LEARNING PLAN 1: INTRODUCTION TO MANAGEMENT AND ITS ENVIRONMENT

OVERVIEW

Managers need to understand and apply the basic terms, concepts and theories of management in the workplace. This learning plan will introduce you to the four functions of management (planning, organizing, leading, and controlling), the concepts of efficiency and effectiveness, managerial skills, and the management views and practices used during the 19th and 20th centuries and in the new millennium.

The external environment includes all components outside of the organization that may affect it, such as technological, cultural, social, legal, political, and international issues, as well as customers, suppliers, competitors, and the available workforce. The internal environment includes the components within the organization, such as employees, managers, and the culture of the organization.

After completing this learning plan, you will be asked to select a business with which you are familiar and identify specific elements of the external and internal environments that have affected this business. In addition, you will analyze the business's corporate culture at both the visible and deeper levels.

COMPETENCIES

APPLY BASIC MANAGEMENT TERMS AND CONCEPTS.

This learning plan addresses the following learning objectives to help you master the competency:

a) Identify the types of activities associated with each of the management functions.
b) Distinguish between efficiency and effectiveness.
c) Distinguish among conceptual, human and technical skills.
d) Identify the organizational levels at which conceptual, human and technical skills are most needed.
e) Identify the key features of the classical, humanistic, management science, TQM and learning organization perspectives of management.
f) Identify the significance of the Hawthorne studies related to worker productivity.
g) Distinguish between the assumptions of McGregor's Theory X and Theory Y.
EXPLORE THE CONCEPTS OF ORGANIZATIONAL ENVIRONMENT AND CORPORATE CULTURE.

This learning plan addresses the following learning objectives to help you master the competency:

a) Provide examples of each of the components of organizational environment.

b) Describe the relationship between environmental uncertainty and organizational adaptation.

c) Identify examples of corporate culture, i.e., symbols, stories, slogans, heroes and ceremonies.
INTRODUCTION TO MANAGEMENT

MANAGEMENT FUNCTIONS AND ASSOCIATED ACTIVITIES

Organizations are dynamic and today's manager must be quick to adapt to ongoing changes. Managers are the means to the success of business goals and objectives, and they have a set of four functions that are goal-directed and interdependent to accomplishing the organization's purpose.

The **planning** function is the setting of the system process. The manager plans and establishes the strategy to attain the projected outcomes or achievement of the organization's goals. The successful manager must be able to proactively map and execute the plan to prevent problems and unexpected incidences.

The second managerial function is **organizing**, or the creation of the structure for goal attainment. In this function, managers arrange resources: financial, human, logistical and material. Managers establish the organizational hierarchy and process-oriented work flow.

**Leading** is the third managerial function. The manager must have an impact on others in the organization and set a communal direction to have a direct impact on accomplishment of the goals. Effective communication is at the heart of leading the organization. The manager must communicate with all levels of the organization and therefore be skilled in verbal and nonverbal forms of communication. To learn more about components and practice tips about leading the organization, visit the Web site below.

The Small Business Administration website

The process must be controlled for goal attainment. The manager is a **controlling** agent of the organization. Throughout the process, controls must be in place. At the beginning of the process, policies and procedures must be put into place; during the process the tasks must be overseen; at the end of the process, plans and outcomes must be compared and corrective action must be used if necessary. The effective manager must ensure the goals are attained.

For more information on management functions, please click the following links:

- Rounding out the Manager's Job
- Managerial Competencies Necessary in Today's Dynamic Health Care Environment
Management functions can be summed up in the following chart:

**EFFECTIVENESS & EFFICIENCY**

**Effectiveness** is a gauge of value. Effectiveness focuses on the outputs and the transformation processes needed to satisfy customers in a way that achieves the firm’s goals and objectives. To evaluate the effectiveness of a firm, a manager would need to find out whether the firm makes something that the customer would want to buy. Can the company deliver the product or service in a way that makes it effective and competitive in the marketplace?
**Efficiency** is the ability to accomplish a task or goal quickly and with little or no waste. Efficiency is very dependent on the cost structure that is in place for delivery of these outputs, whether they are services or products. Here a manager asks himself or herself how the value of the inputs is integrated to produce this output. While effectiveness is focused on customer satisfaction and overall strategic positioning of the firm and its products and/or services, efficiency is directed toward productivity, costs and the control of these two items overall to produce its output. Effectiveness, if externally measured by the customer and the value perceived by the customer from the product or service, can be very successful.

