

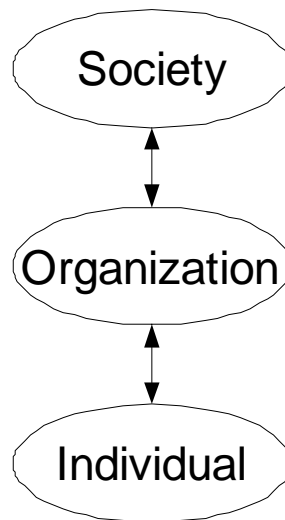
Focus on the Organization
wayne.smith@csun.edu
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“The free man will ask neither what his country can do for him nor what he can do for his country.”

---Milton Friedman (1912-2006)

Purpose:

The purpose of this document is to help students focus their concepts, ideas, recommendations, questions, and most important, their responses on assignments, quizzes, and exams at the level of an *organization*.



Drifting towards the “Society”:

Naturally, organizations are concerned about national security, social welfare, climate change, and other similar matters. And this is good. But in a market-based economy (the principal intellectual focus for business students), economic returns, which in turn generate wealth and a taxable base, are measured and managed principally at the level of the organization. In a for-profit organization, the utility is primarily an economic return. In a not-for-profit organization, the utility is primarily a social return. In either case, society is improved through an effective, efficient, and productive organization.

Drifting towards the “Individual”:

Naturally, individuals are concerned about leadership, personality, fears, growth and development, personal relationships, and other similar matters. And this is good. But (you knew this was coming) in a market-based economy, economic returns are measured and managed principally at the level of the organization. Management encompasses all activities in all types of organizations (both for-profit and not-for-profit) that improve the effectiveness, efficiencies, and productivity of the organization. This includes organizations that look more like “communities” and “networks” than traditional “firms.”