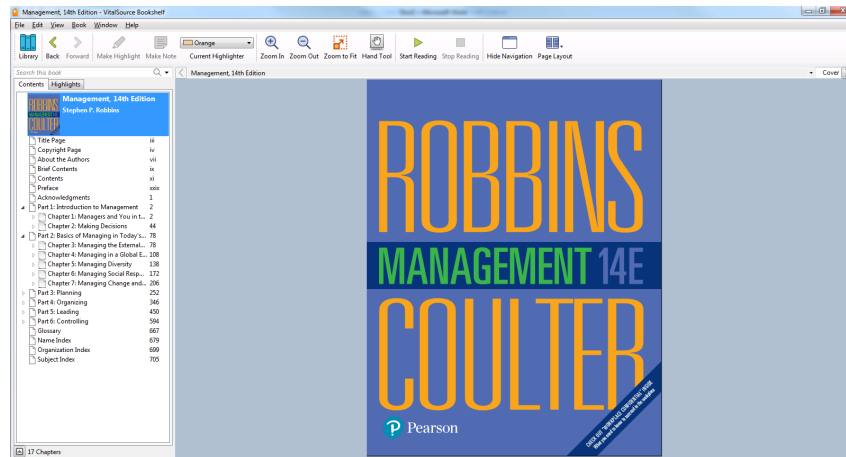


Using the VitalSource eBook App

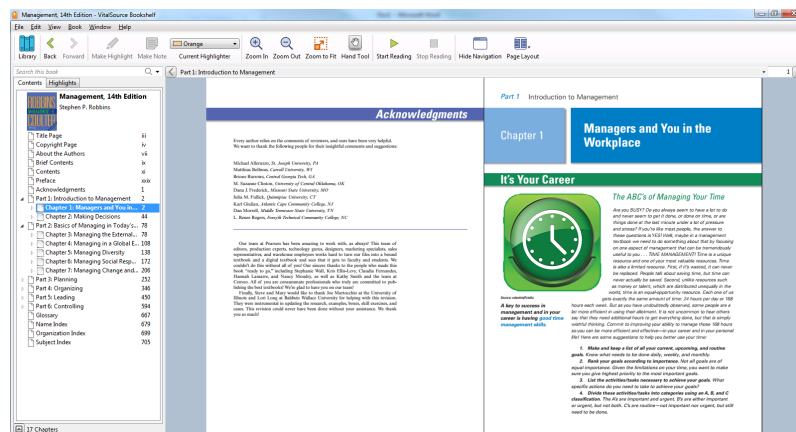
This document will show you some of the tools available to you through the eBook App. Most eBooks will offer you the opportunity to highlight text in different colors to aid with sorting information, make flashcards for studying, and use the search tool to find specific topics within the book. You can also utilize other tools as well, such as changing the view of the book, zooming in and out, or using the audio function and have the book read to you. We will go over some of these tools in this document to help you feel comfortable with the format, but playing around in the app will help you to find what works best for you.

Content Tool Bar-

You will notice that you have a tool bar on the left of the page. This tool bar has two tabs, Contents and Highlights. The Contents tab will direct you to the chapters in the book. You can click on the title of each chapter and it will take you to the beginning of the chapter. If your book is broken down into “parts”, as this book is, the chapters will be listed in the drop down for the “part”. If your book just has chapters, then that is what will show.



In this screen shot I clicked on Chapter 1, and it took me to the first page of Chapter 1.



There is a search bar at the top of this tool bar. You can type the subject you want to find in the book here and it will pull up all of the places that subject is discussed in the book. I typed in the term “organizational culture” and now this tool bar is showing me every place that topic is discussed in the book, sorted by chapter and page. Please note searching with this tool is the same as when you search in Google, if you type in organizational culture it will bring up every place those two words come up, whether together or alone. To get only the term “organizational culture” you need to put it in quotes.

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organizational culture" x Part 2: Basics of Managing in Today's Workplace 97

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CURRENT issues in organizational culture

Nonetheless, the specialty retail chain is renowned for its attention to customers. Nike's innovations in athletic shoe and apparel technology are legendary. Tom's of Maine is known for its commitment to doing things ethically and spiritually. How have these organizations achieved such reputations? Their organizational cultures have played a crucial role. Let's look at three current cultural issues: creating an innovative culture, creating a customer-responsive culture, and creating a sustainability culture.

Creating an Innovative Culture

You may not recognize IDEO's name, but you've probably used a number of its products. As a product design firm, it takes the ideas that corporations bring it and turns those ideas into reality. Some of its creations range from the first commercial mouse (for Apple) to the first stand-up toothpaste tube (for Procter & Gamble), to Michelin tires (for Michelin), to the first design concept (for IKEA). It's critical that IDEO's culture support creativity and innovation. And you might actually own and use products from another well-known innovative organization—Apple. From its founding in 1976 to today, Apple has been on the forefront of product design and development. They've brought us Mac, iPod, iTunes, iPhone, and the iPad, which have changed the way you read and interact with materials such as this text. Although both these companies are in industries where innovation is critical to success, the fact is that any successful organization needs a culture that supports innovation. How important is culture to innovation? In a survey of senior executives, over half said that the most important driver of innovation for companies was a supportive corporate culture.¹⁰ But not every company has established an adequate culture to foster innovation. In a survey of employees, about half expressed that a culture of management support is very important to the generation of innovative ideas, but only 20 percent believe that management actually provides such support.¹¹

What does an innovative culture look like? According to Swedish researcher Göran Flyvbjerg, it would be characterized by the following:

- **Challenging and inspiring**—Are employees involved in, motivated by, and committed to the long-term goals and success of the organization?
- **Freedom**—Can employees independently define their work, exercise discretion, and take initiative in their day-to-day activities?
- **Trust and openness**—Are employees supportive and respectful of each other?
- **Mean time**—Do individuals have time to elaborate on new ideas before taking action?
- **Playfulness**—Is the workplace spontaneous and fun?
- **Conflict resolution**—Do individuals make decisions and resolve issues based on the good of the organization versus personal interest?
- **Debate**—Are employees allowed to express opinions and put forth ideas for consideration and review?
- **Risk taking**—Do managers tolerate uncertainty and ambiguity, and are employees rewarded for taking risks?