Management measures efficiency internally and has to benchmark performance and productivity against erected measures. Costs are measured similarly, and corrective action is taken when needed to bring productivity and costs back into perceived values.

**ORGANIZATIONAL LEVELS & CONCEPTUAL, HUMAN & TECHNICAL SKILLS**

Managers use conceptual skills when forming ideas. Conceptual skills are the intellectual abilities that one brings to a task or process: the ability to see the whole as well as its parts and to be creative with ideas and plans. Senior managers need to possess and demonstrate conceptual skills more often than middle and supervisory managers when performing the managerial functions.

Human skills are the ability to work well with others. Senior, middle and supervisory managers all need to possess and demonstrate human skills in performing the managerial functions. Human skills include effective communication, listening, relationship building, conflict management, team building, and interpersonal relationships.

Technical skills are the knowledge and skills needed to perform specific tasks in the organization. Supervisory managers possess and demonstrate technical skills more often than middle and senior managers when performing the managerial functions. Technical skills include computer skills, machinery skills, and networking skills, among many new and innovative skills.

**CHARACTERISTICS OF A LEARNING ORGANIZATION**

The global world is dynamic and successful organizations must learn and adapt quickly. In the world of paradigm shifts, the manager who is flexible and willing to learn and change will succeed. A manager who sees himself or herself as part of the vibrant team will adjust to the innovation as being a member of the organization. Learning organizations build shared visions, think as a system, and develop professionalism. At the center of a learning organization is open communication and significant interpersonal skills. A learning organization facilitates learning of its members and therefore transforms itself into a changed entity. Learning organizations use learning to achieve better outcomes.
KEY FEATURES OF PERSPECTIVE OF MANAGEMENT

CLASSICAL

Central assumptions of classical organization theory are as follows (Shafritz & Ott, 1992). Organizations exist to make a product and achieve economic goals. Systematic scientific inquiry can be applied to find the single best way of organizing. Individuals and organizations behave in a rational manner largely determined by economic principles, and specialization and division of labor is essential to the maximization of production. The principles of classical organization theory can be successfully applied in situations where the use of machines is appropriate. These situations include a straightforward task, a stable environment, continuous production of the same product, when precision is essential and when the human elements are known to behave as expected (Morgan, 1997).

Production lines and fast food restaurants continue to use these principles. Nonetheless, the major fault of the classical theories seems to be that they ignore the human factor in organizations. In addition, most organizations operate in environments that are complicated, uncertain, changing and that are inadequately addressed by machine mentality. These principles create organizations that resist adaptation to change. They tend to dehumanize individuals in lower-level positions, and these individuals can produce unexpected results when their own interests do not remain secondary to those of the organization (Morgan, 1997).

HUMANISTIC PERSPECTIVE

Moves toward viewing the organization as composed of humans and less as a production machine.

HAWTHORNE STUDIES

Elton Mayo is often referred to as the father of human relations movement within the Industrial Sociology. Most of this material was related to his Hawthorne Studies. The studies were performed at the Hawthorne Words Plant and were directed at the work conditions of individual workers. The Hawthorne Studies delved into a new concept at the time because of their use of direct observation and interviewing techniques directed at each worker. The original hypothesis of the study was that working conditions would affect worker productivity. But it was later revealed through extensive manipulation of workers’ environment that conditions had little impact. What was revealed was that workers reacted differently knowing that they were being observed than if they did not know. This became known as the Hawthorne Effect.
MCGREGOR’S THEORY X AND THEORY Y

Douglas McGregor proposed one of the most well-recognized arguments against classical management principles through his derivation of the Theory X and Theory Y motivations. This idea was based on the thought that managers base their decisions on a predefined set of assumptions. He labeled these assumptions as Theory X and Theory Y.

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
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<tr>
<td>Theory X was based on the idea that classical management assumptions are flawed because of their simplistic view of human nature. He stated that management was much more effective when it allowed workers to exert their own thoughts and motivations freely rather than with complete direction from management. Theory X is based on the assumptions that people dislike work, are inherently lazy and require constant direction.</td>
<td>Theory Y rested on the thought of integration. The thought behind Theory Y was that workers could achieve much more if they focused on the best goal for the company instead of the individual. Theory Y assumes people want to learn, are inherently self-motivated and will perform to or beyond expectations if given the climate and culture in which to perform.</td>
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MANAGEMENT SCIENCE

Management science uses analytical methods, such as statistical analysis, to make organizational decisions. The use of systematic and rational process to make decisive assessments is an integral part of this perspective of management. Decision-making is based on sound and purposeful strategic thinking.

TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management is a perspective of management that focuses on quality in all processes for customer satisfaction. TQM looks at customers from an internal and an external perspective – those who are working in the system and the end users. TQM is a structured approach to process improvement based upon statistical analysis centering on a "plan, do, act, check" cycle. Quality is a direct product of overall worker satisfaction and accountability. TQM originated in the manufacturing arena, but has been used widely in every kind of organization. For further reading, click the link below.

[It’s the Learning: The Real Lesson of the Quality Movement](#)

LEARNING ORGANIZATION

The learning organization is one in which consistent learning takes place. This organization, as discussed earlier, is a dynamic management style. The learning organization makes education and training a priority which transforms both the individual and the organization into continuously improved bodies.
### SUMMARY OF MANAGEMENT PERSPECTIVES

The presentation below summarizes the management perspectives. Click each of the items on the list under *Management Type* to view a description of each.

<table>
<thead>
<tr>
<th>Management Type</th>
<th>Key Features</th>
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<tbody>
<tr>
<td>Classical</td>
<td>Focused on the need for separation of duties, management hands-on approach, and specialization to compete.</td>
</tr>
<tr>
<td>Humanistic</td>
<td>Belief that working conditions affect productivity and morale.</td>
</tr>
<tr>
<td>Management Science</td>
<td>How to increase productivity, the ratio of output to input, by making work easier and more efficient. How to motivate workers to perform effectively by taking advantage of the new techniques.</td>
</tr>
<tr>
<td>TQM</td>
<td>Quality is a direct product of overall worker satisfaction; strive for zero-defect production.</td>
</tr>
</tbody>
</table>

### SUGGESTED READINGS

History of management: Go to [http://www.accel-team.com](http://www.accel-team.com) and click on Frederick Winslow Taylor, Social Sciences, Scientific Management, Financial Management Control and Human Relations, as well as Elton Mayo, Abraham Maslow, Douglas McGregor, Frederick Herzberg and the Hawthorne experiments for further information on the history of management.
THE ENVIRONMENT AND MANAGEMENT

INTRODUCTION

One of the key skills that managers must have is an understanding that organizations have environments, both internal and external. We are all probably familiar with components of the internal environment, such as culture, people and the interactions among these, which collectively fall under the domain of management. There is also the external environment with customers, government, society and international influence to name a few.

In the past, it may have been possible for a manager to function effectively without considering the external environment. However, organizations today are continually influenced in multiple ways by their environments (Hersey, Blanchard & Johnson, 1996). The four most significant environmental influences are probably human resources, information, technology and the granting of legitimacy (Trice & Beyer, 1993). However, managers must consider all components of their environment, including those that are economically, socially, politically, technologically, ecologically, customer, competition, and worker oriented ( Pearce & Robinson, 1994, as cited in Hersey et al., 1996).

The study of management has been traditionally focused in areas within an organization, such as motivating, controlling and leading the workforce. This is not a holistic view of the management realm because external factors exert influence and judgment on the firm. These external influences create change within the organization's operations and performance based on this impact. Management and managers alike have little or no control over this impact.

CORPORATE CULTURE

The overall corporate culture – including values, ethical beliefs and understandings of the company as a whole – influences how the organization adapts to these external influences. For management to be fully effective, managers must first understand their own corporate cultures. It is this fit between a firm's internal make-up and external influences that decides how successful it is in the long run.

We will discuss ways to dissect the external environment and conceptualize how the social make-up of an organization can influence how it adapts to these effects. **Understand that managers first make decisions based not only on their instincts but also on what they know of their environment. Therefore, the more accurate their knowledge of the environment they operate in, the better the decisions they make. Their adaptation to external forces is a direct result of how effective and knowledgeable they are.**
There are many challenges that organizations face in today's rapidly changing business world. Those that cannot change or change too slowly are at a significant competitive disadvantage to their peers.

Perhaps the most influential of these environments is found in culture. Let's examine this in more detail. Organizational theorists developed an interest in the role of culture in organizations as Japan became a world leader in industrial and manufacturing abilities (Morgan, 1997). The cultural theory of organizations can be distinguished from the structural and systems perspectives.

Structural and systems theories assume that four conditions are present in organizations (Wieck, 1982, as cited in Shafritz & Ott, 1992). First, the organization is assumed to be a self-correcting system of interdependent individuals. These individuals can achieve consensus about objectives and methodologies. Their efforts are coordinated through information systems, and finally, the problems that are faced are predictable and solvable. However, these assumptions are rarely valid in real organizations.

