SOLUTIONS MANUAL

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Management
Challenges for Tomorrow's Leaders

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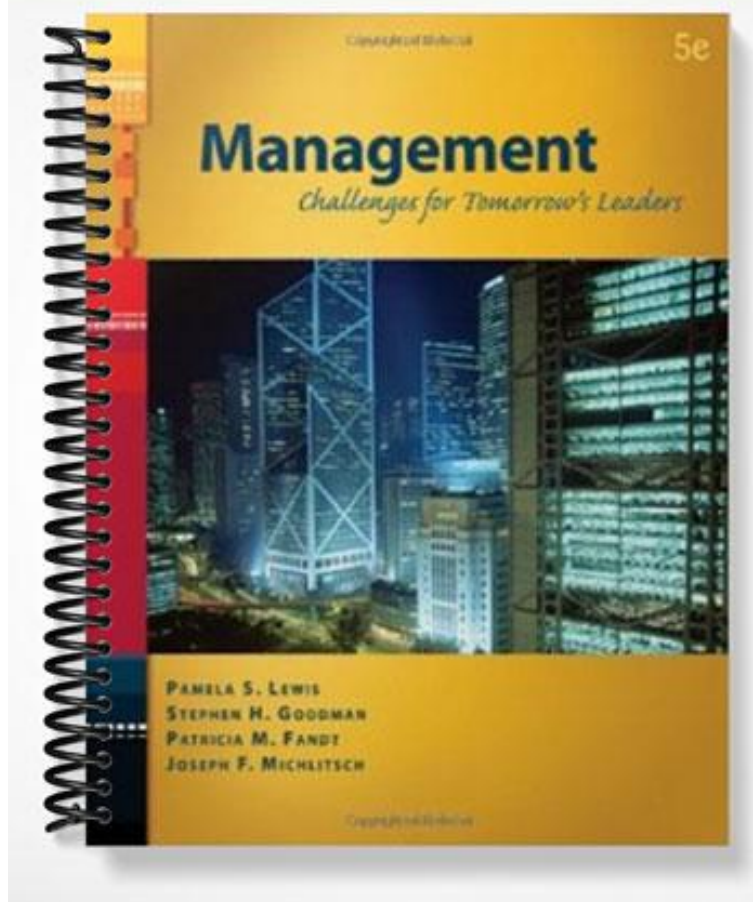
CHAPTER 2

EVOLUTION OF MANAGEMENT THOUGHT

LEARNING OBJECTIVES

1. Describe the major influences on the development of management thought.
2. Identify the five major perspectives of management thought that have evolved over the years.
3. Describe the different subfields that exist in the classical perspective of management and discuss the central focus of each.
4. Describe the theories of the major contributors to the behavioral perspective of management.
5. Describe the characteristics of the quantitative perspective of management.
6. Describe the systems perspective building blocks and their interactions.
7. Discuss the nature of the contingency perspective of management.
8. Discuss the future issues that will affect the further development of management thought.

CHAPTER OVERVIEW

This chapter familiarizes students with the evolution of management thought. It describes the contributions to management thinking by the primary contributors over the years. The information is categorized by the major schools of management thought, including the (1) classical perspective, (2) behavioral perspective, (3) quantitative perspective, (4) systems perspective, and (5) contingency perspective. The chapter also includes a review of the environmental factors that influence management thinking, including economic, political, social, technological, and global factors.

Understanding of the history of management thought helps us explain present day management practices and will help us understand what improvements can be made for the future. For instance, elements of Frederick Taylor's scientific management still exist in many jobs, which is appropriate in some cases and inappropriate in others.

PEDAGOGY GRID

Chapter Boxes	Main Points
Facing the Challenge/Meeting the Challenge: "Sony Shock:" Crisis at the Electronics Giant	• Sony's big challenges are to start making electronic devices more profitably and to solve the dilemma of how to get its gadgets and media content working together in a way that will make consumers want to pay a premium price for them.
Leaders in Action: Publix's New Flavor	• Publix takes advantage of a rapidly growing market segment by converting some stores to a Hispanic format.

