

together you have secured a bank loan for \$300,000 to begin operations. You and your partners have little experience in managing a restaurant beyond serving meals or eating in restaurants, and you now face the task of deciding how you will manage the restaurant and what your respective roles will be.

1. Decide what each partner's managerial role in the restaurant will be. For example, who will be responsible for the necessary departments and specific activities? Describe your managerial hierarchy.

3. Discuss the most important decisions that must be made about (a) planning, (b) organizing, (c) leading, and (d) controlling to allow you and your partners to use organizational resources effectively and build a competitive advantage.
4. For each managerial task, list the issues to solve, and decide which roles will contribute the most to your restaurant's success.

Exploring the World Wide Web [LO1-2]

Go to the General Electric (GE) Web site at www.ge.com, click on "our company," then "company information," and then "Jeffrey Immelt," GE's CEO. You will see a list of articles that discuss his management style; click on articles such as "GE: Why The Company Still Has Spark, 2010" in *The Guardian* and "How to Build Great Leaders" in *Fortune*.

Search these articles or others for information that describes Immelt's approach to planning, organizing, leading, and controlling GE. What is his approach to managing? What effects has this approach had on GE's performance?

Be the Manager [LO1-2, 1-5]

Problems at Achieva

You have just been called in to help managers at Achieva, a fast-growing Internet software company that specializes in business-to-business (B2B) network software. Your job is to help Achieva solve some management problems that have arisen because of its rapid growth.

Customer demand to license Achieva's software has boomed so much in just two years that more than 50 new software programmers have been added to help develop a new range of software products. Achieva's growth has been so swift that the company still operates informally, its

organizational structure is loose and flexible, and programmers are encouraged to find solutions to problems as they go along. Although this structure worked well in the past, you have been told that problems are arising.

There have been increasing complaints from employees that good performance is not being recognized in the organization and that they do not feel equitably treated. Moreover, there have been complaints about getting managers to listen to their new ideas and to act on them. A bad atmosphere is developing in the company, and recently several

talented employees left. Your job is to help Achieva's managers solve these problems quickly and keep the company on the fast track.

Questions

1. What kinds of organizing and controlling problems is Achieva suffering from?
2. What kinds of management changes need to be made to solve them?

Case in the News

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