

TEST YOURSELF

HOW DO YOU RATE AS A MANAGER?

For each of the following questions, tick the answer which comes to what you feel about yourself.

1. Are you a self-starter?

- a) I only make an effort when I want to
- b) If someone explains what to do, then I can continue from there.
- c) I make my own decisions. I don't need anyone to tell me what to do.

2. How do you get on with other people?

- a) I get on with almost everybody
- b) I have my own friends and I don't really need anyone else.
- c) I don't really feel at home with other people.

3. Can you lead and motivate others?

- a) Once something is moving I'll join it.
- b) I'm good at giving orders when I know what to do.
- c) I can persuade most people to follow me when I start something.

4. Can you take responsibility?

- a) I like to take charge and to obtain results.
- b) I'll take charge if I have to but I prefer someone else to be responsible.
- c) Someone always wants to be the leader and I'm happy to let them to the job.

5. Are you a good organizer?

- a) I tend to get confused when unexpected problems arise.
- b) I like to plan exactly what I'm going to do.
- c) I just let things happen.

6. How good a worker are you?

- a) I'm willing to work hard for something I really want.
- b) I find my home environment more stimulating than work.
- c) Regular work suits me but I don't like to interfere with my private life.

7. Can you make decisions?

- a) I am quite happy to execute other people's decisions.
- b) I often make very quick decisions which usually work but sometimes don't.
- c) Before making a decision I need time to think it over.

8. Do you enjoy taking risks?

- a) I always evaluate the exact dangers of any situation.
- b) I like the excitement taking big risks.
- c) For me safety is the most important thing.

9. Can you stay the course?

- a) The biggest challenge for me is getting a project started.
- b) If I decide to do something, nothing will stop me.
- c) If something doesn't go right first time I tend to lose interest.

10. Are you motivated by money?

- a) For me, job satisfaction cannot be measured in money terms.
- b) Although money is important for me, I value other things just as much.
- c) Making money is my main motivation.

11. How do you react to criticism?

- a) I dislike any form of criticism.
- b) If people criticize me I always listen and may or may not reject what they have to say.
- c) When people criticize me there is usually some truth in what they say.

12. Can people believe what you say?

- a) I try to be honest, but it is sometimes too difficult or too complicated to explain things to other people.
- b) I don't say things I don't mean.
- c) When I think I'm right, I don't care what anyone else think.

13. Do you delegate?

- a) I prefer to delegate what I consider to be the least important tasks.
- b) When I have a job to do I like to do everything myself.
- c) Delegating is an important part of any job.

14. Can you cope with stress?

- a) Stress is something I can live with.
- b) Stress can be a stimulating element in business.
- c) I try to avoid situations which lead to stress.

15. How do you view your chances of success?

- a) I believe that my success will depend to a large degree on factors outside my control.
- b) I know that everything depends on me and my abilities.
- c) It is difficult to foresee what will happen in the future.

16. If the business was not making a profit after five years, what would you do?

- a) Give up easily
- b) Give up reluctantly.
- c) Carry on.

Scoring: Use the key to calculate your total score. Then check opposite to see how you rate as an entrepreneur.

44 or above

You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organize and motivate and you know exactly where you and your team are going.

Between 44 and 22

You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running a business, you will probably not be able to deal with the pressures and strain that are a part of the job. You should perhaps consider taking some professional training or finding an associate who can compensate for some of your weaknesses.

Below 22

Managing your own business is not for you. You are better suited to the environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well-defined instructions and you prefer work that is both regular and predictable.

Evaluate your own chances to become a successful manager and discuss them with your groupmates.

WORDS TO BE USED IN DESCRIBING MANAGERS

VIRTUOUS CHARACTERISTICS (GOOD)

Affable	ласковый, доступный	лагідний, доступний
Amiable	любезный, милый	люб'язний, милий
Modest	скромный	скромний
Discreet	сдержанный	стриманий
Generous	благородный, щедрый	благородний, щедрий
Considerate	внимательный, деликатный	уважний, делікатний
Earnest	серьезный	серйозний
Sincere	искренний	щирий
Enthusiastic	энтузиаст	з ентузіазмом
Calm	спокойный	спокійний
Quiet	тихий	тихий
Composed	собранный, спокойный	зібраний
Self-possessed	владеющий собой	володіє собою
Honest	честный	чесний
Consistent	стойкий, последовательный	послідовний

Impartial	беспристрасный	беспристрасний
Merciful	милосердный	милосердий
Just	справедливый	справедливий
Patient	терпеливый, настойчивый	терплячий
Forebearing	воздержанный	стриманий
Sympathetic	сочувственный	співчутливий
Respectable	порядочный, приличный	поважний
Cordial	искренний, отзывчивый	щирий
Broad-minded	широкомыслящий	широкомислячий
Witty	остроумный	дотепний
Intelligent	умный	розумний
Dignified	с чувством собственного достоинства	з почуттям власної гідності
Capable	понятливый, способный	здібний
Benevolent	милосердный, благосклонный	милосердий
Affectionate	нежный, любящий	ніжний, люблячий
Devoted	преданный	відданий
Loyal	верный	вірний
Courageous	смелый	сміливий
Persevering	стойкий, настойчи- вый, упорный	наполегливий
Industrious	трудолюбивый	трудолюбивий
Hard-working	усердный	наполегливий
Sweet	душка	душка
Gentle	благородный	благородний

