

Operating Under Little to No Organizational Structure

At Brodbeck Seeds LLC

By



BSM 464

A paper submitted in partial fulfillment of the requirements for the degree of

Bachelor of Science in Management

Indiana Wesleyan University

June 2010

## Table of Contents

### Case Study

Introduction.....	3
Purpose of the study.....	4
Significance of the study.....	5
Organization Overview.....	6
Identification and Discussion of Issues.....	7
Question(s) to Be Answered.....	8
Methodology.....	10

### Case Solution

Information & Literature Review.....	11
Analysis of Issues.....	17
Conclusion.....	19

### References

Is it possible for an organization to be in business for over 75 years without any or very little structure? Surely an organization would fail or sell out at some point in those 75 years. Brodbeck Seeds LLC was privately owned for almost 75 years before selling out to a much larger organization in November 2008. For years, Brodbeck Seeds operated as a flat structure organization giving the employees almost complete freedom to operate on a daily basis. While this scenario does not sound too bad there are some big disadvantages with a flat structure company.

This case study will provide insight on advantages and disadvantages of operating under a flat structure. It will show studies on what can happen to an organization when there is no “real” hierarchy involved and how employees can be impacted, good or bad. This study will provide research that discusses the importance of having the right people in place at the right position as well as in management roles.

Research will be done through studies using databases from Indiana Wesleyan University’s Off Campus Library Services. Research will also be conducted by referring to specific Bachelor of Science in Management textbooks. Personal interviews will be conducted and the information gathered from them will be implemented into this case study. As well as databases off the Indiana Wesleyan University’s Off Campus Library Services, other internet sources will be applied when necessary.

The analysis will cover why it is so important to have more structure in a business when their intentions are to grow at a fast pace. It will cover what affects, good or bad, Brodbeck Seeds LLC can and will incur due to the type of organizational structure they choose to operate under. Finally the analysis will discuss what needs to be done and how it should be done while being most effective and efficient with their time and resources.

### **Purpose of the Study**

This case study will be information for those people who have ever wondered what kinds of limitations are put on a company that operates under a flat organization. It will discuss the many disadvantages a company has when operating under a flat organizational structure due to too many responsibilities that are put on management. It will also look at what kinds of affects people within the organization will incur due to the lack of hierarchy and command. Lastly, this study will give insight to possible solutions in order to fix these issues.

### **Central Problem**

The biggest problem in this case is the fact that there is not much organizational structure implemented at Brodbeck Seeds LLC at the current time and due to lack of structure, the company and its employees are suffering. This problem was chosen primarily because there is a big concern with the future of Brodbeck Seeds LLC and its employees and where and how it will take its performance to the next level. There are concerns dealing with lack of management and training that is involved because of such a flat organization structure Brodbeck's operates under. Taking these concerns into consideration, assessing the situation and doing research will give Brodbeck's a better understanding of where it is today and what it needs to do to reach the next level of growth.

### **Objectives and Examination**

After this case study is completed, the desired objectives are to get a better understanding of how a company can experience setbacks while operating under a flat organizational structure and what needs to be done to fix the structure of Brodbeck's. This research will focus on the sales department of Brodbeck's including the general manager/sales

manager. The research will not directly cover the other departments and individuals who are employed by Brodbeck's or the company who owns it.

### **Significance of the Study**

This case study will inform people who wonder what a change in the organizational structure of a company can do and how drastic it can be when it remains untouched.

### **Knowledge Gained and Learned**

A person can walk away with new knowledge after reading a case study such as this one. There are many companies in business today who operate under many different types of structures. Some have great success and some fail very rapidly. Companies that fail rapidly simply need more knowledge on how to run a business. Management needs to understand these types of cases so that their companies will have better tools and more resources available to operate on in an effective manner.

