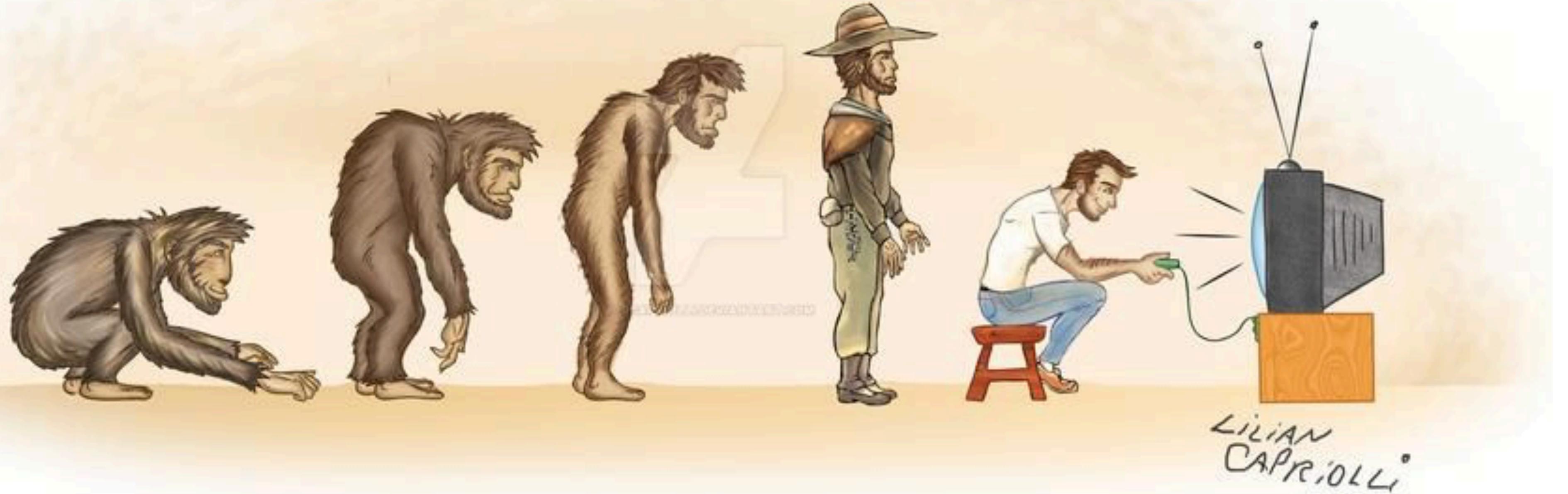


Organizational Structures and Personnel Management

MCA II year I semester
SM6312

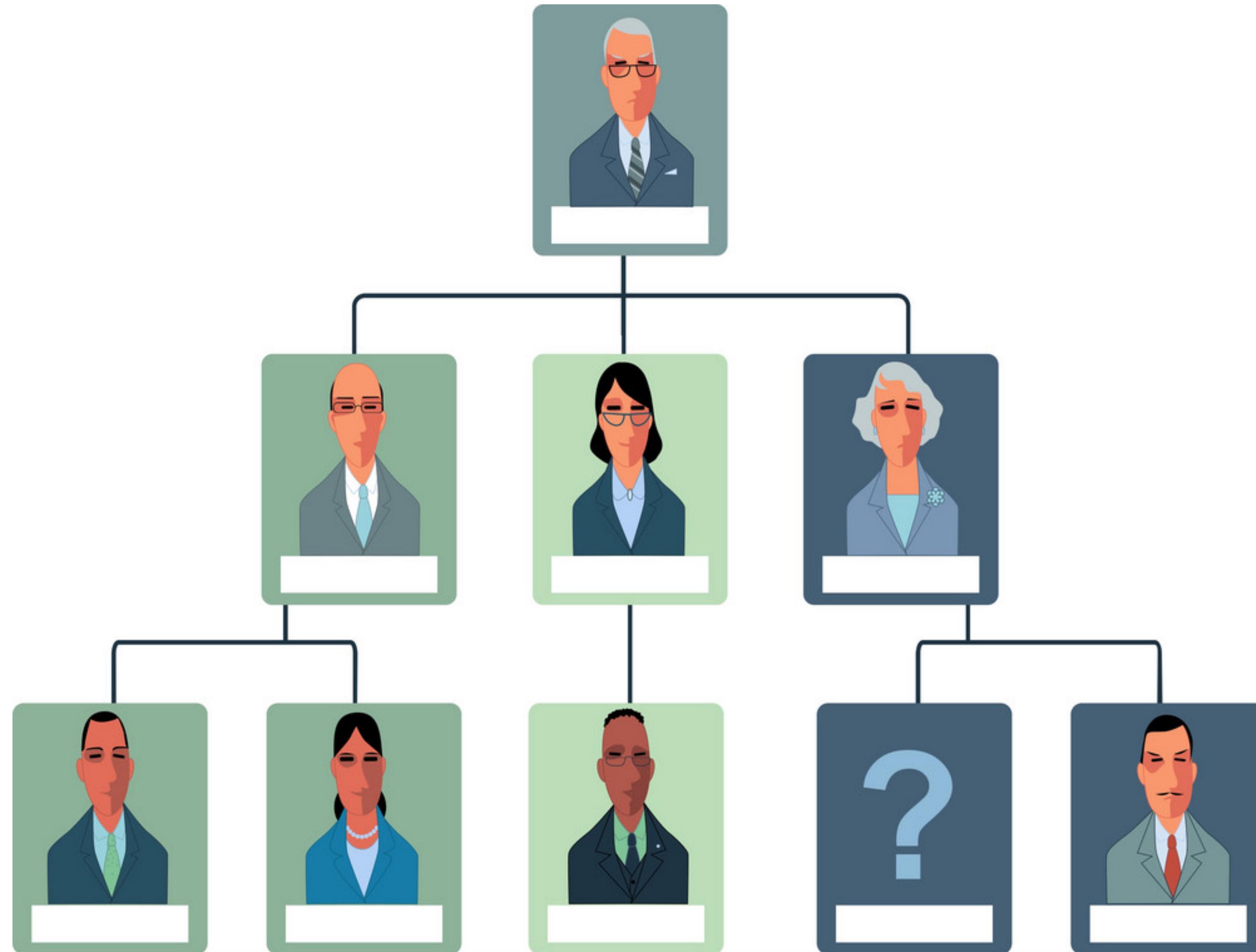
The Evolution





4380 - 390







people employed in an organization or engaged in an organized undertaking such as military service.



the process of dealing with or controlling things or people.



12.7 Million

total number of people employed in the restaurant industry according to the National Restaurant Association

“ . . . A great boss can change your life, inspiring you to new heights both professionally and personally, and energizing you and your team to together overcome new challenges bigger than any one of you could tackle alone.”

Frank Blake, the CEO of Home Depot, simplified his company and increased morale among its employees. He thinks that people should feel comfortable in speaking their minds. He yearly also visits Jack Welch, the former GE CEO, for advice.

Mark Hurd, the CEO of Hewlett Packard, was successful by keeping his eyes on cost, improving efficiency, and focusing on innovation. He got rid of businesses that were not No. 1 or No. 2 in their field. This is similar to Jack Welch's early approach at GE.

1a How Are Your “Soft” Skills?

Training magazine survey of 700 human resources managers:

Sixty-seven percent of HR managers say they would hire an applicant with strong soft skills [such as organizational, communication, teamwork, problem solving, and diplomacy skills] whose technical abilities were lacking; only 9 percent would hire someone who had strong technical expertise but weak interpersonal skills. Why? The overwhelming majority (93 percent) of HR managers feel technical skills are easier to teach than soft skills.