Creating a Customer-Responsive Culture

Internet retailer Amazon.com is famous about customer service—and for good reason. The company's self-proclaimed "customer obsession" contributes to a high level of customer satisfaction. Nearly 60 percent of customers surveyed reported excellent

Exhibit 3-10
Creating a Customer-Responsive Culture

Characteristics of Customer-Responsive Culture	Suggestions for Managers
Type of employee	Hire people with personalities and attitudes consistent with customer service: friendly, attentive, enthusiastic, patient, good listening skills
Type of job environment	Design jobs so employees have as much control as possible to satisfy customers, without rigid rules and procedures
Empowerment	Give service-contact employees the discretion to make day-to-day decisions on job-related activities
Role clarity	Reduce uncertainty about what service-contact employees can and cannot do by continual training on product knowledge, listening, and other behavioral skills
Consistent desire to satisfy and delight customers	Clarify organization's commitment to doing whatever it takes, even if it's outside an employer's normal job requirements

customer service, while fewer than 2 percent reported poor customer service.¹² Amazon.com has a reputation of putting customer satisfaction before profits; yet, its stock price has increased through the years, and it experienced a 22 percent increase in sales in 2014. When customer service translates into these types of results, of course managers would want to create a customer-responsive culture!¹³

What does a customer-responsive culture look like? Exhibit 3-10 describes five characteristics of customer-responsive cultures and offers suggestions as to what managers can do to create that type of culture.

If your professor has assigned this, go to www.vitalsource.com to complete the Simulation: **Organizational Culture** and see how well you can apply the ideas of organizational culture.

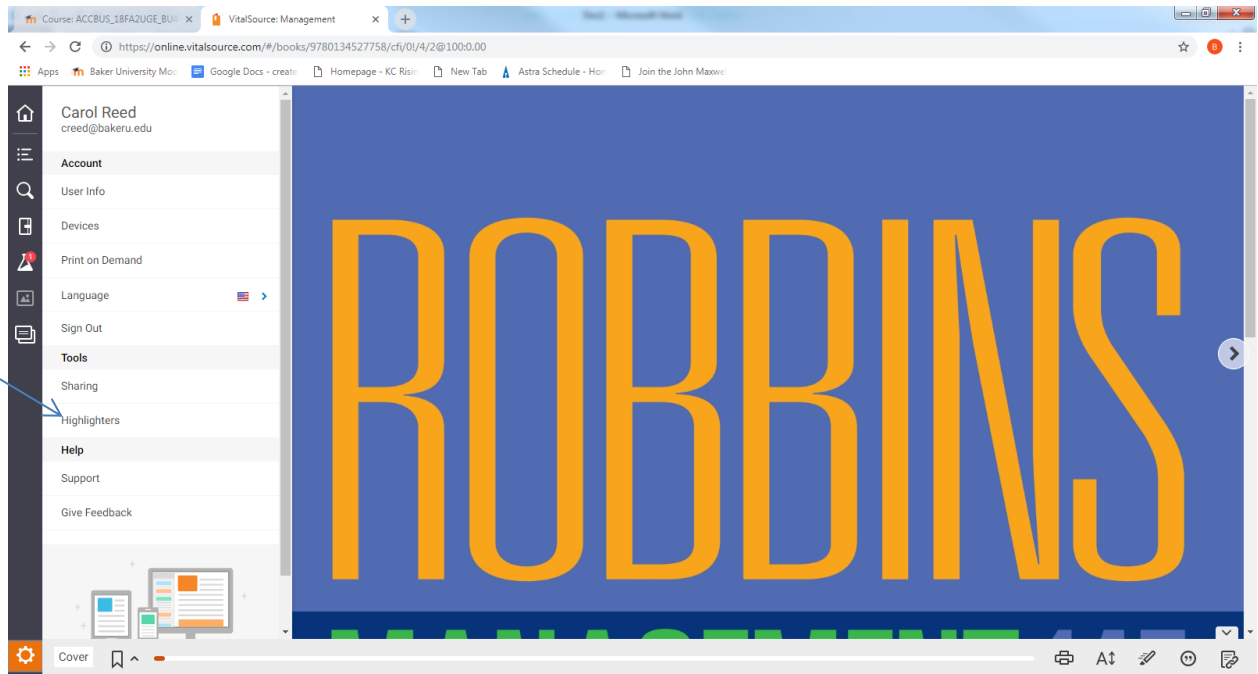
Creating a Sustainability Culture

In Chapter 1, we described as a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies. For many companies, sustainability is developed into the organization's overall culture. Tibb Linsell, Johnson & Johnson's Senior Director of Environment, said, "Sustainability is embedded in our culture. It's been a part of who we are for more than 65 years, long before the notion of sustainability became trendy."¹⁴