### **Significance to Writer**

The writer has seen and experienced the negative effects one can have when operating under a flat organizational structure. He has seen what it is like to have a manager who lacks many key managerial skills and who offers no training and little support. The writer has a desire for more structure at Brodbeck's so that he can be better equipped and prepared for the job duties and obligations that are part of his daily tasks. He understands how much potential Brodbeck's has and how successful the company could be with more structure.

### **Significance to Departments and All Others Involved**

The sales department keeps Brodbeck's going and operating on a daily basis. Without individuals getting the product out to customers and building brand name in their respective communities, Brodbeck's would not be what it is today. All the departments of Brodbeck's

including the corporation who owns Brodbecks, needs the sales force to have more structure so that they can be more successful in what they sale. With more structure at Brodbeck come better discipline, bigger commitments, and improved results. If the sales force and every other department involved with Brodbecks wants to continue to grow and be successful, there has to be more organization and structure involved.

### **Larger Industry**

Brodbecks is a supplier of the farming industry and all who buy different types of seeds. Farmers depend on Brodbecks to provide the best product, at a good rate, with the best customer service. Brodbecks has done this for 75 years but must be willing to reach out to even more farmers by improving the structure of the company and getting more hierarchy and organization involved.

### **Global Significance**

People all over the world depend on the crops of the farming industry to provide foods of all different types. Brodbeck's parent company has different research locations nationwide and worldwide as well. These locations are bringing the best products to the market for the individuals of their respective locations. Brodbecks is a key player in providing its parent company with top quality results when it comes to sales. In return its parent company can give Brodbecks the right tools it needs to operate profitably on a daily basis.

### **Organization Overview**

Brodbeck Seeds LLC operated independently for almost 75 years before being acquired by Dow AgroScience (DAS) in November of 2008. In the past twelve years the business has begun to grow in a positive way and has become larger. Many changes have occurred in the seed business as a whole that have caused businesses to change strategies and their daily operations.

Brodbeck Seeds has continued to grow through these changes but has now reached the point where its desire is to become a much bigger player in the seed industry and to gain more market share.

Before being bought out as previously mentioned, Brodbecks had always operated under a flat organizational structure and had much success doing it. But in the last few years it became evident that something needed to be changed but Brodbecks was not sure what it was. That is when they were acquired by DAS out of Indianapolis, Indiana and now DAS has plans to double their sales in five years. Brodbecks will not grow to DAS's desired size if it continues to operate under the current conditions with little to no structure.

After completing this research the writer hopes to discover the importance of hierarchy and more structure and what the effects can be on the employees and the company if none is in place. The desire is to find facts showing how little structure in any organization can lead to poor management practices and what kinds of negative effects employees could suffer.

### **Identification and Discussion of Issues**

#### **Key Issues**

While there is really one key issue this case study will focus on, which is lack of structure, there are three main categories greatly affected because of this issue which are: management practices, employees, and the overall business of Brodbecks.

Management practices greatly affect Brodbecks due to very little or no structure because the manager does not provide the right support and training needed for the employees and especially new hires. Management focuses on what it needs to worry about and does not do the daily tasks such as having the sales managers report to him on a weekly basis or making sure they are doing the right job most effectively and efficiently as one can. With structure comes

more responsibility for the manager to interact and keep in touch with his employees which will hopefully lead to better overall success.

Employees will be greatly affected because as mentioned earlier they will not receive the proper support and training that is needed to be successful in the sales world. At Brodbeck's, because there is very little to no structure, the salesmen have almost complete freedom and do not report to the boss on a frequent basis. If the salesmen were interacting and being coached more frequently with the manager fewer mistakes would be repeated and more tools could be advised to be more successful. The business will be affected due to the lack of structure because it will not grow to the potential it could if it had more tools and resources in place.

According to T. Baer (personal communication, May 18, 2010), individuals can be greatly hurt when there is lack of structure and management in place and can sometimes even be terminated from their employment. This could be caused from many things but also management must step in and recognize what they could have done different with their employees to protect their jobs and to stand up against corporate when quotas are not being met. According to R. King (personal communication, June 1, 2010), employees who are not trained well and are thrown out to survive without any or little support is a result in lack of management and will, in the long run, hurt that employee and the image of the overall business.