At the Forefront: The Golden Goose is a Potato	• The potato industry in Florida faced a crisis of demand. • A new kind of potato bred in Holland and with fewer carbohydrates and calories is reviving the industry.
Now Apply It: Theory X and Theory Y.	• Do you identify with the assumptions of Theory X or Theory Y? • Your assumptions about people influence the way you interact with them.

LECTURE NOTES

I. Introduction

Management thinking has evolved over time to deal with the ever-changing environment. This chapter examines past management thought and practice so that we can learn what practices work well in what situations, and why those practices work well in those situations. The chapter also encourages us to keep looking for changes that will require adjustments so that we can continue to improve our knowledge about management.

II. Environmental Factors Influencing Management Thought

A. Economic Influences

1. Economic influences relate to the availability, production, and distribution of resources within society. Scarcity of resources makes it necessary for them to be allocated among competing users.

B. Social Influences

1. Social influences relate to the aspects of a culture that influence interpersonal relationships. The social contract of a culture embodies unwritten rules and perceptions that govern interpersonal relationships as well as employee-employer relationships.

C. Political Influences

1. Political influences relate to the impact of political institutions on individuals and organizations. Evolving laws, regulations, and public opinion drive changes in the way organizations conduct their business as well as their management philosophies and styles.

D. Technological Influences

1. Technological influences relate to advances and refinements in any of the devices used in conjunction with conducting business. Advances in transportation, communication, and information technology are changing workers' job responsibilities and, as a result, the way in which they should be managed.

E. Global Influences

1. Global influences relate to the pressures to improve quality, productivity, and costs as organizations attempt to compete in a worldwide marketplace. The global dimension of the organizational environment has profoundly impacted management thinking in recent years.

III. Schools of Management Thought

A. The Classical Perspective   Refer to Figures 2.1 and 2.2.

1. Scientific Management

a. focuses on the productivity of the individual worker

b. Frederick Taylor (1856-1915), the father of scientific management, was convinced that there was "one best way" to perform each task and used scientific methods to study how workers performed their jobs.

- primary interest in task performance, supervision, and motivation

c. Frank and Lillian Gilbreth also made substantial contributions to scientific management. Frank Gilbreth specialized in time and motion studies to determine the most efficient way to perform tasks. Lillian Gilbreth concentrated her efforts on the human aspects of industrial engineering. She was a strong proponent of better working conditions as a means of improving efficiency and productivity.

Note: Consider watching the movie, "Cheaper by the Dozen" to get some examples of how Frank and Lillian Gilbreth used time and motion studies and practices related to these studies in their home to be very efficient. It can be very entertaining and informative.

2. Administrative Management

a. focuses on managers and the functions they perform

b. **Henri Fayol** (1841-1925): Administrative management is most closely identified with Henri Fayol. Fayol was the first to recognize that successful managers had to understand the basic managerial functions. He identified these functions as planning, organizing, commanding (leading), coordinating, and controlling. Fayol also developed a set of 14 general principles of management, which are listed in **Table 2.1** of the textbook.

3. Bureaucratic Management   Refer to Figure 2.3.

   a. focuses on the overall organizational system

   b. **Max Weber** (1864-1920), a German sociologist and historian, is most closely associated with bureaucratic management. Weber envisioned a system of management that would be based on impersonal and rational behavior. Management of this sort is called a bureaucracy and is typified by:

- Division of labor

- Hierarchy of authority

- Rules and procedures

- Impersonal decision making

- Employee selection and promotion

   c. Weber believed there were three different types of authority: traditional, charismatic, and rational-legal. Traditional authority is based on custom or tradition. Charismatic authority occurs when subordinates voluntarily comply with a leader because of his or her special personal qualities or abilities. Rational-legal authority is based on a set of impersonal rules and regulations that apply to all employees.

B. The Behavioral Perspective

1. The behavioral perspective followed the classical perspective (chronologically) and acknowledged the importance of human behavior in shaping management style. The behavioral perspective is associated with the following scholars:

   a. **Mary Parker Follett** was an early champion of teamwork and employee empowerment. She also made early contributions in the area of conflict management.

   b. **Elton Mayo** conducted the famous Hawthorne Experiments in the Western Electric Plant in Hawthorne, Illinois. Mayo concluded that social relationships among employees are important factors in management and productivity. Mayo's work represents an important transition from scientific management to the early human relations movement.

   c. **Douglas McGregor** proposed the notion of Theory X and Theory Y managers. Theory X managers assume their subordinates have an inherent dislike for work and will avoid work and responsibility if at all possible. Theory Y managers

assume their subordinates enjoy work and that they gain satisfaction from performing their jobs and contributing to the organization. Refer to **Table 2.3**.