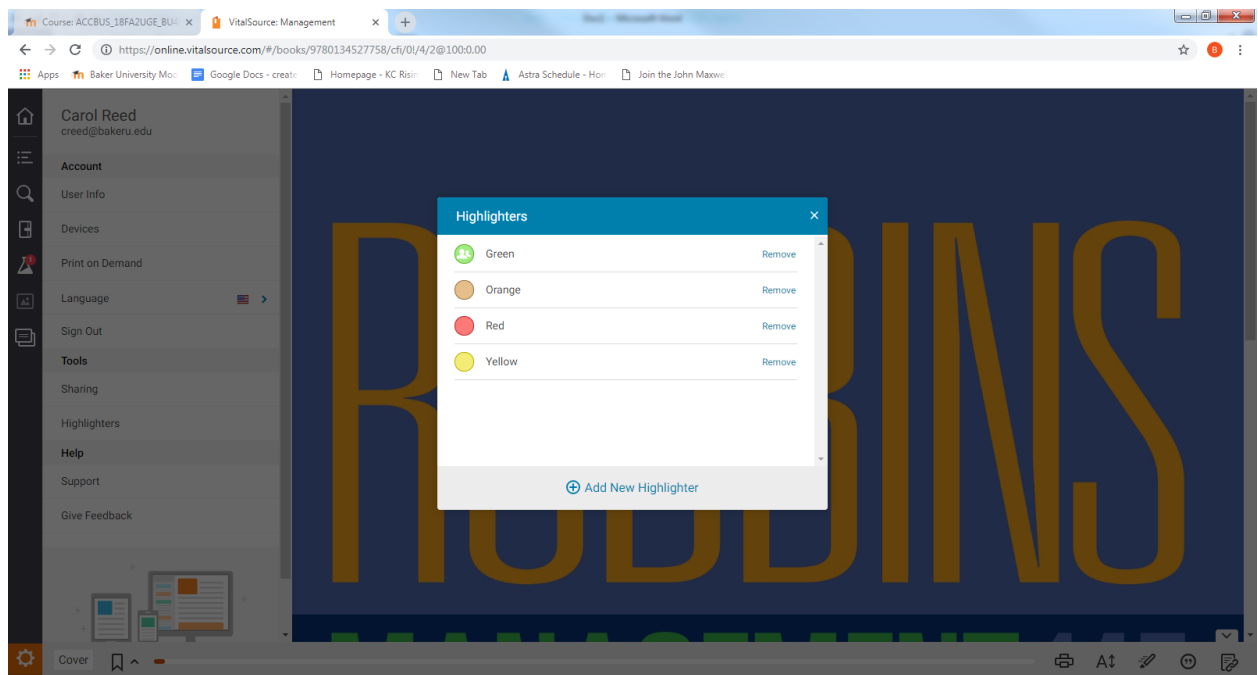
Companies can create rituals to create and maintain sustainability cultures. Earlier in this chapter, we referred to Convergent Technologies' "Social Responsibility Day." Alternatively, managers may use rewards. For instance, global polyethylene leader, Styron LLC, has more than 2,000 employees at 20 plants worldwide with annual sales of \$5 billion. Management begins each corporate meeting with the topic of sustainability. Employees' bonuses are tied to meeting sustainability goals. Management's efforts seem to be working: Recently, Styron introduced a n-cycloheximide grade of polypropylene at the Chingpiu plant show in Guangzhou, China.¹⁵

Highlighters-

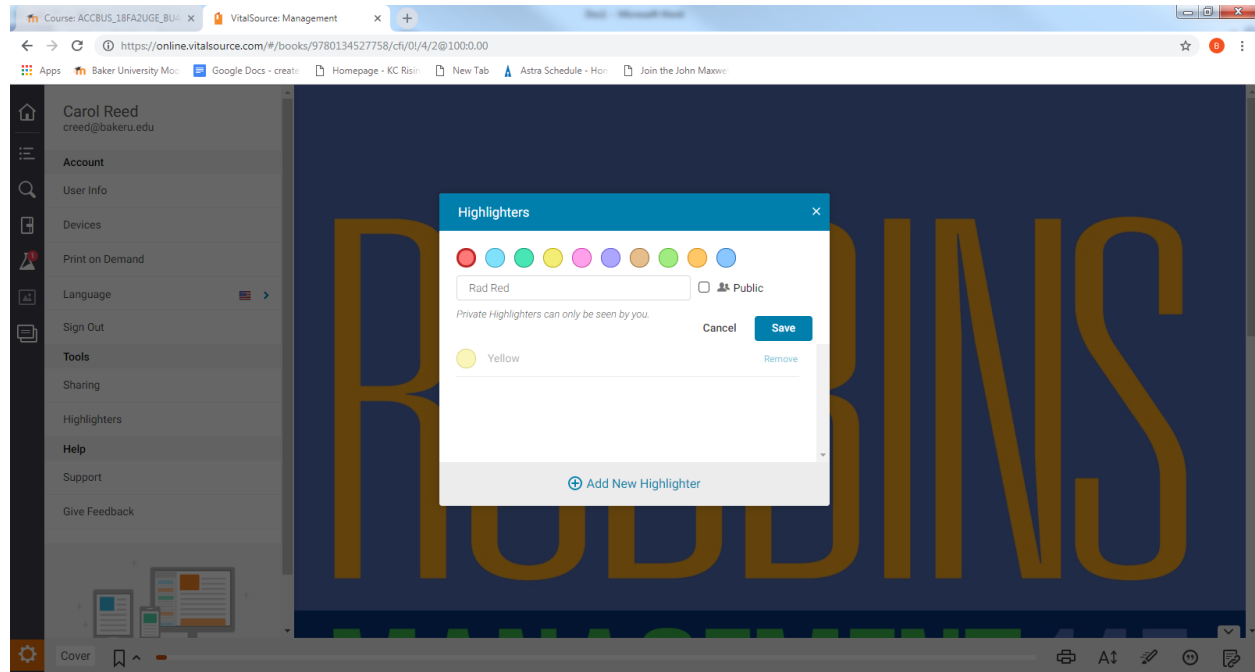
Many of us like to use highlighters to make notes in our books. With the eBook, you can use different colors to highlight the text. Having different colors to use can help you when sorting information for a paper or project. If you want to reference a certain section of the book for the opening section of your paper, then you can highlight it in yellow. If there is a certain part you want to highlight for the conclusion of your paper, then you can highlight it in green. You can add more highlighter colors to use from the VitalSource reader that is available to you online. This is the page that comes up when you first click on your book in Moodle. These first screen shots will show you how to add colors to your highlighter list.