### **Questions to Be Answered**

#### **How can a flat organizational structure be a hindrance to a company?**

At Brodbeck's there is little to no structure involved. When dealing with a flat organization there are some disadvantages that can really hurt a company. There is little hierarchy involved which means everyone is reporting to one guy and that one guy has multiple responsibilities. At Brodbeck Seeds LLC our general manager/sales manager is a great example



of having too much responsibility. In return, this leads to little communication with his sales team and not having the adequate amount of time to provide to his sales team as well. This question was chosen because this issue is a big hindrance to Brodbeck Seeds and the research done on this case study will look to offer reasons why it can be a hindrance and some possible solutions to fixing it.

### **How and who can be affected when no structure is in place?**

The focus of this case study is the sales team of Brodbeck Seeds. They suffer from operating under a flat organization because they do not have the adequate amount of support given to them on a yearly, weekly, or even daily basis. They do not have a manager who can make runs to see customers with them once or twice a week if they need him to. There is no training involved with sales that a sales manager would usually perform, due to his busy schedule. Organized reports and calls are non-existent. This question was used because when employees do not have the right amount of tools and support needed to do their job successfully, a business can fail miserably. Figuring out how and who can be affected due to no structure can lead to finding a good solution to implementing necessary tools into a company.

### **What type of structure would work at Brodbecks?**

Brodbeck Seeds LLC can no longer operate under little to no structure. It must have more structure in place and must do it soon if it wants to double in size in five years like DAS wants it to. After much study and research, the answer to this question will offer good solutions so that Brodbeck can start to make the necessary changes that are needed to make it a successful company for the long run. This question was chosen because there are many times when a company needs to make changes in order to become more successful but a lot of times it lacks the knowledge to implement different ideas or strategies. This question will lead into good ideas

and solutions for Brodbeck's to increase their business and reach the goals DAS has set before them.

### **Methodology**

This research was conducted by using information gathered from Bachelor of Science in Management modules, databases off the Indiana Wesleyan University's Off Campus Library Services, personal interviews, and internet websites.

## **Information and Literature Review**

Operating under little to no structure in today's business world is very hard to do. Many times this task is not even feasible if an organization wants to stay in business. Without structure in an organization many issues may arise within management. Having the right management in place can determine how successful a company will be. The important aspects or questions about management this case study will look at are: What does management consist of, how can employees be affected with lack of management and structure, and why is leadership a key aspect in managing employees?

Spector (2010) says the first thing management must do in order to change their business strategy and plan is be willing to change. Spector (2010) also lays out three faces of change that management must use when implementing new ideas into the work place; turnaround, tools and techniques, and transformation. Turnaround focuses on internal resources and is used to improve short-term bottom-line performance. Tools and techniques target processes in hopes to increase internal efficiencies while transformation targets behaviors looking to enhance human capabilities. Spector (2010) goes on to say that organizational change is typically initiated in response to a trigger event or a shift in the environment that precipitates a need for altered strategies and new patterns of employee behavior.

Waddock and McIntosh (2009) say management education, which has been severely criticized in the aftermath of the economic crisis, has an important role to play, but in a changed form. Implications for leadership and management education include the need to shift cognitive, moral, and emotional levels of development. Waddock and McIntosh (2009) go on to explore some of the ways in which these attributes might be engendered in future leaders, at least in

those management development and education programs interested in fostering a new wave of progressive leadership in management for the future.