Note: Ask students to complete the exercise in Now Apply It to see if they tend to have assumptions about people that are closer to Theory X or to Theory Y. Discuss how their assumptions about people will probably affect how they interact with them, especially if they are in management positions.

      d. **Chester Barnard** believed that executives serve two primary functions: (1) establish and maintain a communications system among employees, and (2) establish the objectives of the organizations and motivate employees. Barnard also believed that authority flows from the ability of subordinates to accept or reject an order.

C. The Quantitative Perspective

    1. The Quantitative Perspective has its roots in scientific management approaches and is characterized by its use of mathematics, statistics, and other quantitative techniques for management decision making and problem solving.

      a. *Operations research* (also known as *management science*) refers to the use of mathematical models and quantitative techniques to solve managerial problems.

    2. Four characteristics of the Quantitative Perspective

      a. Decision-making focus. The primary focus of the quantitative approach is on problems or situations that require some direct action, or decision, on the part of management.

      b. Measurable criteria. In selecting a course of action, the alternatives must be compared on the basis of some measurable criteria or objectives, such as profit, cost, return on investment, output rate, or reject level.

      c. Quantitative model. Quantitative models use mathematical symbols, equations, and formulas to represent properties and relationships of the decision situation in order to assess the likely impact of each alternative on the stated criteria.

      d. Computers. Although many quantitative models can be solved manually, such a process is often time consuming and costly. Consequently, computers are quite useful in the problem-solving process.

D. Systems Perspective   Refer to Figure 2.4.

    1. The Systems Perspective is an approach to problem solving that attacks complex systems by breaking them down into their constituent elements.

2. Components of Systems Perspective

    a. *Inputs*: Such diverse items as materials, workers, capital, land, equipment, customers, and information used in creating products and services

    b. *Outputs*: The physical commodity or intangible service or information that is desired by the customers or users of the system

    c. *Transformation Process*: The mechanism by which inputs are converted to outputs

3. Open Systems versus Closed Systems

    a. *Open Systems*: Systems that must interact with the external environment to survive

    b. *Closed Systems*: Systems that do not interact with the environment. Truly closed systems exist in theory only.

E. Contingency Perspective

1. A view that proposes that there is no one best approach to management for all situations. This approach asserts that managers are responsible for determining which managerial approach is likely to be most effective in a given situation. This requires managers to identify the key contingencies in a given situation.

2. **Joan Woodward** discovered that a particular managerial style was affected by the organization's technology. She identified and described three different types of technology. Refer to **Table 2.4**.

    a. *Small-batch* technology. Organizations of this type exhibit job-shop characteristics in which workers produce custom-made products in relatively small quantities.

    b. *Mass-production* technology. Organizations of this type exhibit assembly-line characteristics in which standardized parts and components are used to produce large volumes of standardized products.

    c. *Continuous-process* technology. Organizations of this type have a process in which the product flows continuously through the various stages of conversion.

IV. Information Technology and Management Style

A. Influence on Management Style

1. Information technology can facilitate the use of a particular management style.

      a. The classical perspective (sensitive to hierarchy and reporting relationships) is facilitated by the availability of modern communication equipment, which enables employees to keep in close touch with their managers.

      b. The behavioral perspective (arguing that the way managers treat their employees makes a difference) is facilitated by a wide range of advances in information technology, including e-mail that enables managers and employees to keep in touch with each other and exchange ideas in a very cost-efficient manner.

      c. The quantitative and systems perspectives are facilitated by the use of computers.

V. Future Issues: Diversity, Globalization, and Quality.

  A. Diversity in the workforce, globalization, and a focus on quality are issues that will influence the evolution of management thought in the future.

  B. **Theory Z** advocates trusting employees and making them feel like an integral part of the organization.

VI. Implications for Leaders.

  A. In order to be successful, tomorrow's leaders must:

    1. Thoroughly understand the previous management perspectives and learn from them.

    2. Understand the economic, political, social, technological and global influences and how they affect management thinking.

