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**UB18934BBU26778**

**THE SCHOOL OF BUSINESS AND ECONOMICS**

**PARTIAL FULFILLMENT OF ACADEMIC REQUIREMENTS FOR THE ATLANTIC  
INTERNATIONAL UNIVERSITY**

**PRINCIPLES OF MANAGEMENT**

**ATLANTIC INTERNATIONAL UNIVERSITY (AIU)**

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# PRINCIPLES OF MANAGEMENT

## Introduction

Principles of management derive from the contribution of a variety of schools of thought and individuals. It has also been given a number of definitions and viewpoints. In this work, we will talk about some ideas and concepts that influenced thinking in line with management.

Entrepreneurship and economic growth that was associated with the development of western capitalism. The rise of mass national and international markets and supply; trading and distribution, the factory system of industrial manufacture along with the technological development were associated therewith. Developing the division of labor and the specialization of function followed closely and led immediately to these management principles. We will remember the years of discoveries which came with travels development, shipping, communication, the growth of the state sector associated with defense, security, health care and social welfare.

The growth of medium and large scale organizations brought up the development of the practice of management consequently. It became necessary to make a distinction between ownership and control. Organizations grew bigger and bigger that their owners were unable to control them the traditional way. Specialization and complexity of operations within the same companies was totally out of control from the owners' point of view. All these reasons called for administrators specialized in these new intricacies and managers to formalize operations for effective functioning. The division between ownership and administration coupled with all its implications fostered the development of management as a profession in early 1930.

Schools of management were formed from 19<sup>th</sup> to mid-20<sup>th</sup> century trying to formalize the original principles of management which were so needed! These belong to the classical and scientific schools of this social science that is management. Their pioneers' ideas still influence and impact that school of thought. The main contributors include Henri Fayol who proposed the five functions of management along with fourteen principles; and Frederick Winslow Taylor his contemporary who developed the scientific theory. Taylor was famous because of time study. Other contributors to Management principles are Frank and Lillian Gilbreth who were scholars of this Taylor's theory of time motion, Lax Weber...

Management is the responsibility of managers of making others work for the main goal of the organization.

## ORIGINAL PRINCIPLES OF MANAGEMENT

The key functions of management as proposed by Henri Fayol are planning, organizing, commanding, coordinating and controlling. Henri Fayol, a French management theorist of the 19<sup>th</sup> century who is credited for the original principles of management which are:

1. *Planning and forecasting*; this is looking into the future and draw up action plans by which one can start working.
2. *Organizing*; this is constructing structures, systems frameworks and policies within which action is supposed to take place
3. *Commanding*; this step consists of implementing all activities exactly according to plans.
4. *Coordinating*; this is working through various departments and integrating all activities to produce the final desired outcome.
5. *Controlling*; this consists of arranging sequences and events in such way that budget, time and other necessary components fit within the pre-established plans.

### Fayol's fourteen principles

Fayol H also described fourteen principles of management with the intention to guide managers in the process and practice of management. Those principles are as follows:

- 1) **Division of work**- into specialized tasks following the principle of division of labor. This results in the functional division of an organization into departments, sections....
- 2) **Authority**- authority is necessary to give firm orders to subordinates. Authority and responsibility are closely related. Responsibility is ineffective without the appropriate allocated authority.
- 3) **Discipline**- should underlie effective supervision. There should be clear, understood and fair agreement as to when discipline is to be exercised upon subordinates. Sanctions must be judiciously applied.
- 4) **Unity of command**- under which subordinates are supposed to receive orders through one superior.
- 5) **Unity of direction**- having one purpose, one plan with one leader.
- 6) **Subordination of individual interests**- to the general interest so that personal or group interest is left aside for the good of the company.
- 7) **Remuneration**- the remuneration of personnel is supposed to be fair to the employer and the employee. It must encourage effort but not result in overpayment.
- 8) **Centralization**- the decision making, policy formulation and resource commitment should be in the hands of the senior management. Such responsibilities will not be delegated under any circumstance.
- 9) **The scalar chain**- is drawn to represent the continuous line of authority in the organization. Orders and instructions are sent downwards while feedback is sent upwards.