According to McHugh, McHugh, and Nickels (2005) managers need to be able to give direction to their organizations, provide leadership, and know how to effectively use the resources they are given to accomplish goals. McHugh, McHugh, and Nickels (2005) also state that management is the process one uses to accomplish organizational goals through planning, organizing, leading, and controlling people and other organizational resources. According to another research done by Tiffan (2010) there are three essential management tasks necessary to develop a high-performing team. The said tasks are managing one's self, managing others and managing the business. Tiffan (2010) goes on to say the three approaches for effective self management include self-assessment, feedback and individual development planning. Hooijberg and Lane (2010), advocate researchers, have both suggested and to some extent shown that providing coaching in addition to giving the multisource feedback increases the amount of performance improvement.

Furst (2010) states effective planning plays a critical role within a successful organization as well. Ineffective planning may result in many unnecessary mistakes that could have been avoided. More importantly, these mistakes could lead to discrepancies and inefficiencies that would cause some sort of loss to the organization. Furst (2010) notes to truly understand the element of planning, one must comprehend the flow, work structure, durations, sequencing, and demand as well as resources, availability, time, and cost. Furst (2010) goes on to stress the importance of a manager conducting a pre-operational planning design that will allow him or her to use conceptual skills when thinking about the future of the organization.

Not only is planning very important in management but providing the right type of support is very key as well. At times employers can be so wrapped up in their business and themselves that they lose focus on looking at the future of their employees and how they will help them reach success. According to Bozionelos (2001) organizations lack a coherent strategy for survivor's career development. Bozionelos (2001) suggests that the main career development structure is the performance management and appraisal scheme and that it is generally viewed as inadequate, while other structures in place, although generally perceived as useful, were underutilized. Many employees considered lateral moves to potentially undermine advancement and security, and senior management views implied a potential lack of wide managerial support for widespread use of this tool. Having the proper support from senior management in any business' decisions is very critical to the company and its employees. Lack of leadership is another deterrent that can greatly affect a business especially when no structure is in place because there are fewer tools implemented (Bozionelos).

Denis and Pineault (2000) imply for new leaders, the process of entering and establishing a position of leadership in any kind of organization presents a major challenge. This challenge rises when authority, goals, and technology are uncertain, as in many professional service organizations. According to George and Jones (2009) leadership is the process by which a person exerts influence over other people and inspires, motivates, and directs their activities to help achieve group or organizational goals. When leaders are effective, the influence they exert will make their employees more successful and more motivated to work for them. When leaders are ineffective, their influence is not respected and often leads to unreached goals and objectives. Leaders must exert influence over their employees if they want to be successful in their role and within the company (George and Jones). Gumusluoğlu and Ilsev (2009) propose that

transformational leadership was hypothesized to have a positive influence on organizational innovation.

Information gathered from Dessler (2008) suggests training for employees is another key part to being a good leader and should begin immediately after the orientation process. Training is a key part that managers must be able to give or provide to their employees no matter what type of structure they operate under. Training involves giving employees, whether new or old, the skills they will need to effectively and efficiently complete their tasks. Management must be able to provide proper training to their employees if the business is going to run as they want it to. Without proper training, employees may lack the right tools they need in order to complete the tasks given by the manager (Dessler).

Slemmer (2010) suggests support is a key tool in management and can be non-existent when no structure is in place. Slemmer (2010) implies proper training conducted from management is crucial when developing a good thought out business plan. Slemmer (2010) goes on to say how there are three areas of business building that are needed to be reviewed including new client acquisition, operational efficiencies, and human capital; all of these are related to the responsibilities of management. New client acquisition should focus on revenue and growth goals, revenue-building activities, and marketing strategy. To improve operational efficiencies, goal planning should be focused on determining the process that has a great impact on the firm and identifying the most beneficial help for the firm. Lastly, for management of human capital, goal setting should be focused on compensation, training, and succession (Slemmer).

Not only does training give an organization better equipped and more knowledgeable employees, it also turns into better efficiency and more revenue at the end of the year. Havill (2010) proposes there are several steps that the manager must be involved in when training

employees to ensure that the desired goals are achieved. Havill (2010) recommends considering a rule on training in which the percentage of development are derived from experience-based learning, mentoring or coaching, and formal training. Havill (2010) goes on to stress the importance of offering different styles of development opportunities to employees so that their training needs get fulfilled. An interesting statement Havill makes is that companies are advised to spend at least 700 U.S. dollars per person on annual training. This stresses the importance on what training can do for a company. Lack of proper training is evident when no structure is in place (Havill).