    3. Be capable of identifying and understanding the key variables of the environment, production technology, organization culture, organization size and international culture as they affect organizations.

    4. Be prepared to select elements from the various management perspectives that are appropriate for the situation.

    5. Be adaptable to change because future conditions and developments can quickly render chosen approaches obsolete.

  B. The successful leaders of tomorrow will be the ones who can blend together appropriate components from the wide body of management theory.

REVIEW QUESTIONS AND SUGGESTED ANSWERS

1. **(Learning Objective 1) Describe the major factors that have influenced the evolution of management thought.**

   - Economic influences relate to the availability, production, and distribution of resources within a society.
   - Social influences relate to the aspects of a culture that influence interpersonal relationships.
   - Political influences relate to the impact of political institutions on individuals and organizations.
   - Technological influences relate to advances and refinements in any of the devices used in conjunction with conducting business.
   - Global influences relate to the pressures to improve quality, productivity, and costs as organizations attempt to compete in the worldwide marketplace.

2. **(Learning Objective 2) Identify the five major perspectives of management thought.**

   The five major perspectives of management thought are classical, behavioral, quantitative, systems, and contingency.

3. **(Learning Objective 3) Describe the central focus of the scientific management, administrative management, and bureaucratic management subfields of the classical perspective on management.**

   Scientific management focuses on the productivity of the individual worker. Administrative management focuses on managers and the functions they perform, and bureaucratic management focuses on the overall organizational system.

4. **(Learning Objective 4) Describe the major behavioral perspective contributions of Follett, Mayo, McGregor, and Barnard.**

   - *Follett* believed that managers needed to coordinate and harmonize group efforts rather than force and coerce people. That included managers relying on people to help make decisions.
   - *Mayo* is most known for the Hawthorne Studies and the Hawthorne Effect. In its most simple form, the Hawthorne Effect means that people are influenced in a positive manner simply because they felt that managers were paying some attention to them. In a broader perspective, Mayo is most noted for being the start of the human relations movement, which meant that management must be concerned with the organization as a social system; management must understand people and interpersonal and inter-group relations.
   - *McGregor* is most noted for Theory X and Theory Y. These two perspectives categorize a manager's assumptions about people. The theories suggested that a manager would interact with people based upon his or her assumptions about how and why they behave as they do.

- *Barnard* is known for emphasizing the importance of communication, setting objectives, and the acceptance of authority ideas as they relate to management.

5. **(Learning Objective 5) Discuss the four basic characteristics of the quantitative perspective of management.**

- *Decision-making focus*. The primary focus of the quantitative approach is on problems or situations that require some direct action, or decision, on the part of management.
- *Measurable criteria*. In selecting a course of action, the alternatives must be compared on the basis of some measurable criteria or objectives, such as profit, cost, return on investment, output rate, or reject level.
- *Quantitative model*. Quantitative models use mathematical symbols, equations, and formulas to represent properties and relationships of the decision situation in order to assess the likely impact of each alternative on the stated criteria.
- *Computers*. Although many quantitative models can be solved manually, such a process is often time consuming and costly. Consequently, computers are quite useful in the problem-solving process.

6. **(Learning Objective 6) Describe the various building blocks of a systems perspective and indicate how they interconnect and interact.**

The building blocks are inputs, outputs and the transformation process. They are directly interconnected. The *inputs* (materials, workers, capital, land, equipment and information) go through a *transformation process* to make the *outputs* (products and services) that customers of an organization want.

7. **(Learning Objective 7) What is the main contention of the contingency perspective of management?**

The contingency perspective argues that no single approach to management is appropriate in all situations and that the appropriate approach to use is governed by the situation.

8. **(Learning Objective 8) What future issues are likely to affect further development of management thought?**

In the future, cultural, racial, gender, and other types of diversity in the workforce and the marketplace will have a huge influence on management thinking. In addition, quality and globalization will continue to impact the way in which organizations are managed.