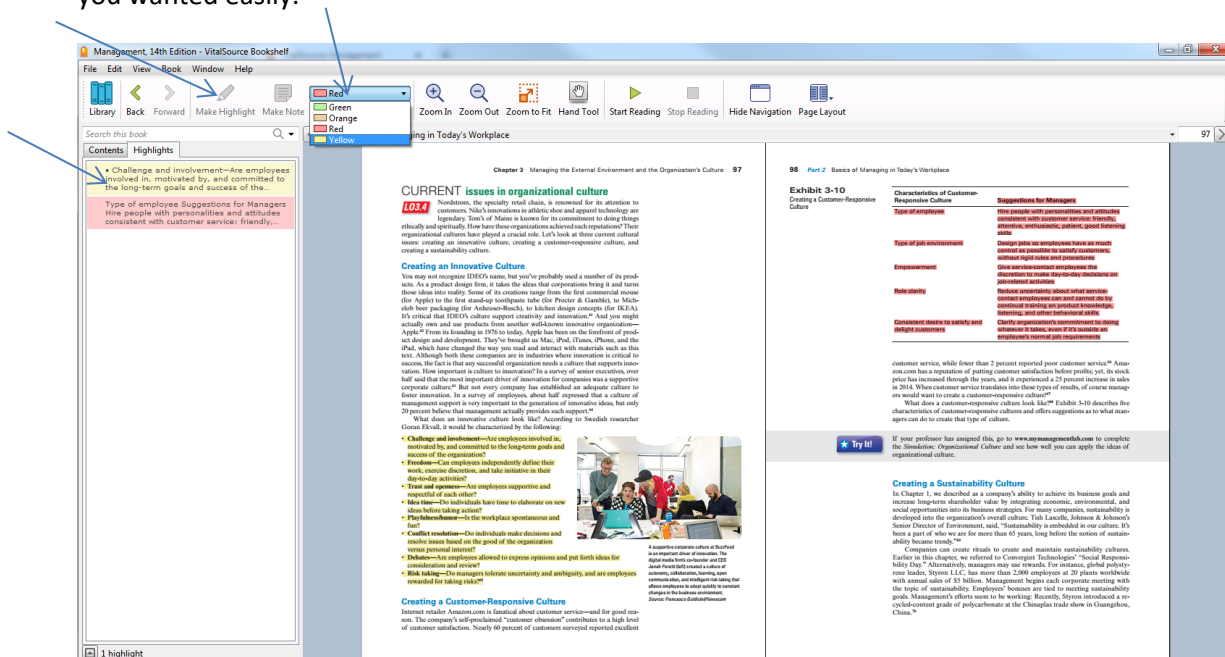
Once you click on Highlighters, then this screen should appear. Click on add new highlighter.



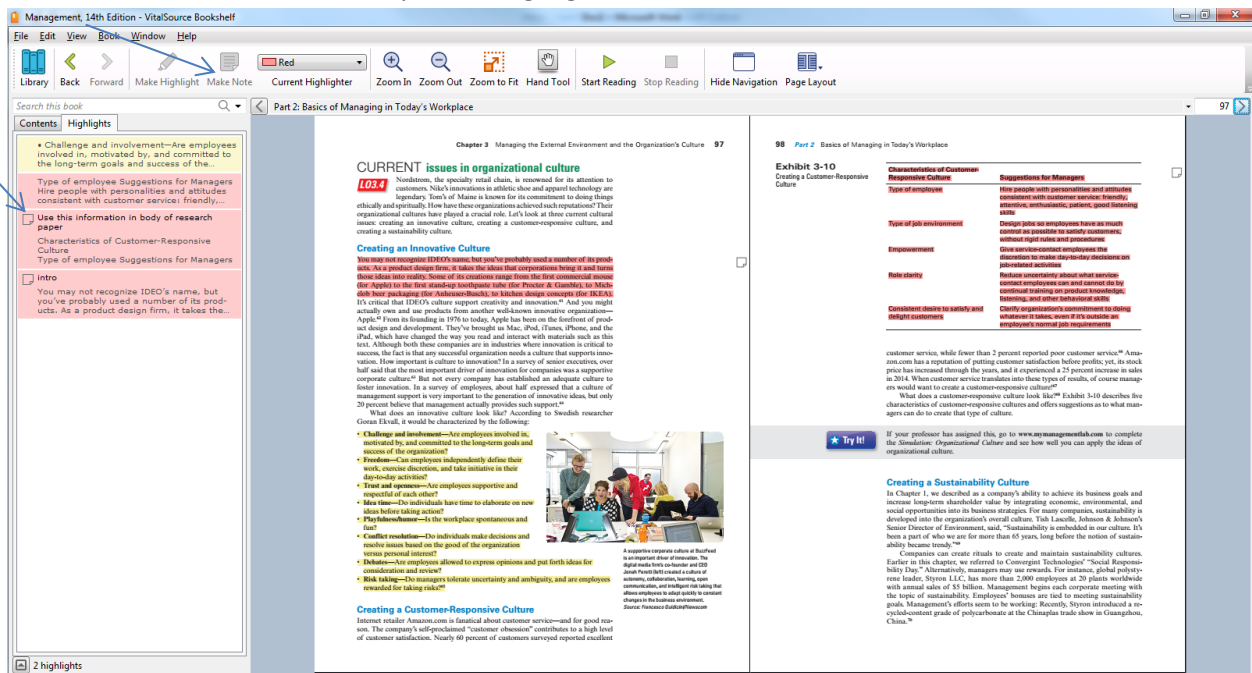
Here you can choose the color you want to add and name it. Once you have saved it, the color will be available to you here and in the app you have downloaded to your device.



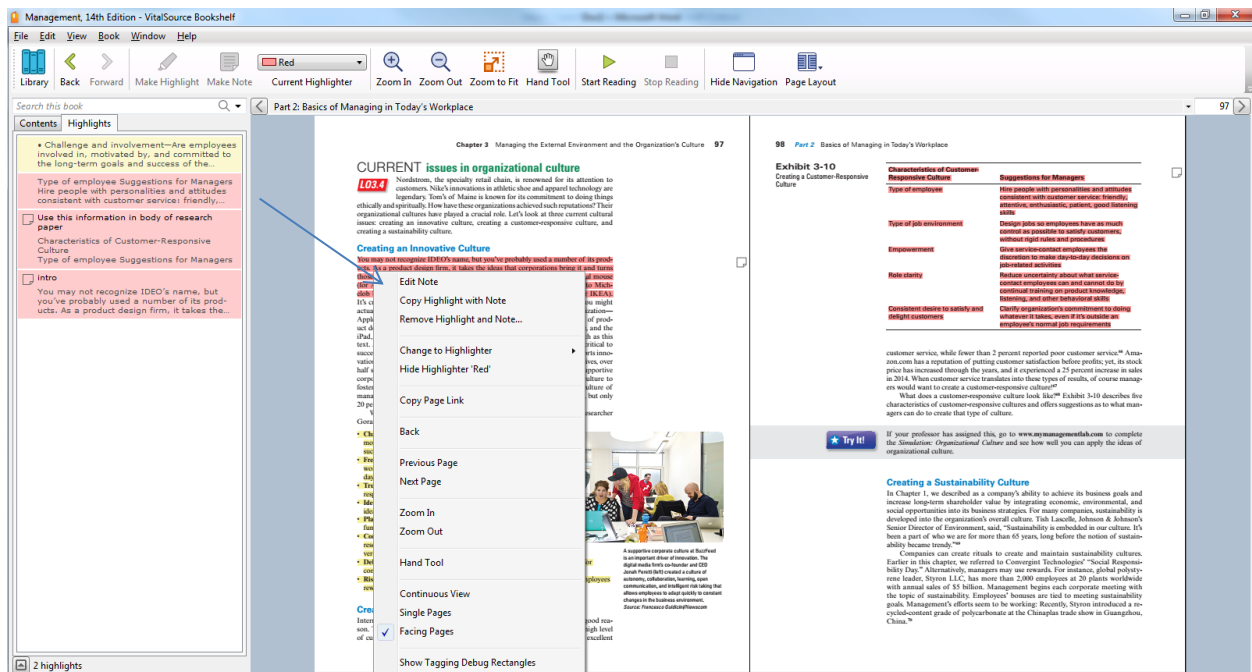
In this screen you can see the highlighter options with the four colors I have chosen. To highlight text, select the color of highlight you want to use, then select the text you want highlighted, and then click on “Make Highlight” on the top tool bar. This is grayed out until you select text, once you select the text it becomes an option you can use. You can see that I have highlighted some text in yellow and other text in red. This text now shows up on the Highlights tab on the left, so that you can access the information you wanted easily.