The cultural approach does not make any of these assumptions. Instead, it proposes that previously successful solutions are repeated when new problems arise. If these actions achieve repeated success, they gradually become unconscious components of the organizational behavior. These unconscious components form the pattern of basic assumptions held by organizational members that, in turn, determine how the organization behaves and makes decisions (Shafritz & Ott, 1992).

Definitions of culture are numerous, but it is essentially a combination of intangible features such as values, beliefs, assumptions, perceptions, behavioral norms, artifacts and patterns of behavior (Shafritz & Ott, 1992). As such, culture is a largely unseen force that is believed to influence organizational behavior.

Culture has a number of components. One of these components is a set of shared values. Values are the forces that influence individuals in choosing between various courses of action. Values suggest what is worth having or doing (Trice & Beyer, 1993). They may be conscious or subconscious and can be related to the systems theory because they represent a way of returning the system to a stable condition (Tracy, 1989).

Another component is attitudes. Attitudes are a visible expression of values because they predispose behavior or reaction in a particular pattern (Adler, 1997). Norms are the deciding rules behind various behavioral options. A belief is an understanding of a plausible relationship between objects, properties and ideas. Ideologies are a shared set of beliefs, values and norms that have an associated emotional component (Trice & Beyer, 1993).
Schein (1985, as cited in Kennedy, 1998) believes that these elements of culture are arranged in a hierarchy. The most visible levels are the artifacts and creations of culture. This is composed of technology, art and visible behaviors. Although visible, it cannot be understood without understanding the underlying assumptions. Below this are the values. Values are partly conscious and testable in the real world. The deepest level of culture is that of basic assumptions. These are usually unconscious and include the relationship to the environment, the nature of reality, the nature of human behavior and the nature of relationships.

Examination of the structure, information systems, technology, goals and other important organizational characteristics as described by Lawrence and Lorsch will not provide an accurate description of culture, only a superficial reflection. Therefore, the personal desires and preferences of members of the organization are not made secondary to those of the organization by formal rules and authority as proposed in classical theory. Instead, individual preferences are modified and controlled by the prevailing cultural values and norms. Culture varies from organization to organization because of their unique histories (Shafritz & Ott, 1992). This is because each organization has achieved success through different processes and decisions, and the penetration of culture into the observable level varies from setting to setting.

Durkheim (1934, as cited in Morgan, 1997) believes that the development of organizational cultures is part of a general change in society. The traditional patterns of social order disintegrated and were
replaced by fragmented patterns determined by occupational structure and organizations. In essence, organizations developed as miniature societies with their own cultural patterns. These cultures are maintained through social processes that involve shared images, meanings and symbols. These patterns become so ingrained that individuals lose their conscious awareness of the detailed and skillful nature of the reality of social interactions (Garfinkel, 1967, as cited in the Morgan, 1997).

Because of the importance of these cultural forces, Bolman and Dean (1984, as cited in Shafritz & Ott, 1992) proposed that organizational theorists abandon the observation of activities and processes, and direct their inquiries toward understanding the meaning and interpretation of these processes. Individuals use their shared symbols as a way of decreasing ambiguity in uncertain situations. This allows them to impose a measure of rationality in uncertain situations. In this way, management becomes a function of the manipulation of shared symbols and symbolic acts (Morgan, 1997). On the other hand, Schein (1985, as cited in Shafritz & Ott, 1992) is convinced that the only really important leadership and management function is the creation and management of culture.

**EXTERNAL ENVIRONMENTS**

An organization’s external environment is conceptualized as either general (societal) or task-based (specific) in nature. The general or what sometimes is referred to as the macro environment is known as the overall organizational landscape that an entity operates within. This environment includes all of the cultures and values that make up the company, the economic landscape, technological conditions, and legal, political, and international arenas that impact a company. These conditions affect all companies alike.
Unlike general environments, task-based environments affect only the individual corporation. This is a direct impact, and many companies spend constant effort trying to influence this environment to ensure their success. The major aspects of this environment are customers, competitors, suppliers, unions, influential groups and government.

The groups that specifically impact a company might vary significantly from one situation to another. A company's domain relates to its range of products and services offered to the marketplace in which it is situated. This domain is very similar to those of its competitors because of the similar markets they serve.