**EVIL CHARACTERISTICS
(BAD)**

Ill-natured	зловредный, грубый	грубий, вредний
Unkind	недобрый	недоброзичливий
Hard-hearted	жестокий, бесчувственный	жорстокий
Indiscreet	несдержанный	нестриманий
Reserved	сдержанный, скрытый	стриманий
Hostile	враждебный	ворожий
Haughty	надменный	зверхній
Insincere	неискренний	невідвертий
Arrogant	высокомерный,	зверхній, нахабний
Dashing	дерзкий, бойкий	сміливий
Showy	видный, показной	показний
Unscrupulous	беспринципный	безпринципний
Greedy	жадный, алчный	жадібний
Dishonest	бесчестный	підступний
Inconsistent	непоследовательный	непослідовний
Partial	пристрастный	пристрасний
Tactless	бестактный	нетактовний
Hypocritical	лицемерный	лицемірний
False	лживый	брехливий
Dispassionate	бесстрастный	безпристрасний
Fussy	суетливый	метушливий
Unrestrained	несдержанный	нестриманий
Cruel	жестокий	жорстокий
Intolerant	нетерпеливый	нетерплячий
Conceited	тщеславный	зарозумілий
Self-willed	своевольный	свавільний
Willful	упрямый	впертий
Capricious	капризный, непостоянный	примхливий
Perverse	упрямый	впертий
Insensible	безразличный	байдужий
Inconsiderate	неосмотрительный	необачний

Servile	раболепный	холопський
Presumptuous	самонадеянний	самонадійний
Deceitful	обманчивый	зрадливий
Harsh	неприятный	неприємний
Sulky	сердитый	сердитий
Sullen	угрюмый, сердитый	похмурий
Obstinate	упрямый	впертий
Coarse	грубый, невежливый	грубий, неввічливий
Rude	грубый, неотесанный	необтесаний
Vain	тщеславный	пихатий
Impertinent	дерзкий	зарозумілий
Impudent	навязчивый	нав'язливий
Revengeful	мстительный	мстивий

TEST I

Job Titles

- | | |
|----------------------------------|---|
| 1. Chief Executive Officer (CEO) | a. Manager responsible for buying. |
| 2. Information Systems Director | b. Person who designs computer networks. |
| 3. Purchasing Director | c. British English term for senior manager of a company. |
| 4. Human Resources Director | d. Manager responsible for the process of creating goods or services for sale to customers. |
| 5. Systems Analyst | e. American English term for the top manager of a company. |
| 6. Managing Director | f. Person responsible for setting up training opportunities for employees. |
| 7. Marketing Director | g. Person responsible for computer operations in a company. |

- | | |
|-------------------------------|---|
| 8. Production Director | h. Person responsible for managing product development, promotion, customer service, and selling. |
| 9. Customer Service Manager | i. Person responsible for markets in other countries. |
| 10. Staff Development Officer | j. Manager responsible for personnel issues. |
| 11. Finance Director | k. Person responsible for relationships with customers. |
| 12. Exports Manager | l. Person responsible for presentation and control of profit and loss. |

TEST II

Modern Management Theory

Corporate downsizing	Empowerment	Just In Time
Learning organizations	Outsourcing	Re-engineering
Teamworking	Total Quality Management	

1. Just-In-Time
This system was introduced from Japan in the 1980s. It means ordering components exactly when you need them, and supplying goods exactly when the customer needs them. It eliminates storage time and reduces costs.

2. _____
Many large corporations and multinationals had grown too complex by the 1990s. Some sectors of the organization were

5. _____ This is a total revision and restructuring of an entire company. It involves asking fundamental questions about the objectives of the business and how it operates. It aims to create big improvements in cost, quality, service and product.

6. _____ This management approach focuses on measuring the quality of service in all aspects. The idea is to develop systems that

sectors of the organization were less profitable. Many of these panics sold off or closed the under-performing sectors.

3. _____
Management increasingly understands the value of sharing power with others throughout the organization. This leads to more participation in decision-making.

4. _____
This is closely related to (3). By encouraging employees to work in very fluid teams, responsibility is shared. Employees and managers at all levels develop a better self-identity and work becomes more interesting. This system is seen as much more efficient than linear or hierarchical structures.

are more efficient and more economical, but which are also more able to meet the needs of customers.

7. _____
This approach recognizes that companies cannot do everything. It can be better to use external suppliers for some specialist operations, or particular components in manufacturing. This decision can create quality improvements and cost savings.

8. _____
Many companies have developed internal training programmes to help with staff development. This is an important investment in the workforce. It not only makes people better at their job, but it also makes them happier. It may also help companies to keep their best managers and staff.