- 10) **Order-** There must be room for everyone and everything and all is supposed to be in their proper position. Fayol reflects the French belief of logic, exactness and rationality.
- 11) **Equity-** implying the exercise of kindness and justice in managerial dealings with staff.
- 12) **Stability of tenure-** Employees are given adequate time to be familiar with their jobs and responsibilities. They are given also facilities to develop their expertise.
- 13) **Initiative-** within the framework traced by authority, all employees at their respective levels need to be encouraged to exercise initiative.
- 14) **Esprit de corps-** Harmony and agreement with the organization's goals will provide strength, so the teamwork in the pursuit of those goals and objectives is actively encouraged. Fayol affirms that dividing enemy forces is clever but dividing one's team is an unpardonable sin against the company.

At the present time, principles of management are summed up as P.O.L.C (Planning, Organizing, Leading and Controlling). Defining each of these functions is a result of evolution over time. It has been seen by the progressive shift from the former behavior of managers toward workers compared to the condition of mutual support between higher ranking managers and middle class managers and middle class managers to employees. Employees in turn fulfill the needs of clients and customers. We will see the role of managers through all these functions of management. In addition to conceiving, managers can come to the level of negotiation. This is a very challenging work but with these principles of management, they gain necessary skills to meet them successfully.

We draw this definition from a biography of Mary Parker Follett (1868–1933) written by P. Graham, *Mary Parker Follett: Prophet of Management* (Boston: Harvard Business School Press, 1995).

S. Ghoshal and C. Bartlett, *The Individualized Corporation: A Fundamentally New Approach to Management* (New York: Collins Business, 1999).

H. Mintzberg, *The Nature of Managerial Work* (New York: Harper & Row, 1973).

## Focus questions

In this paper, I will discuss on focus questions like:

- What do the words principles of management mean?
- What are the origins of principles of management?
- Why principles of management?
- What are the practices of principles of management?
- What is the relationship between principles of management and communication?

## The Case of Rwanda state of environment

Rwandans and the majority of them being women, live in poverty. They subsist by living on less than US \$1 every day. In most cases, they are in a position where a big number of children do not have access to basic education. In addition, there are still a lot more households with no good sanitation or enough water supplies. By realizing the close

connection between being impoverished and environmental deterioration, the Millennium Development Goals included (MDG 7) which targets the integration of principles of sustainability development in the general policies and programs of the country and thus fight against the gradual resources loss of resources in the environment.

We must admit that the living and feeding of the poor is usually directly linked to ecosystems along with the variety of goods and services originating from these ecosystems. When ecosystems are fine they offer diverse services in an invisible manner and they are important in sustainable development. In the intention to achieve the planned goals for developing sustainability and effectively support the initiatives for poverty reduction; Rwanda decided to integrate principles of management of natural and environmental resources in the national planning process for economic development.

There are many other important ways where economy is linked to the state of environment. Without contest economic works are and will always be conducted in our direct environment. In today's world it is becoming clearer and clearer that the environment plays an important role in the prosperity of countries in the short and in the long term. This highlights the necessity to examine economic indicators but including the environment in the determination of the environmental impact on a significant range of economic activities in Rwanda. Therefore it is imperative to use wisely those environmental resources to foster the economic growth.

***Objectives:***

- Incorporate the principles of sustainable development into country policies and programs; reverse loss of environmental resources
- Halve the proportion of people without access to clean water
- Improve significantly the lives of more than 100 million slum inhabitants by 2020.

SOURCE: UNEP 2006.

**The State of the Economy Based on Macro-Economic Indicators**

In Rwanda the real GDP at constant prices of 2001 keeps growing since the last five years. This growth is due to a strategic planning, a good organization, an excellent leading as well as thorough control by the leaders of the country. In short we are witnessing the exact results of good management principles in implementation since the 1994 genocide against Tutsis. The trend is currently surprising when one knows which chaos was in the country with an unprecedented destruction in a poor third world nation. This is surely a living example of principles of management.