Three key dimensions can identify a firm's environment. They are:

1. **Uncertainty** - Not enough information is known about a situation to make accurate predictions.
2. **Volatility** - Stability or lack of stability in a situation.
3. **Complexity** - Degree of complexity in the firm's situation.

Environmental characteristics that impact uncertainty include the number of elements affecting an organization or the changing of the external factors that influence an environment. In a rapidly changing or uncertain environment, managers will devote more of their time to regulation of activities throughout the organization to circumvent the unknown.

The instability of an environment is reflected by the volatility dimension it carries. Dynamic environments pose several complexities for managers because of their increasing level of change. These are typically referred to as vertical structures because of their rapidly changing structure and composition. On the other end of the spectrum, mechanistic structures—those with very formal structures and low volatility—are more stable and suited for prediction.

The scope of the environmental elements is also a large driver of environmental complexity. Simplified industry environments are concentrated with a few larger players such as oligopolies. There are often high capital entrance requirements to these industries that prevent further entrance into them. However, those with higher degrees of dispersion are complex and have many entrances and exits during the course of the business cycle.

A continued challenge exists for management in terms of the ability to affect the general and task-based environments on the organization. Managers must stay abreast of trends and changes to the competitive landscape they exist within. Their flexibility and responsiveness is crucial to the firm's overall success. A firm can continually stay ahead of its competitors through rapid innovation and forecasting important advances in technology in its general environment.

The constantly changing social and cultural values that consumers possess must also be included in the strategic decision-making process that management undertakes. Consumers continually go through changes in preferences and tastes because of many macro-level effects. These customs and values
define who we are as individuals and what acceptable products we will purchase. Managers must be able to adapt and recognize these changes in tastes and preferences ahead of time.

Suppliers also can be valued as true strategic resources. Suppliers that fit well with the overall business plan and execution scheme allow for continued growth and prosperity. Firms depend on these suppliers for resources.

Flexibility is not only an environmental factor, it is also a prevailing need in the labor market that serves these firms. Firms now rely on successful working relationships with their work force to ensure competitive advantages over their rivals through structured working contracts that allow for greater flexibility over time.

With all of these prevailing external forces impacting the firm, one crucial question management must ask them is: What are my responsibilities as a manager? This really depends on the viewpoint you take when you evaluate what a manager is to a firm. Managers must work to maximize shareholder value, and profit motive is crucial. Economic gain is forefront on a manager's plate of responsibility.

There is also a broader consensus that managers should be accountable for social and ethical items as well. Additional stakeholders of the company might include those external environmental factors such as those for suppliers and employees. Here, managers must make choices that impact society positively overall.

**HUMAN SOCIAL INTERACTIONS AND CULTURE**

Human social interaction is far too complex to be organized by instinct based on genetic programming (Trice & Beyer, 1993). Culture creates the order for social interaction. It functions to limit the potential for a disastrous outcome by smoothing the peaks and valleys of social interaction. Culture also improves organizations over time because the new organizational members do not have to uncover basic truths on their own. Recruiting new members and teaching them culture helps ensure the survival of an organization (Trice & Beyer, 1993). The organizational culture promotes cohesion between members and improves communication (Morgan, 1997). It provides a link between the behavior of the individual and the rules and procedures in the organization. In addition, culture serves as the basis for the development of business strategy, staffing decisions and performance criteria. It also determines the appropriate nature of interpersonal relationships and sets the tone for interaction between workers and management (Gordon, 1993). Overall, culture serves to manage collective uncertainty, creates social order, maintains continuity and develops a collective identity and sense of commitment (Trice & Beyer, 1993). However, culture does not exist in isolation, and it is influenced by its environment. The most significant influences arise from human resources, information, technology and the need to be granted legitimacy.
Despite our efforts to envision organizations as rational and objective entities, the cultural perspective reminds us that every feature of organizational action and behavior has a symbolic meaning. The most concrete and rational-appearing behaviors are still social constructions that have meaning. In the end, organizations are composed of shared systems of meaning and understanding. Rather than focusing on organizational design, cultural theory promotes the need to understand the role of values, beliefs and norms in influencing organizations (Morgan, 1997). Managing organizations is the process of creating appropriate systems to promote shared meaning. Similar to systems theory, it recognizes the relationship between the organization and its environment but emphasizes that this relationship is socially constructed.

In the process of adapting and changing organizations, it is not enough to change processes and structures without an understanding of the requirements of cultural change. Despite this apparent enlightenment, the cultural perspective has been criticized as an attempt to influence and control ideology.

