**Hajloo**

**Discussion board 3**

[**COLLAPSE**](https://learn.liberty.edu/webapps/discussionboard/do/message?action=list_messages&course_id=_723298_1&nav=discussion_board_entry&conf_id=_1654189_1&forum_id=_3259691_1&message_id=_54809067_1)

**Mass customization of products has become a common approach in manufacturing organizations. Explain the ways in which mass customization can be applied to service firms as well.**

One of the biggest differences between manufacturing and service industries is the fact that manufacturing industries produce a tangible product, and they are very capital driven. Service industries provide intangible products that are consumed at the moment they are provided, and they are very knowledge driven instead of capital intensive (Daft, R. L. (2016). **“**Mass customization involves customer interaction with the company. In providing services, the customer has a potentially larger part in the co-production process” (Peters, L., & Saidin, H. 2000). It is easy to think of mass customization in the manufacturing world, a little bit more difficult to imagine how a service industry would be able to mass produce custom services for its customers. Some examples of service firms that apply mass customization are computer companies, and banks. Many computer companies will build laptops or desktops to specific customer demands per order. A customer is able to determine what processing speed and memory capacity they need for their personal computer depending on what they are going to be using it for. A student may order the exact same model of laptop as an accountant, but with completely different capabilities. Banks also provide custom services with the different types of accounts and loans they offer their customers. Terms and rates can be adjusted to specific needs, and there are usually different types of savings and checking accounts available depending on customers’ usage of the account.

**A top executive claimed that superior management is a craft technology because the work contains intangibles (such as handling personnel, interpreting the environment, and coping with unusual situations that have to be learned through experience). If this is true, is it appropriate to teach management in a business school? Does teaching management from a textbook assume that the manager's job is analyzable and, therefore, that formal training rather than experience is most important?**

            I think formal training and experience go hand in hand. Teaching management in a business school is not only appropriate, but also necessary in my opinion. Formal training should come first, and then experience can be built on the foundation of the fundamentals of basic management theories and practices. Management training provides useful techniques and insights into many things like dealing with personnel and conflict resolution. Granted, each industry is different and requires different management skills. Formal management training is best to establish the fundamentals of management, and actual experience is where those fundamentals are applied, honed, and tailored to the particular industry.

**Do you believe that technology will eventually enable high-level managers to do their job with little face-to-face communication?**

            Technology will invariably provide ways to reduce the amount of face to face communication, not only with high level managers, but with all employees. With this pandemic we are seeing the entire world shift away from face to face meeting and go completely to online conferences and phone calls. Many companies are actually realizing how unnecessary it is for many of their employees to actually come into work, they are encouraging more and more work from home for employees that are able. Covid has really exacerbated the use of technology in lieu of face to face communication.

**Look through several recent issues of a business magazine (Fortune, BusinessWeek, Fast Company, etc.) and find examples of 2 companies that are using approaches to busting bureaucracy. Explain the techniques that these companies are applying.**

The term bureaucracy refers to policies that are made by a group of administrators, and the term has been mostly associated with the political system, gaining it a negative connotation as the political system is notoriously slow and unproductive. “In the perfect bureaucracy, all decisions would be made by the top administrator, who would have perfect control” (Daft, R. L. 2016). Forbes published an article detailing how several companies like GLYD and Google are battling bureaucracy by eliminating job titles, encouraging employees to take risks and express ideas no matter how unrealistic they may seem, and challenging the current procedures that they have in place. The Washington post also published an article about Zappos, and how the company is eliminating the hierarchy structure of job titles, essentially eliminating bosses to curb bureaucracy. Many companies are attempting to do away with bureaucracy and moving more towards a Theory Y, or transformational leadership style of management. Leaders are realizing that employees are a valuable resource of ideas when they are empowered and encouraged to take on responsibility to find solutions to problems and take risks.

**Do you believe that a no growth philosophy of management should be taught in business schools?**

I believe all types of management philosophy should be taught in business schools. Many students may find themselves working for a company that is no longer growing, they are either maintaining or declining. By understanding a no growth philosophy, managers are better equipped with the knowledge of how to manage an organization that may have reached its peak. Although the ultimate goal of any company is growth, it is the natural life cycle that companies are born, grow and eventually die. Knowing how to manage the decline of a company is important for any manager to understand and is also a good way to create creative and experienced managers.

**How can/should a biblical worldview be applied?**

            When Jesus was training His disciples, He not only gave them what in the business world would be on the job training by having them follow Him wherever He went, but He also refers to scriptures in many of His examples when He is teaching them something. Thus, they were receiving formal training and getting real life experience firsthand. Jesus taught His disciples everything from how to pray, all the way to how to heal. Jesus was also not big on bureaucracy. Bureaucracy at the time would be the religious traditions. Although Jesus was probably most famous for His disregard for the traditions of the church at the time, one of my favorite examples of Jesus busting bureaucracy was after His crucifixion, He appeared to His disciples and they sat down on the beach and ate fish together, they did not go to the temple, or conduct any kind of ceremony, it was just Jesus having a cookout with His friends. Finally, even though every individual has a different set of sins in their life, the ultimate mass customization is the fact that Jesus offers the same salvation to everyone, regardless of the different sins we all have, He died for us all the same.

**References**

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