DISCUSSION QUESTIONS AND SUGGESTED ANSWERS

1. **Reexamine Weber's characteristics of a bureaucracy and Taylor's opinions in the areas of task performance, supervision, and motivation. Discuss aspects of their views that are similar in nature.**

In the area of task performance, Taylor was convinced that there was an ideal way to perform each separate work task, and he attempted to define those optimal procedures through systematic study. In the area of supervision, Taylor felt that a single supervisor could not be an expert at all tasks. Consequently, he felt that each first-level supervisor should be responsible only for workers who perform a common function familiar to the supervisor, such as machine operator or inspector. Finally, in the area of motivation, Taylor felt that money was the way to motivate workers to their fullest capabilities. He advocated a piecework system in which workers' pay was tied to their output.

Weber focused on the overall organizational system and envisioned a system of management that would be based on impersonal and rational behavior. Weber's view of management was called "bureaucracy" and was based on division of labor, hierarchy of authority, rules and procedures, impersonal decision making, and employee selection and promotion.

Although they focused on different areas within an organization, Taylor's and Weber's views were similar in that both individuals saw work as a no-nonsense activity that could be improved through the application of discipline, rigid rules and procedures, and rational thinking.

2. **Some suggest that Japanese management is just the same old stuff in a new package while others suggest that this style is a new and different departure. Provide arguments in support of both of these views.**

The Japanese management style emphasizes group consensus, teamwork, subordinating individual interest for the common good, discipline, and esprits de corps. This is consistent with Fayol's principles 13 and 14. Mary Parker Follett, who did most of her writing in the 1920s, emphasized the value of teamwork and employee involvement in decision making. Based on the information provided above, one could argue that Japanese management is the "same old stuff" (i.e., Fayol and Follett). Some argue, however, that, even though Fayol and Follett promoted the ideas of empowerment and teamwork, few American firms embraced these ideas and put them into practice. The Japanese are primarily responsible for testing and putting into practice Fayol and Follett's original ideas (along with W. Edwards Deming's ideas and the ideas of their own scholars). As a result, Japanese management is a departure from the past, a departure that has forced American firms to adopt these ideas to remain competitive in the global marketplace. Of course, some suggest that the Japanese had more success with these practices because of the nature of Japanese society. That society tends to be much more homogeneous and has strong norms that relate to cooperation and consensus.

3. **In your own life experiences, you probably have had some occasion to use aspects of the scientific management approach. Try to recall some physical task that you analyzed to determine the best or most efficient way to perform it. To enhance your oral communication skills, prepare a short (10-15 minute) presentation for the class in which you describe that task and the results of your analysis.**

The question provides students the opportunity to apply a textbook concept to their personal experiences. I use the scientific management approach when mowing my yard. I have tried

several approaches to mowing my yard (north to south, east to west, etc.) and am convinced that I have found the "one best way" to mow my yard (that maximizes efficiency). Ask your students to reflect on similar examples.

4. **Based upon your personal observations of well-known authority figures, identify at least two authority figures in each of Weber's authority types (traditional, charismatic, and rational-legal). To enhance your written communication skills, write a short essay describing these authority figures and why you classified them as you did.**

This is an excellent question that helps students apply textbook concepts to real-life situations. The following are examples of authority types in each of Weber's categories.

- Traditional: Religious leaders (Pope John Paul II, Billy Graham), royalty (British monarchy), and retired presidents (Jimmy Carter, George Bush).

- Charismatic: Religious leaders (Martin Luther King, Jr.), business leaders (Andy Grove – Intel, Bill Gates – Microsoft), and sports stars (Michael Jordan, Tiger Woods).

- Rational-Legal: Police officers, military leaders, organizational executives, and supervisors.

5. **Have you ever been influenced by the Hawthorne effect? Try to recall some incident in which your performance was affected because you knew you were being watched. To refine your teamwork skills, meet with a small group of students who have been given this same assignment. Compare and discuss your experiences, and then reach a consensus on the group's two most interesting experiences with the Hawthorne effect. The group members whose experiences were judged the most interesting will act as spokespersons to describe these experiences to the rest of the class.**

This question is intended to promote involvement by engaging students in discussion of a textbook principle. Recently, I was teaching and the dean of my College of Business stepped into my classroom to show the room to some visitors. Because I knew that I was being watched, I increased my level of concentration and chose my words very carefully. Have your students share similar experiences.