It should not be assumed that what is good for the organization is good for its individual members. In practice, understanding and evaluating culture is a difficult process. Since it is a social artifact and largely unconscious, it may be possible to understand only the superficial components of culture. As such, it is difficult to measure culture and present it in a form that is useful in management of organizations. Indeed, one may be unusually influenced by the unique features of a culture rather than gaining an understanding of its general themes (Morgan, 1997).

The global workforce is currently moving through a time of immense change and upheaval as it responds to increasing global competition and demanding stakeholder requests to continually change their form to meet demands of the marketplace. This change comes in many forms. Stakeholders want changes in structure, costs to continually fall and improvements in administrative efficiencies. This has evolved into a greater push from management to create more flexible and efficient workforces. Never before has a change this important been undertaken at a time when everything was in a state of constant change around the world.

**GLOBAL CHANGE AND ITS IMPACT ON MANAGEMENT**

Organizations, much like other forms of social systems, operate in a void of constant change and turmoil. Resource scarcity is the major issue impacting all facets of business today, mainly due to increases in:

- Ever increasing world populations and a limited amount of material resources (oil, soil, wood, etc).
- Ever increasing demand for consumer goods.
- Increasing living standards around the world.
This is normally known as the "Economic Problem" to many first-year Management and Economics students. It has the following effects on business behavior:

- Increasing costs for natural resources and other inputs to production such as energy, labor, capital and land.
- Creation of larger trading blocs from smaller regional or country specific bases.
- The movement of labor away from production to more service-oriented activities.
- Increasing socialistic concerns over working conditions and the environment.
- Multinational corporations continued domination over global economies.

This vast global change has had a huge effect on the world's economies. The unprecedented increase in inter-reliance of foreign exchange between countries and raw-goods shipments has produced significant growth in recent years. These changes have produced a major restructuring of the workforce. Agriculture and manufacturing have been shedding jobs for more service-oriented positions. This relies highly on increasing dependency on technology and items that support our everyday lives that require maintenance and service.

With this change in the global workforce comes the need for adaptation to change within the workplace. Management must be able to adapt to these changes in the workforce. This has produced requirements for greater flexibility in the workforce. Increasing trends point to an ever-increasing mobility of the workforce at all levels. This has also created a dual labor market composed of segments of skilled crucial employees and those that are unskilled for contract or temporary work.

An increase in the ethnic makeup of the workforce has also continued. There are increasing levels of women and minorities in the workplace. This increases pressure on management to recognize the heterogeneous nature of the new workforce.

The desire for flexible, more proactive work activities to improve a firm's competitive nature is also a large driver of this change. More workplaces are moving to greater flexibility in working arrangements, such as part-time, flex-time and casual or split-time working hours. This has also spurred the need for a flexible, decentralized wage and industrialized-relations system.
REFERENCES


SUGGESTED READINGS


Carson, Terry C. Organizational change and strategies for turbulent environments.


**Ceremony**: Planned activities in which employees participate that emphasize and often celebrate the organization’s values.

**Effectiveness**: The degree to which an action or set of actions achieves the stated goals and objectives.

**Efficiency**: The ratio of inputs to outputs for a process or action. Higher efficiency has less input for the same output.

**Hero**: Employees who have served the organization in an exemplary fashion and are held up as role models for others to follow.

**Internal Environment**: The activities and interactions between management and staff, as well as the culture, found within an organization.

**Management**: The art of getting things done by coordinating the efforts of others, using the managerial functions of planning, organizing, leading and controlling.

**Middle Management**: The level of management that coordinates communication and activities between the senior management and supervisory management levels.

**Organization**: The collection of two or more people with at least one common purpose. Most organizations have many members and at least several purposes.

**Organizational Culture**: This is defined in greater detail in the readings of this unit, but essentially is the combination of the artifacts and unconscious history of the organization.

**Performance**: The degree to which a desired outcome is achieved, which is often measured by efficiency and effectiveness.

**Senior Management**: The top level of management within the organization, usually overseen by the organization’s board of directors.

**Slogan**: The motto or saying that an organization uses to capture its mission and purposes.

**Story**: Significant events that have occurred during an organization’s history and that continue to be shared with employees.

**Supervisory Management**: The first level of management that is responsible for providing direction to the organization’s employees who generate products or supply services. Also called first-line supervisors.

**Symbol**: A sign or depiction that stands for something else.

For more information, go to: http://www.dictionaryofeverything.com/management.