Acreman, M.C., 1996. Environmental effects of hydro-electric power generation in Africa and the potential for artificial floods. *Water and Environmental Management*, v10 n6, 429-435.

Verhoef, H., 1996. "Health aspects of Sahelian floodplain development." In *Water and Wetland Management in Sub-Saharan Africa*, eds. Acreman, M.C. and Hollis, G.E. Gland, Switzerland: IUCN.

### **Definition:**

A principle is a cause to effect fundamental truth. From that idea, we can define principles of management as statements of fundamental truths which guide managers in the course of planning their actions, organizing them, leading them and controlling all activities for the benefit of the organization. Principles of management can be seen as a process of creating and keeping an atmosphere in which people are able to work together as group effectively with all efficiency to achieve a determined goal for the profit of all. It gives sense to managerial efforts in the fact that it provides guidelines at various steps of this management action. Human efforts are channeled by management principles to produce desired results. With principles of management, the organization's assets and liabilities are utilized to enhance the organizational planned goals and objectives.

For this reason, principles of management are often discussed or learned under the four essential functions that compose them: Planning, Organizing, Leading and Controlling (P-O-L-C).

Talking of management principles equals to talking of managers at the work place. It is important for managers to understand the individual characteristics that mean a lot to workers and managers alike. Success for companies comes as a result of the right mix of individuals in the right positions. This is done by the managers who understand the role of personalities in various organizational positions. Therefore managers who being responsible for Planning need to cast the organization's vision and mission; set strategies, goals and objectives of the organization; next they are responsible for Organizing which requires organization's design, culture and social networks; their third step is Leading which literally means leadership, decision making, communications, teaming groups of people according to departments and motivate employees. The last responsibility managers is Controlling which implies working on processes and systems and strategic human resources.

### **TYPES OF MANAGERS**

There exist different levels of managers. They are *high level managers* who develop organizational strategies and as stewards they cast its vision and mission; *functional managers* oversee the efficiency and success of a branch, such as accounting or marketing; *Supervisory* or *team managers* who coordinate subgroups like sections or a team composed of members from different parts of the organization. There is a difference between these levels of managers.

A *line manager* is a leader of production of either services or products while a *staff manager*, leads a support function to the production department.

All these responsibilities and types of management roles may induce us into thinking that a manager is necessarily a leader yet there is a very big difference between leading and managing. A manager leads people where they want to go like Aaron in the Israel's exodus from Egypt to Palestine; while a leader leads people where they need to go but not necessarily where they wanted to go. The example is of Moses taking the Jewish people to Palestine. They tended to turn back at every problem but Moses could make them keep the vision of their promised land (Palestine).

Management needs to borrow from entrepreneurship the ability to recognize opportunity (needs, wants...) and then use resources to implement creative ideas. Entrepreneurs identify and create new markets. Finally managers need to strategize their plans into daily activities to achieve the organization's short term and long term goals.

### **Contemporary principles of management**

In the time past people looked at organizations as having boundaries with clearly defined authority structures but in today's world, corporations are becoming more like social movements with virtual boundaries where leadership is crosscutting to all levels. Social networks in organizations enable workers have access to their fellow workers and find the skills and knowledge they need to perform well their duties. It is important to continue learning as individuals as well as corporations to transfer the knowledge and try new ideas according to the speed of change. Modern organizations have found a way of increasing the speed of cycle time but again managers are facing a new set of difficulties in managing employees. Communication technologies are now working from anywhere on our planet and thus require particular attention in managing such communication.

- **Planning:**

Planning consists of setting attainable objectives and making a course of action to realize them. In planning, managers must be know the environmental situation in which their organization is operating and then project their future conditions. All this is possible only if these managers make the right decisions at the right time and place.