You can add a “note” to your highlighted text. That button is right next to the “make highlight” button. In this screen shot I noted that I wanted to use some information it the body of my paper, and another in the intro. That is now at the top of the highlighted sections.

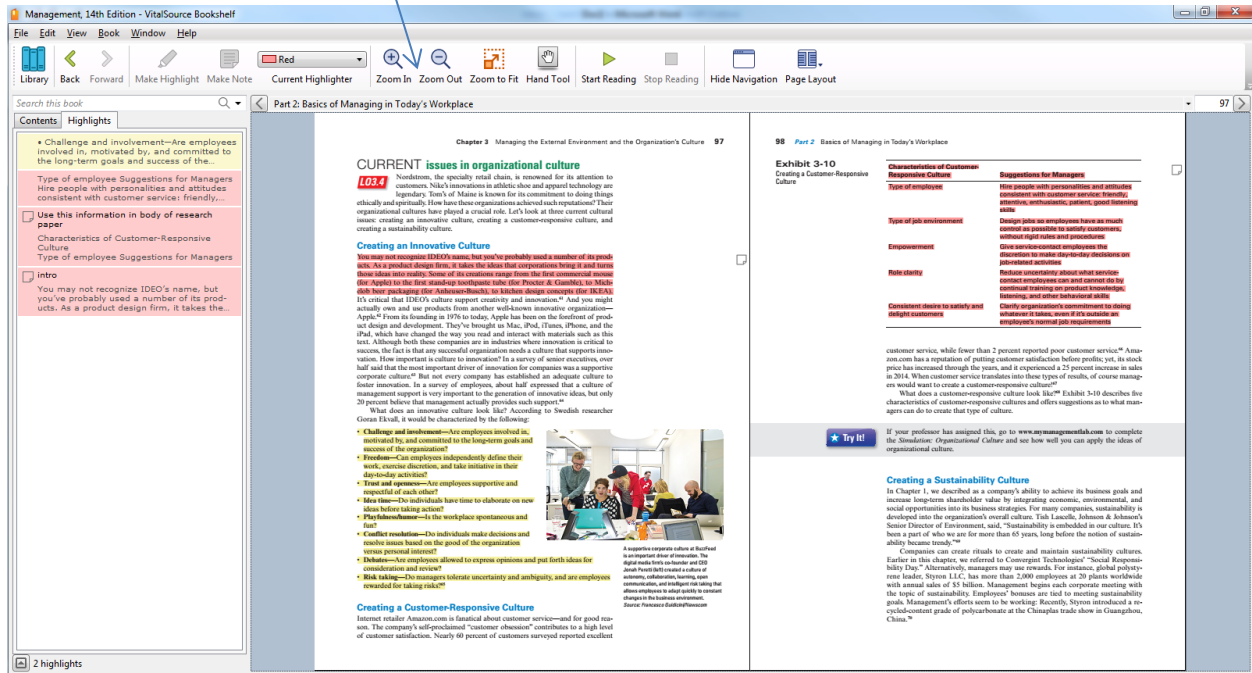


You can also right click on the area you are highlighting to bring up a menu with more options.



Zoom In and Zoom Out-

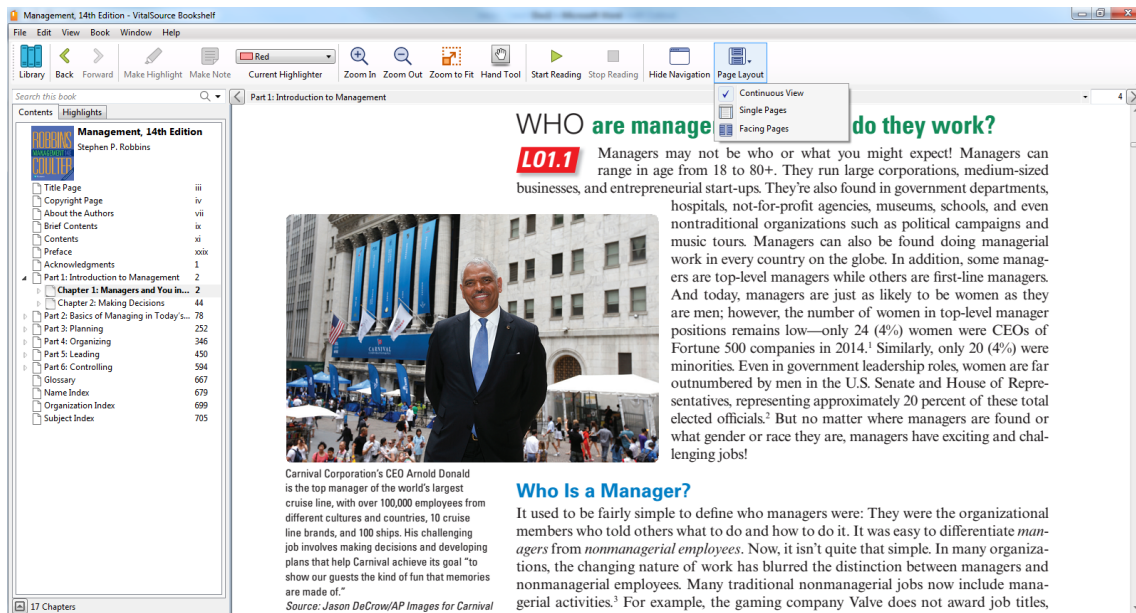
This feature is used just as it would be in other programs. You can adjust the view through zooming.