According to Giangreco, Peccei, and Sebastiano (2009) the perceived usefulness of training is well accepted. Employees assume training will greatly affect their situation at work and enable them to be more effective and a bigger asset in the company even if they know nothing about the training. The perceived view of training alone is enough to influence employees to want to go through the process.

Management also has a responsibility to lead and sometimes they lack key qualities to get this job done. According to Paton (2010) more than 1,400 leaders and managers by global consultancy, the Ken Blanchard Group, found 41% felt the inappropriate use of communication or listening was the biggest mistake leaders made when conducting employees on a daily basis. Another 25% felt under or over-supervising people, whether it be lack of or too much was also a failing aspect of management. Paton (2010) also notes that the most critical skills leaders can possess was communicating and listening, followed by effective management skills, emotional intelligence and empathy, values and integrity, vision, and empowerment. Lack of leadership can be very evident in a business with no structure and can cause a big hindrance to a company's effectiveness and efficiency (Paton).

Another study Malik (2009) discovered management is the most important key to success in today's competitive world. Never before have so many people on all organizational levels had to carry so many responsibilities on their shoulders and tasks that will either make an organization successful or fail them drastically. Malik (2009) goes on to talk about how this trend is here to stay and is set to increase significantly in the near future. Managers must be equipped with the right tools and must be able to equip their employees as well if they want to stay in business (Malik).

Martin (2010) recommends a manager must be able to display the three "p" type of skills. A manager must be able to plan effectively, provide accordingly, and protect his or her employees. With a management role, comes responsibilities that no one else has in the company. He or she must be able to plan effectively so that his or her employees are steered in the right direction and they understand the purpose of the company. Management must be able to provide for his or her employees and relay information that will help them to become more productive with their work. A manager must also be able to protect in times of need. New projects can arise that must be treated fairly and honestly. Employee discrepancies will arise that must be handled legal and professionally to protect the company (Martin).

McCrimmon (2007) states in order to be effective, managers need to be good at task execution, managing people and making a profit. Their primary role is to get work done efficiently. Managers not only need to be effective but they also need to understand their role goes outside of their responsibilities. They must be able to effectively run their business while providing the right support necessary to their employees (McCrimmon). According to Nelson and Quick (2009) there are five keys to effective supervisory communication that must take



place if an organization wants to survive. These skills include being expressive speakers, empathetic listeners, persuasive leaders, sensitive people, and informative managers.

This case solution shows that management must be properly equipped and must know how to relate and train their employees if they want to run a successful business and have good employee retention. Neal (2010) points out that credible professionals should make themselves clear to others and be competent and trustworthy. They are also advised to know the overall strategic objectives of their company and communicate them persuasively. Employees can become stagnant in their line of work, coast through their job, or lose their job completely due to lack of management and training (Neal).

Timmerman (2010) feels that strategy, execution and results lacks something as the primary metrics of effective leadership because he has seen that it does not consider humanistic factors, culture and the greater good of society. Timmerman (2010) cites that it is also good if the management has greater responsibility in the recruitment process of its future employees as it can enable them to select individuals that are best suited to the mission and vision of the organization.

### **Analysis of Issues**

#### **Span of Control**

Span of control seemed prevalent in the research that was conducted. When management has too much span of control, employees seemed to get mistreated, whether it be through lack of communication, training, or development. Based off Malik's (2009) research at Brodbeck Seeds LLC our General Manager (GM)/Sales Manager (SM) most likely has too many responsibilities because Malik concludes that never before have so many people on all organizational levels had to carry so many responsibilities on their shoulders and tasks that will either make an

organization successful or fail them drastically. At Brodbeck Seeds LLC we have little to no structure and there is little communication done between the GM/SM and his employees.

