reported net sales of $51 billion in 2017. Net income from continuing operations (excluding the impact of the Tax Cut and Jobs Act) were $3.9 billion, and cash from operations amounted to $6.5 billion.[55] Clearly, the corporation is doing well. Lockheed's vision statement is, "Be the global leader in supporting our customers' missions, strengthening security, and advancing scientific discovery."[56]

Panera was founded in 1981 as Au Bon Pain, Inc. In 1993, the company bought St. Louis Bread Co., and in time it changed its name from St. Louis Bread to Panera Bread. Because of the success of Panera, in May 1991, the company sold all the Au Bon Pain, Inc., business units except Panera Bread and then changed the name of the company itself to Panera Bread. The rest, as they say, is history. Annual sales now exceed $5 billion. Panera Bread's mission statement is simple: "A loaf of bread in every arm."

Visit the websites of Lockheed Martin Corporation (www.lockheedmartin.com) and Panera Bread (www.panerabread.com). Use the information provided in the "About Us" section and other parts of each company's website to answer the following questions.

1. Prepare a chart comparing the two companies based on the organizational demand characteristics discussed in this chapter.
2. Discuss two or three of the key environmental influences that each company would likely face. Why would there be different key environmental influences for each company?
3. Describe how the organizational demands and environmental influences identified for each company would differentially affect work flow, employee competencies, and employee attitudes and behaviors for each company.

Sources: Lockheed Martin website, http://www.lockheedmartin.com/us/news/press-releases/2017/january/0123hq-earnings.html, http://www.lockheedmartin.com/us/who-we-are.html; Panera Bread website, www.panerabread.com, https://www.panerabread.com/en-us/company/about-panera/our-history.html.

LEARNING EXERCISE 2

What exactly does it mean to be a manager? This may seem like an innocent question. But do you really know? Throughout this chapter, we have discussed many of the tools that managers have at their disposal for managing their employees. For this exercise, interview three managers and ask them how they spend their time. Then answer the following questions.

1. What does it mean to manage employees?
2. What aspects of each manager's job create the most challenges?
3. Compare the responses that you get from the three managers with the primary HR activities discussed in this chapter. What role do these managers play in work design and workforce planning? Managing employee competencies? Managing employees' attitudes and behaviors?

CASE STUDY 1: THE NEW JOB

After graduating from school, you are fortunate to receive an offer as an assistant manager of a marketing department in a company located in New York City, working for a fast-growing company that provides marketing support for companies. Your department specializes in marketing strategies for the Internet and currently has 10 employees—you, your direct supervisor (the manager of the department), and 8 marketing associates. Your job is to help the manager lead the unit to develop long-term strategies for your unit, to maintain excellent customer service with your clients, and to strive to build future business opportunities. The marketing associates in your department work a very flexible schedule and are often off site, working with the clients at their locations to help develop marketing campaigns to improve their business presence and performance via the Internet.

After being on the job a short while, you realize that you need to create another position to help make sure that all the necessary work gets completed on time. Essentially, while you and your manager are focusing on the long-term interests of the department and the associates are working very hard to help the clients, many of the administrative aspects of the work are falling by the wayside. For example, no one is currently tracking accounts payable from clients or handling accounts payable to your service providers. As a result, you are spending time on these tasks that are beyond your job expectations. In addition, you are spending an increasing amount of time making travel arrangements, such as booking hotels and arranging transportation for your staff. After you talk with the manager of your unit, she agrees that something needs to change to allow you to devote your time to more of the strategic issues in the unit, and she permits you to create a new position to help out in your department. Your challenge now is to determine what this position will be.

Discussion Questions

1. What job would you create? Why?
2. What are the key tasks and responsibilities that this new employee would be expected to perform?
3. What are the employee competencies this position needs to be successful? Why?
4. What are your ideas for how you might design performance management, compensation, and incentives for this new position? Why?
5. Are there any particular challenges you would expect to encounter that would make successfully filling this position difficult? How would you overcome these challenges?

CASE STUDY 2: EMPLOYEES LOVE WEGMANS

In 2018, *Fortune* magazine ranked Wegmans Food Market number 2 in its list of 100 Best Companies to Work For. This should not come as a surprise because it has been a mainstay on this list for 21 years. As noted in Company Spotlight 1.2, Wegmans, a regional supermarket chain, exemplifies the value of strategically managing employees. While the average turnover rate for supermarkets is 26.8%, at Wegmans, turnover is much lower—it is 5%. In an industry that has not historically been known for generating intense employee satisfaction and loyalty, Wegmans stands out. But what is it about this supermarket that generates employee loyalty, productivity, and commitment from its workforce?

Wegmans' outstanding reputation allows it to be very selective in its hiring processes. Once employees are hired, Wegmans also does a good deal to enable employees to be successful both personally and professionally. Wegmans invests more than $50 million per year in providing its over 42,000 employees with many amazing training and development opportunities. (See Spotlight 1.2). On average, customer service representatives earn just over $31,500 in base pay and $3,000 in extra compensation per year. In addition to above-average compensation and training, Wegmans provides its employees with a generous work/life balance program that includes job sharing, compressed workweeks, and telecommuting. Both part- and full-time employees can participate in medical insurance and prescription plans, 401(k) retirement savings plans, dependent-care reimbursement plans, adoption assistance, and an employee assistance program. In addition, full-time employees enjoy access to dental coverage, life insurance, and personal days.