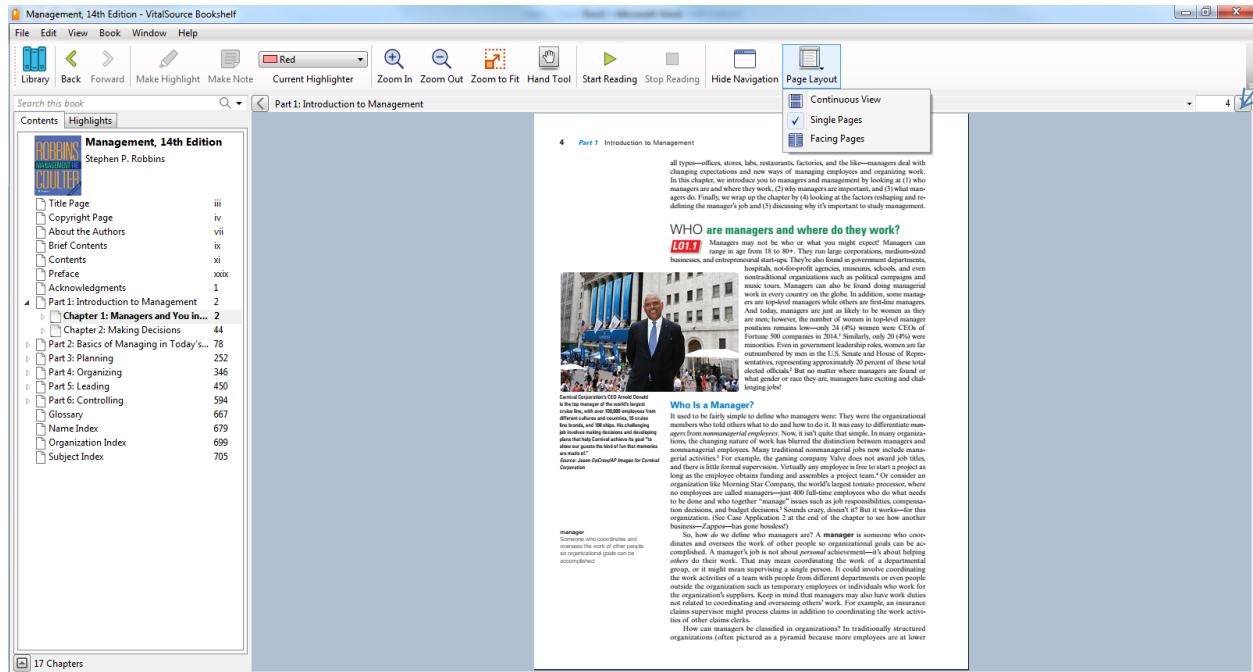
Page Layout-

Many of the books will have the Page Layout option in the tool bar. With this tool, you can change the way you are viewing your book.

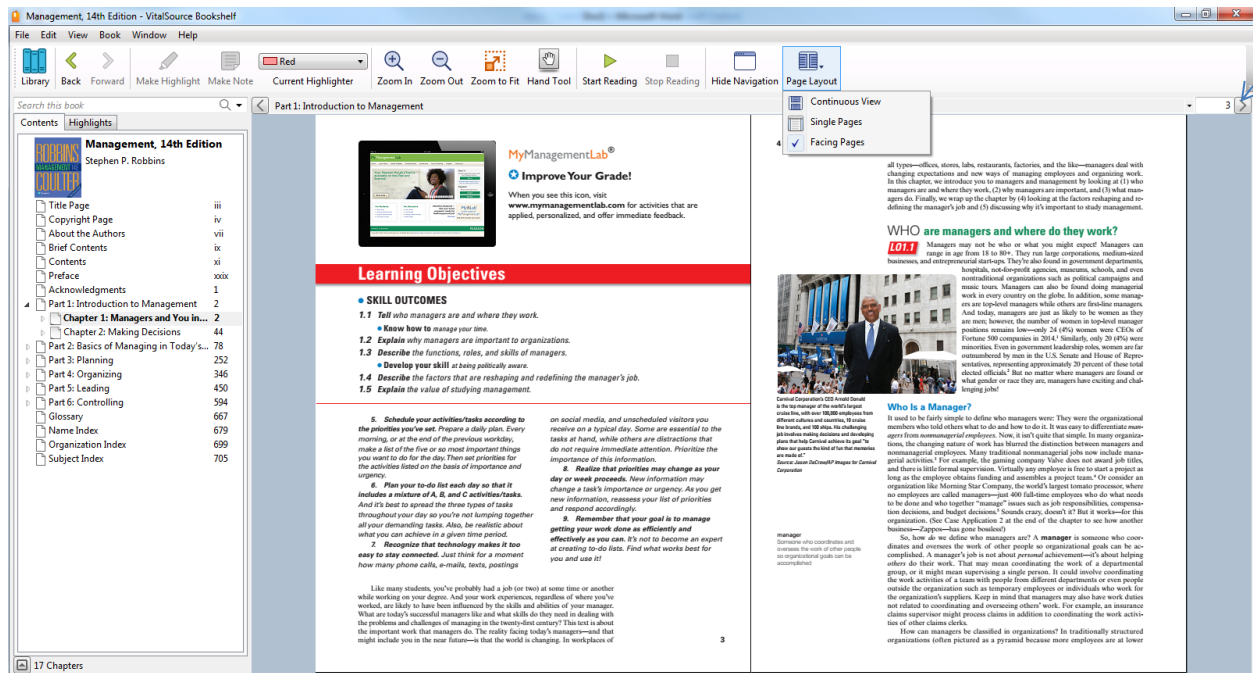
Continuous view will set the book to one page that you scroll down to read.