Because of this, as previously researched, leadership lacks quality and information is not relayed properly or in a timely manner to the employees. Employees are greatly affected because they are not being set up for success. The business is also suffering because while we have been very successful in the last twelve years at Brodbecks, we could have been even more successful with some structure in place that forces employees to be more responsible and disciplined with their time and daily operations.

### **Leadership in Management**

Leadership plays a very important role in management. A manager can be very good at what he or she does but fails to lead a good team because he or she lacks communication skills, the ability to place people in the right spot, or does not have the respect of his or her employees. At Brodbecks our GM/SM has the respect of his employees but lacks the qualities, according to research; it takes to become a great leader. Paton (2010) notes that the most critical skills leaders can possess are communicating and listening. Our GM/SM does not take time to sit down and talk with his employees about their work progress or schedules on a weekly or even monthly basis. He fails to effectively communicate with his team on a weekly or daily basis and takes no initiative to redirect an employee if he or she is veering off the correct path.

The research conducted has shown what it takes to be a good leader and to effectively lead a team to success. When no structure is in place and everybody is out taking care of themselves with little to no direction, it is hard to max out the potential of the employees one manages; give them some direction and support and they will be much better equipped for completing their tasks.

## **Training**

At Brodbeck's training is non-existent. Training is something that most employees who hire in at Brodbeck's already have. However, for the new employees who do not have much sales experience, there should be a training program in place. This study covered a lot about what training consists of and when training is not prevalent, a company can really suffer from lack of preparation. Havill (2010) made it clear when he said companies are advised to spend at least 700 U.S. dollars per person on annual training. Employees must have adequate training and preparation to be fully equipped for whatever they may face in an organization. When no training is in place, employees will be more likely to fail and possibly even lose their job because they did not have adequate tools to complete job assignments.

## **Conclusion**

Brodbeck Seeds LLC fails to properly train and develop their employees to be better equipped for their line of work. This all relates back to being an organization with little to no structure and having no hierarchy in place. No employees at Brodbeck's are required to report in on a weekly or daily basis and the GM/SM does not do a good job at communication with his employees as well. Skills and abilities are not maximized from each employee and their real potential has never been reached because they have always had the freedom to operate how they wanted with little advice given on a regular basis. Although, some employees have been very successful, having a full time Sales Manager in place at Brodbeck's would be very helpful and cost effective because of the knowledge and information he or she could bring to the employees more frequently.

Training could be given whether it is through time spent with the Sales Manager or training modules the SM would use and receive from credited resources. Having a SM who

could put all of his or her focus into the employees at Brodbeck's would enable growth and communication would greatly increase which in return would provide better ideas to the SM about where his or her employees are development wise.

Brodbeck's parent company, Dow AgroScience (DAS) out of Indianapolis, would like to see Brodbeck's double their sales in five years. In order for this to happen, there has to be structure implemented into the company so that things such as poor communication, no training, and other deterrents previously mentioned will not hold Brodbeck's back from success; issues that management should be dealing with but has not because they have had too much responsibility for the last twelve years. They have not had the time or the training on how to provide better support for their employees.

To fix these issues discussed in this case solution, Brodbeck's must first hire a Sales Manager who can put his or her full time into supervising the employees and who can provide adequate support. Once a SM is in place, training needs to become an important part of operations for new and old employees of Brodbeck's. By adding more structure and giving the employees at Brodbeck's more support, it will enable them to become more effective and efficient in their daily operations.