6. **Try to recall an encounter that you have had with a bureaucratic organization. Think about both the positive and negative aspects of that experience. To refine your teamwork skills, meet with a small group of students who have been given this same assignment. Compare and discuss your experiences, and then reach a consensus on which two experiences represented the most rigid and unwavering bureaucratic response from the organizations. The group members whose experiences were judged to have the most rigid bureaucratic responses will act as spokespersons to describe these experiences to the rest of the class.**

This question is intended to promote class discussion. Recently, I had a billing problem with the cable (television) company. I encountered employees who clearly had a "rulebook" to

follow and were very reluctant to deviate from their rules. As a result, my somewhat unique problem was difficult to solve. Ask your students to share similar experiences with bureaucratic organizations.

THINKING CRITICALLY: DEBATE THE ISSUE

Bureaucratic Management—Good or Bad?

This exercise asks students to form teams and debate the pros and cons of bureaucratic management. There definitely are both advantages and disadvantages. For additional information, suggest that students go to the following Web sites. The last one describes the interesting situation of William Pagonis at Sears.

Web Resources:

Very Brief History of Management Theories:
        {http://www.mapnp.org/library/mgmnt/history.htm}
Max Weber - Bureaucracy: {http://www2.pfeiffer.edu/~Iridener/DSS/Weber/Bureau.htm}.
Bureaucracy: {http://www.analytictech.com/mb021/bureau.htm}
Bureaucratic Stall*: {http://www.fastforward400.com:80/stall_p_bureaucratic.html}

*This site relates the story that William G. Pagonis, the three-star general who was chief of logistics for the U.S. military effort in the Gulf War, who was hired by Sears after he retired from the military to identify ways to reduce the effects of bureaucracy at the giant retailer. Although it might seem counterintuitive to think that a military man (steeped in hierarchy and tradition) could teach a private firm to minimize bureaucracy, General Pagonis has actually cut through the bureaucracy at Sears in several interesting ways. For instance, he has halved the time that it takes to ship apparel from suppliers to Sears stores, primarily by disciplining suppliers who failed to meet their deadlines by imposing fines. Another example is in the area of meetings. General Pagonis removed all the chairs from the meeting rooms that he used based on the rationale that sitting in chairs encourages long windedness. As a result, his meetings rarely exceeded 15 minutes.

EXPERIENTIAL EXERCISE 2.1

Theory X and Theory Y

The key to this exercise is to make a list of businesses that all the students are familiar with (include the campus bookstore, popular area restaurant, local Wal-Mart store, the stores in a local mall, etc.). Ask your students to reflect on the differences between Theory X and Theory Y styles of management, and then assign each of the businesses on the list to one of the two styles of management based on their perceptions of the employees of that business. Tell your students to be prepared to defend their choices. Any differences that arise between the small groups (for

instance, say one group thinks that the local Wal-Mart store typifies Theory X, and another thinks the store typifies Theory Y management) will lead to lively classroom discussion.

EXPERIENTIAL EXERCISE 2.2

Fayol's Principles versus Woodward's Technology Types: How Do They Fit?

This exercise provides students the opportunity to learn Fayol's 14 principles of management and Woodward's technology types by considering how each of Fayol's principles applies to each technology type. This is a highly interactive case. When conducting this exercise with students who have little knowledge of different types of organizations, it will be important to ensure that their understanding of the different types of technologies is accurate.

ETHICS: TAKE A STAND

This case deals with a very sensitive issue -- what to do with workers who no longer "have the skills" that it takes to be fully productive in a particular work setting. The case uses JIT as an example, but a number of managerial initiatives, technological changes, or shifts in strategy could cause the skills of some workers to become obsolete.

Discussion Questions and Suggested Answers:

1. **Discuss the ethical issues and dilemmas when workers no longer fit the mold.**

   This is an issue that many firms struggle with because there is no right or wrong answer. On the one hand, firms have the responsibility to maximize shareholder wealth, which would suggest replacing the long-time, highly specialized workers with workers that are more suitable for cross-training. On the other hand, years of experience and firm loyalty should mean something. This implies that the long-time, highly specialized workers should be treated with consideration and respect even if more qualified workers are available.