In planning there are necessary steps involved. It begins with assessing the environment. This is an activity that consists of examining the economic conditions, competitors and customers. Therefore managers have to forecast future conditions. It is by basing on these forecasts that managers can plan accurately.

Planners make statements of objectives that must be achieved and then fix time the process will take. Their next view is to determine other ways to achieve the same objectives. It is up to planners to choose the best course of action to take in order to accomplish those goals. For this reason, they prepare necessary steps for effective



implementation of plans. This is not the end, but rather managers must constantly assess the evolution of their plans and make any necessary correction.

There exist various kinds of plans as well as of planning. These are planning strategically, planning tactically and planning operations.

*Strategic planning:* This is a process of examining strengths, weaknesses, opportunities and threats of the company compared to others in the same field. After this try to reposition the organization so that it can be more competitive in the same environment. This type of planning fixes a long stretch of time for implementation which ranges between three years and more. Strategic planning usually encompasses almost all the organization and includes setting up objectives. Any organization exists to fulfill its mission and thus even the strategic planning must be based on that mission. The strategic planning is in the top management responsibilities.

*Tactical planning:* This is a type of planning that relatively helps develop practical but specific ways of implementing the strategic plan. This kind of management is generally the responsibility of middle-range managers or supervisors.

*Operational planning:* At this level, goals and objectives are already established and then ways of achieving them are made here. It is a short time range because it is for less than one year. This type of planning is designed to develop clear steps of action to support both the strategic and the tactical plans.



- **Organizing**

In concrete terms, organizing is the function of developing the organizational structure and consequently recruiting the right personnel to accomplish planned objectives. It is within this organizational structure that activities are coordinated. The organization's structure is often represented by its chart and is a kind of graphic that describes chain of command in that organization. All decisions made concerning the organization's structure are often called organizational design. The organizational design is its chain of command, the organizational form, reporting relationships, and information technology, with the organization's strategy.

Organizing includes also designing all jobs in the company. In organizing, managers decide about various responsibilities and duties of each job, and determine exactly how those duties must be done. All the decisions concerning the nature of jobs in any company are also called "job design" decisions.

Organizing at the level of the organization involves deciding how best to cluster jobs into departments to coordinate all activities with efficiency. This departmentalization can be operated in many ways either by geographical location, product, function, or even by the type of customers. Big organizations make use of different methods of departmentalization.

Organizing at the level of individual jobs involves how best to design them so that one can successfully utilize human resources. The process of job design refers to placing together different duties to make a job having in mind the both the organization's and individual's requirements. It was established from the principles of division of labor and specialization that when the job content is narrower, then the person that performs it shows more job proficiency. However, experience has shown that doing the same work too long may cause a decreased job satisfaction and therefore create absenteeism, lack of job commitment and the turnover suffers a lot. Recently, companies brought in a certain balance by designing jobs that include a variety of duty and a certain level of autonomy. Therefore workers have the right to innovation within the framework.

- **Leading**

Leading implies learning a lot from the sciences of behaviors and in most cases the manager finds inspiration from informal sources including social networks. In the effort to know subordinates attitudes, values, emotions and their personalities; they often visit researches made in the field. Studies on motivation and motivation theory have been of great use in understanding ways of encouraging and energizing workers; studies of Business communication help communicate effectively and in a persuasive manner; studies on leadership assist the manager in choosing the right leadership style appropriate to the organization in various situations it may pass through.

- **Controlling**

Controlling is the activities of watching over systems and process and make sure that performance is following standards. It is in three steps: the first is to make and establish standards; the second is assessing performance comparing it to standards; and the third consists of taking corrective measures where necessary. On this level we need to add that standards are estimated in terms of money. For example we talk of revenue, loss, profit, costs. However other terms are used sometimes including production or the level of customer service quality.

The performance can be measured in many ways following the standards predetermined. We read financial reports, sales reports, performance appraisals.... All levels of managers are involved in this function of controlling to a certain extent.