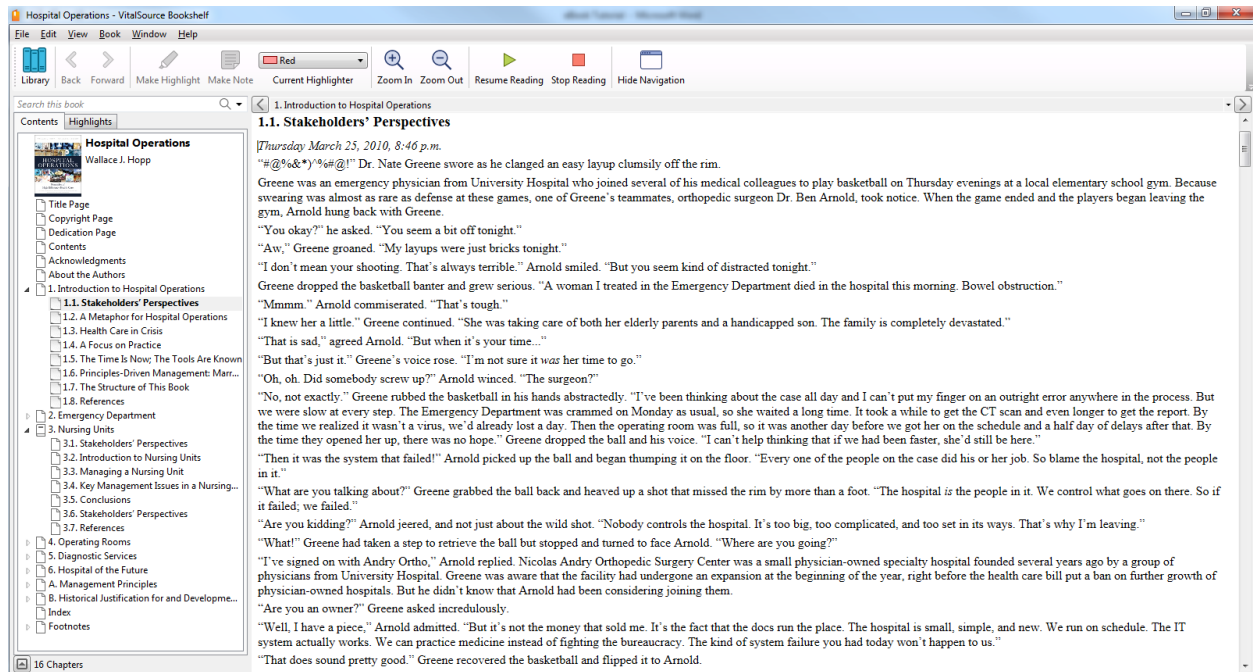
Single page will set the book to reading a single page at a time, using the page advance arrow in the top right to move forward.



Facing pages will set the book to look like it would if you were reading a hard copy book. You will use the arrow in the top right to advance the pages.

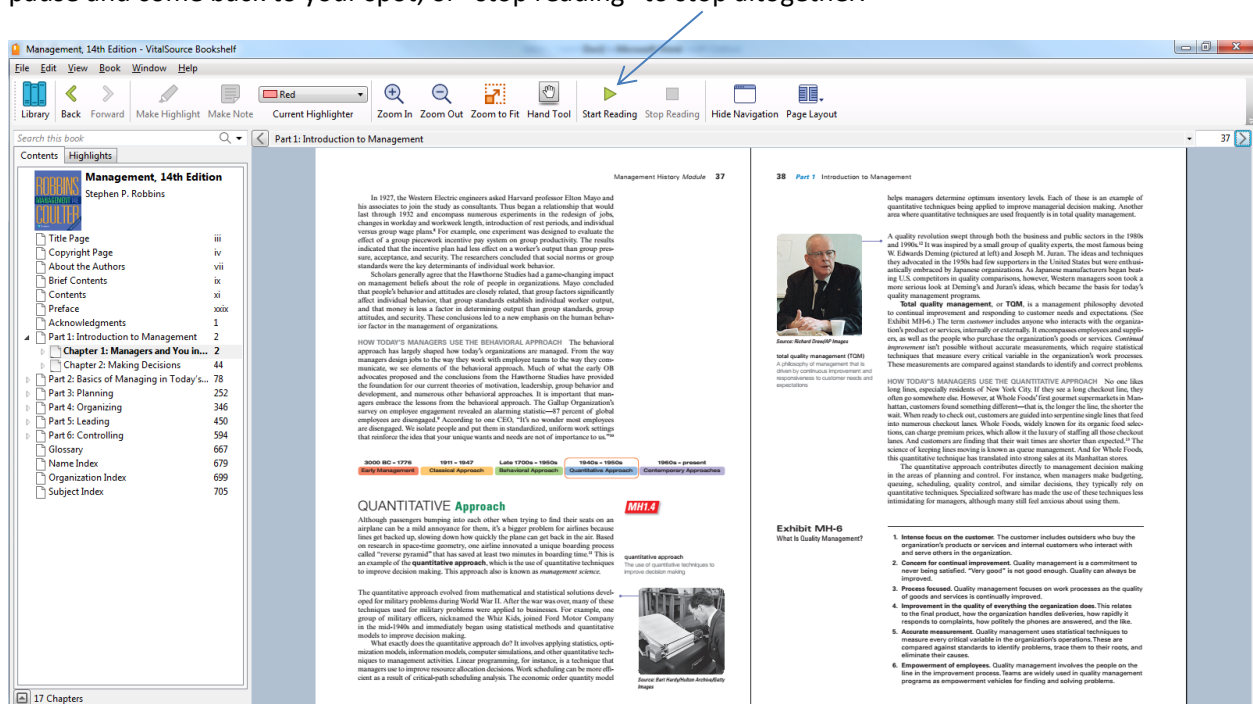


Some books do not have the page layout tool, and you will only have the one way to view them.