2. **Discuss potential remedies for this problem.**

   Many firms resolve this dilemma by finding a solution that moves the most qualified employees into critical jobs but provides viable options for the long-tenured employees who no longer fit in. Options for the long-tenured employees might include (1) additional training to upgrade their skills, (2) reassignment to another part of the firm, or (3) early retirement and/or a severance package.

END OF CHAPTER CASE

Leon Neon

This case presents in interesting example of a business in which workers may have had too much autonomy and where there may be "one best way" to create the company's distinctive products.

Discussion Questions and Suggested Answers:

1. **Do you think that Jose Leon provided his workers with too much autonomy in selecting work procedures?**

   This question should provoke an interesting discussion on the issues of autonomy and work procedures. Many management scholars advocate giving workers more autonomy, but determining how much autonomy is appropriate in certain situations may be difficult at best. The discussion of work procedures reopens the issue of Taylor's notion that there is "one best way" to perform a given task.

2. **Review the principles of scientific management and discuss how they might be used to improve the task performance of Leon Neon workers.**

   Scientific management focuses on the productivity of the individual worker, suggests that there is "one best way" to perform each task, and uses scientific methods to study how workers perform their jobs. There may be one best way to create the custom neon signs made by Leon Neon. If so, determining the procedures involved in that one best way could improve the productivity of workers there.

VIDEO GUIDE[1]
Sunshine Cleaning Systems, JIAN, and Archway Cookies—Evolution of Management Thought

Instructor's Notes:

In this case, each of the three very different organizations illustrates a main management perspective. Each also illustrates how aspects of other management perspectives can be incorporated to complement the main perspective so the companies meet their objectives.

Discussion Questions and Suggested Answers:

1. **Do you believe that the leaders of Sunshine Cleaning Systems, JIAN, and Archway Cookies have selected appropriate management viewpoints for their respective firms? Why of why not? How would a firm know if it has selected the wrong approach?**

   It appears these companies have selected appropriate management viewpoints for their respective firms. Each company has selected the management viewpoint that supports their core competencies and ability to remain competitive.

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[1] Case and teaching note prepared by Cynthia Sutton, Metropolitan State College of Denver.

- Sunshine Cleaning Systems emphasizes the behavioral perspective to create a loyal and dedicated workforce. This approach maximizes employees' abilities and provides customers with high quality service
- JIAN emphasizes the contingency perspective because they are in a highly competitive industry requiring quick responses to rapidly changing market demands. . This approach allows them to take into account relevant external environmental factors.
- Archway Cookies emphasizes a quality approach. Their management philosophy regarding quality is key to fulfilling their mission and fostering their corporate culture. Their high-quality, home-style baked products are sold fresh which gives Archway a quality advantage over competitors who warehouse their product before distribution.

The clues that a company has not selected the correct management viewpoint would be high turnover, high absenteeism, low productivity, low profits, a poor reputation, and a dissatisfied workforce. It is unlikely that a company that has selected the wrong management viewpoint will be successful in the long run.

2. **How do environmental factors of management thought appear to impact Sunshine, JIAN, and Archway's managerial approaches?**

All companies must consider environmental factors when selecting a management viewpoint. The environmental factors discussed in the text are economic, social, political, technological, and global. Sunshine Cleaning appears to be most impacted by economic and social factors; JIAN is heavily impacted by technological and global factors; and Archway is most likely impacted primarily by economic and technological factors.

3. **Will a firm's management viewpoint remain stable over the life of the firm or should a firm be continually reviewing its approach to management? Explain your answer.**

A firm's management viewpoint may not remain stable over the life of the firm. All businesses should periodically review their management viewpoint to make sure it supports their mission and objectives and enables them to remain competitive. They may also have to make adjustments to adapt to changes in the external environment.

4. **Do you see evidence of management viewpoints other than the dominant ones noted in the case or video? Provide examples of other viewpoints illustrated for the three companies.**

All three companies show some aspects of the classical and systems perspectives.

- JIAN and Archway also exhibit some aspects of the quantitative perspective and the behavioral perspective.
- Archway and Sunshine also approach some issues from the contingency perspective.
- All three companies exhibit aspects of the classical and systems perspectives.