

**Some Possible Responses to the Question—
“How many managers does it take to change a light bulb?”**

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Course: MGT 360

Title: Management and Organizational Behavior (3 units)

“Ever since there has been anything such as industry, the factory worker has known that quality is what will protect his job. He knows that poor quality in the hands of the customer will lose the market and cost him his job. He knows it and lives with that fear every day. Yet he cannot do a good job. He is not allowed to do it because the management wants figures, more products, and never mind the quality.”

---W. Edwards Deming (1900-1993)

Textbook(s): Robbins, S., and Coulter, M. (2005) *Management* (8th ed.),
Pearson/Prentice-Hall.

Ch	After reading this chapter...	a management student might respond...
1	• Intro to Management and Organizations	“What is a manager?”
2	• Management Yesterday and Today	“How did others change light bulbs in the past?”
3	• Organizational Culture and Environment	“Is changing a light bulb normally done or is it mandated?”
4	• Managing in a Global Environment	“Where was the new light bulb designed and/or manufactured and why?”
5	• Social Responsibility and Managerial Ethics	“Was any child labor used in the manufacturing of the replacement light bulb?”
6	• Decision-Making	“How many managers does it take to change a light bulb?” is not the right question.”
7	• Foundations of Planning	“What are the resources, including time, normally needed take to change a light bulb?”
8	• Strategic Management	“How can we avoid changing light bulbs as frequently in the future?”
9	• Planning Tools and Techniques	“We need one manager for each part of the light bulb changing project—integration, scope, time,

		cost, quality, HR, communications, risk, and procurement.”
10	<ul style="list-style-type: none"> • Organization Structure and Design 	“Should there be a permanent Department of Light-Bulb Changing?”
11	<ul style="list-style-type: none"> • Communication and Info. Technology 	“Exactly which light bulb needs changing and what time should we meet together to change it?”
12	<ul style="list-style-type: none"> • Human Resource Management 	“With respect to light-bulb changing, has the appropriate individual been hired, trained, supervised, and evaluated?”
13	<ul style="list-style-type: none"> • Managing Change and Innovation 	“How do we move from using incandescent light bulbs to using fluorescent light bulbs?”
14	<ul style="list-style-type: none"> • Foundations of Behavior 	“I still have one manager who says, ‘ <i>Real</i> managers don’t change light bulbs!’”
15	<ul style="list-style-type: none"> • Understanding Groups and Teams 	“It takes exactly four people— one to climb the ladder, one to hold the ladder, one to supervise the work, and one to handle the paperwork.”
16	<ul style="list-style-type: none"> • Motivating Employees 	“I’ll pay you overtime to change a light bulb after closing hours.”
17	<ul style="list-style-type: none"> • Leadership 	“The light bulb in question was already changed proactively by the trained engineering staff supported by the cohesive management team.”
18	<ul style="list-style-type: none"> • Foundations of Control 	“We need to document the light bulb changing process much more explicitly.”
19	<ul style="list-style-type: none"> • Operations and Value Chain Management 	“We need to determine how to have the optimal number of light-bulbs on premises to minimize costs and downtime.”