## References

- Bozionelos, N. (2001). Organizational downsizing and career development [Electronic Version]. *Organizational Downsizing*, 6, 2, 87-92.
- Denis, J., Langley, A., & Pineault, M. (2000). Becoming a Leader In a Complex Organization. *Journal of Management Studies*, 37(8), 1063-1099. Retrieved from Business Source Premier database.
- Dessler, G. (2008). *Human Resource Management* (11<sup>th</sup> ed.). Englewood Cliffs, NJ: Prentice-Hall. Chapter 8, 294.
- Furst, P. (2010). Planning is the architect. *Industrial Engineer: IE*, 42(2), 44-49. Retrieved from Business Source Premier Database.
- George, J.M., & Jones, G.R. (2009). *Contemporary Management* (6<sup>th</sup> ed.). Boston: Irwin McGraw Hill. Chapters 14, 497.
- Giangreco, A., Sebastiano, A., & Peccei, R. (2009). Trainees' reactions to training: an analysis of the factors affecting overall satisfaction with training. *International Journal of Human Resource Management*, 20(1), 96-111. doi:10.1080/09585190802528417.
- Gumusluoğlu, L., & Ilsev, A. (2009). Transformational Leadership and Organizational Innovation: The Roles of Internal and External Support for Innovation. *Journal of Product Innovation Management*, 26(3), 264-277. Retrieved from Business Source Premier database. doi:10.1111/j.1540-5885.2009.00657.x.
- Havill, L. (2010). Success starts with a strong skill set. *CPA Journal*, 80(4), 13. Retrieved from Business Source Premier Database.

- Hooijberg, R., & Lane, N. (2009). Using Multisource Feedback Coaching Effectively in Executive Education. *Academy of Management Learning & Education*, 8(4), 483-493. Retrieved from Business Source Premier database.
- Malik Management Zentrum (2009). Effective Management. From management to leadership. Retrieved June 12, 2010 from, <http://www.effectivemanagement.co.za/>
- Martin, N.C. (2010). Effective Management. Retrieved June 13, 2010, from <http://www.articlesbase.com/college-and-university-articles/effective-management-508581.html>
- McCrimmon, M. (2007). Skills for Effective Management. The role of task, people, and commercial ability. Retrieved June 14, 2010, from, [http://businessmanagement.suite101.com/article.cfm/skills\\_for\\_effective\\_management](http://businessmanagement.suite101.com/article.cfm/skills_for_effective_management)
- McHugh, J. M., McHugh, S.M., & Nickels, W.G. (2005). *Understanding Business* (7<sup>th</sup> ed.). Avenue of the Americas, NY: McGraw-Hill Companies. Chapter 7, 213.
- Neal, K. (2010). Stepping Up to the Plate: Developing an Effective Business Communication Strategy. *Information Management* (15352897), 44(2), 38-41. Retrieved from Business Source Premier database.
- Nelson, D.L. & Quick, J.C. (2009). *Organizational Behavior: Foundations, Realities* (6<sup>th</sup> ed.). Cincinnati: Southwestern College Publishing. Chapter 8, 261-263.
- Paton, N. (2010). Management Issues. Leaders don't listen, don't manage, and don't have a clear vision. Retrieved June 13, 2010 from, [http://www.management-issues.com/display\\_page.asp?section=research&id=3325](http://www.management-issues.com/display_page.asp?section=research&id=3325)
- Slemmer, M. (2010). 3 Business-Building Areas to Review. *Journal of Financial Planning*, 20-21. Retrieved from Business Source Premier Database.

Spector, B. (2010). *Implementing Organizational Change: Theory Into Practice* (2<sup>nd</sup> ed.). New Jersey: Pearson Education, Inc., Upper Saddle River. Chapter 1, 18.

Tiffan, B. (2010). Three Essential Management Tasks. *Physician Executive*, 36(3), 76-79.

Retrieved from Business Source Premier database.

Timmerman, J. (2010). Dispelling the Myths of Organizational Leadership. *Journal for Quality & Participation*, 32(4), 39-40. Retrieved from Business Source Premier database.

Waddock, S., & McIntosh, M. (2009). Beyond Corporate Responsibility: Implications for Management Development. *Business & Society Review* (00453609), 114(3), 295-325.  
doi:10.1111/j.1467-8594.2009.00344.x.