*Source: Margery Weinstein, "You Softie," *Training*, 44 (June 2007): 18.*

QUESTIONS:

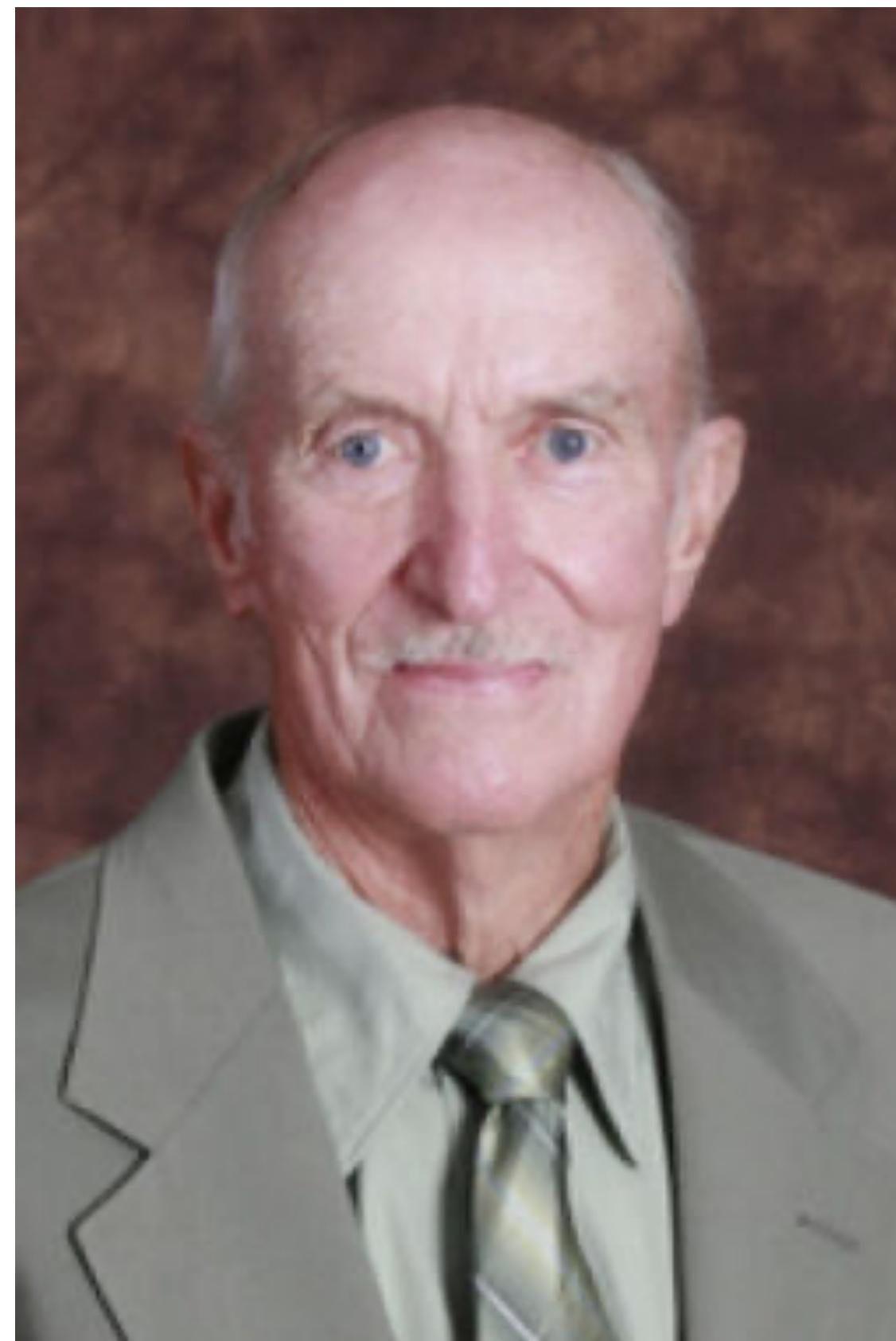
Do you agree? How do you respond to managers (or other authority figures) with deficient soft skills? Which soft skills do you need to polish? Explain.

For further information about the interactive annotations in this chapter, visit our student Web site (see back cover for URL).

Why?

- Problem-Solving and Decision Making
- Teamwork & Interpersonal Skills
- Critical Thinking Skills
- Ethical Reasoning Skills
- Interpersonal competencies to motivate self and inspire others
- Communication skills

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Herald Koontz

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Let us get started



Come back

Jack Welch, the CEO of General Electric from 1981 to 2001, was regarded by many as one of the best managers in recent business history. Do some research to identify the characteristics and behaviors that made Welch so admired. Can you see drawbacks to his management style?