Audio Function-Start Reading, Pause Reading, Stop Reading

You can click on the beginning of a paragraph and then click on the “Start Reading” button, and your eBook will become an audio book. A voice will begin reading the paragraph you have chosen to you, and it will continue onto the next paragraphs until you tell it to stop. You can click on “pause reading” to pause and come back to your spot, or “stop reading” to stop altogether.



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Management History Module

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In 1937, the Western Electric engineers asked Harvard professor Elton Mayo and his associates to join the study as consultants. Thus began a relationship that would last through 1952 and encompass numerous experiments in the redesign of jobs, changes in workday and workweek length, introduction of rest periods, and individual versus group wage plans.⁴ For example, one experiment was designed to evaluate the effect of a group piecework incentive pay system on group productivity. The results indicated that the incentive plan had little effect on a worker's output than group pressure, acceptance, and security. The researchers concluded that social norms or group standards were the key determinants of individual work behavior.

Scholars generally agree that the Hawthorne Studies had a game-changing impact on management beliefs about the role of people in organizations. Mayo concluded that people's behavior and attitudes are closely related, that group factors significantly affect individual behavior, that group standards establish individual worker output, and that money is less a factor in determining output than group standards, group attitudes, and security. These conclusions led to a new emphasis on the human behavior factor in the management of organizations.

HOW TODAY'S MANAGERS USE THE BEHAVIORAL APPROACH The behavioral approach has largely shaped how today's organizations are managed. From the way managers design jobs to the way they work with employee teams to the way they communicate, we see elements of the behavioral approach. Much of what the early OB advocates proposed and the conclusions from the Hawthorne Studies have provided the foundation for our current theories of motivation, leadership, group behavior and development, and numerous other behavioral approaches. It is important that managers embrace the lessons from the behavioral approach. The Gallup Organization's survey on employee engagement revealed an alarming statistic—47 percent of global employees are disengaged! According to one CEO, "70% of our most talented employees are disengaged. We isolate people and put them in standardized, uniform work settings that reinforce the idea that your unique wants and needs are not of importance to us."

1930-1945

1946-1959

1960-1979

1980-1999

2000-2019

2020-present

Classical Management

Behavioral Approach

Quantitative Approach

Contemporary Approach

QUANTITATIVE Approach

Although passengers humping into each other when trying to find their seats on an airplane can be a mild annoyance for them, it's a bigger problem for airlines because lines get backed up, slowing down how quickly the plane can get back in the air. Based on research in queueing geometry, one airline invented a unique boarding process called "reverse pyramid" that has saved at least two minutes in boarding time.⁵ This is an example of the **quantitative approach**, which is the use of quantitative techniques to improve decision making. This approach also is known as management science.

The quantitative approach evolved from mathematical and statistical solutions developed for military problems during World War II. After the war was over, many of these techniques used for military problems were applied to business. For example, one group of military officers, nicknamed the White Koks, joined Ford Motor Company in the mid-1940s and immediately began using statistical methods and quantitative models to improve decision making.

What exactly does the quantitative approach do? It involves applying statistics, optimization models, information models, computer simulations, and other quantitative techniques to management activities. Linear programming, for instance, is a technique that managers use to improve resource allocation decisions. Work scheduling can be more efficient as a result of critical-path scheduling analysis. The economic order quantity model

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Part 1 Introduction to Management

helps managers determine optimum inventory levels. Each of these is an example of quantitative techniques being applied to improve managerial decision making. Another area where quantitative techniques are used frequently is in total quality management.

A quality revolution swept through both the business and public sectors in the 1980s and 1990s.⁶ It was inspired by a small group of quality experts, the most famous being W. Edwards Deming (pictured at left) and Joseph M. Juran. The ideas and techniques they advocated in the 1950s had few supporters in the United States but were enthusiastically embraced by Japanese organizations. As Japanese manufacturers began beating U.S. competitors in quality comparisons, however, Western managers soon took a more serious look at Deming's and Juran's ideas, which became the basis for today's quality management programs.

Total quality management, or TQM, is a management philosophy devoted to continual improvement and responding to customer needs and expectations. (See Exhibit MH-6.) The term *customer* includes anyone who interacts with the organization's product or services, internally or externally. It encompasses employees and suppliers, as well as the people who purchase the organization's goods or services. *Continual improvement* isn't possible without accurate measurements, which require statistical techniques that measure every critical variable in the organization's work processes. These measurements are compared against standards to identify and correct problems.

HOW TODAY'S MANAGERS USE THE QUANTITATIVE APPROACH No one likes long lines, especially residents of New York City. If they see a long checkout line, they often go somewhere else. However, at Whole Foods' first gourmet supermarkets in Manhattan, customers found something different—that is, the longer the line, the shorter the wait. When ready to check out, customers are guided into serpentine single lines that feed into numerous checkout lanes. Whole Foods, widely known for its organic food selection, can charge premium prices, which allow it the luxury of staffing all these checkout lanes. And customers are finding that their wait times are shorter than expected.⁷ The science of keeping lines moving is known as queue management. And for Whole Foods, this quantitative technique has translated into strong sales at its Manhattan stores.

The quantitative approach contributes directly to management decision making in the areas of planning and control. For instance, when managers make budgeting, queuing, scheduling, quality control, and similar decisions, they typically rely on quantitative techniques. Specialized software has made the use of these techniques less intimidating for managers, although many still feel anxious about using them.

Exhibit MH-6

What Is Quality Management?

1. **Intense focus on the customer.** The customer includes customers who buy the organization's products or services and internal customers who interact with and serve others in the organization.

2. **Commit to continual improvement.** Quality management is a commitment to never being satisfied. "Very good" is not good enough. Quality can always be improved.

3. **Process focused.** Quality management focuses on work processes as the quality of goods and services is continually improved.

4. **Improvement in the quality of everything the organization does.** This relates to the final product, how the organization handles deliveries, how rapidly it responds to complaints, how politely the phones are answered, and the like.

5. **Accurate measurement.** Quality management uses statistical techniques to measure every critical variable in the organization's operations. These are compared against standards to identify problems, trace them to their roots, and eliminate their causes.

6. **Empowerment of employees.** Quality management involves the people on the line in the improvement process. Teams are widely used in quality management programs as empowerment vehicles for finding and solving problems.