The function of controlling in management can never be mistaken for the kind of manipulative behaviors some individuals have. No manager is supposed to manipulate workers personalities, emotions, values or attitudes. It is simply taking responsibility of

making sure that workers are consistently performing their assigned duties in the general organizational goals and objectives.

Controlling supposes that plans have been established, as we have seen because even performance standards and objectives are provided by them. In controlling it is so important to understanding well the problem of deviating from performance standards. Traditionally techniques of control include auditing the budget and the performance. Auditing is an examining when verifying accuracy of records by comparing them to justifying documents. On one hand, auditing the budget gives the right information on what the organization has achieved so far compared to what was budgeted for; on the other hand auditing performance reflects figures in the reports compared to actual performance. Even though control goes straight to financial aspects, it is also concerned with production and other processes and procedures when it comes to services delivery or policies compliance without leaving aside other activities of the company.

There have been changes in the management function but planning, organizing, leading, and controlling have been, are and will stay the essential ones.

Communication has proved to be essential to business. When communication is poor in an organization it carries very bad consequences. Communication is mainly important for three reasons: It transmits information, helps in coordination, and assists in sharing emotions and feelings within an organization. A noisy environment is able to be the cause of disruption or distortion of communication.

## **SMART goals**

In principles of management we learn how to set effective goals and therefore they need to be specific, measurable, aggressive but realistic, time bound which is summed up as SMART. To be specific, goals must answer related questions including:

*What exactly do we desire to achieve? What is the real reason or purpose for that achievement? Where will it be conducted (Location)? Who will be involved in the process? When is it supposed to be accomplished? What are the necessary requirements for this accomplishment?*

Normally goals are major moves of an organization but they are attained only when managers have set precise, easy to understand, result oriented, directly related and measurable objectives. In planning, we begin with the organization's vision and mission. From there, managers develop a strategy to reach the vision and mission. This strategy is successful simply by applying goals and objectives that are suitable and clear enough to realize the ultimate target of the organization.

The next step is organizing, leading and controlling if the corporate wants to achieve its goals and objectives.

In brief, planning focuses on setting up the vision and the mission; make strategies and set goals and objectives for the organization. Organizing consists of developing the organizational structure, culture and social networks. Leading is concerned of leadership, decision making, and communication, grouping or teaming workers and setting out motivation. The last principle is controlling which is about making systems and processes in which the organization functions and strategizes human resources management.

B. A. Soloman, and R. M. Felder. <http://www.engr.ncsu.edu/learningstyles/ilsweb.html> (accessed October 15, 2008).

Baron, R. (2004). Barriers to effective communication: Implications for the cockpit. Retrieved July 3, 2008, from AirlineSafety.com:  
<http://www.airlinesafety.com/editorials/BarriersToCommunication.htm>.

## **PRINCIPLES OF MANAGEMENT AND COMMUNICATION**

Communicating presents more challenges than it is believed we need understand all the hindrances to its effectiveness if we are to succeed in management. These barriers are mainly filtering, perceiving by selecting, Too much information, being disconnected emotionally, not having credibility, gossip in the work place, semantics, females versus males, the sender meaning different things with the receiver, and use of bias in language like saying chairman, businessman, cleaning lady instead of chairperson, business person, maintenance worker... .

There are many hindrances to successful communication as we listed above but the receiver is in position of enhancing its possible effectiveness by giving full attention to the sender and checking for understanding by repeating the essence of the Message back to the sender.

## **COSTS AND BENEFITS ASSOCIATED WITH ORGANIZATIONAL CONTROL**

### ***Essential costs:***

These are primarily financial costs and they are incurred when paying the audit which helps the organization to be rated by banks, investors, the stakeholders to understand how it stands financially.

culture and reputation costs to the company which are necessary to restore damages to relationships with employees or even the organization's reputation and credibility in the eyes of investors and the government.

Other costs are associated with responsiveness—though control is made to avoid problems, it can create problems in its implementation. A good example includes of the Federal Emergency Management Agency (FEMA) whose responsibility is to help people

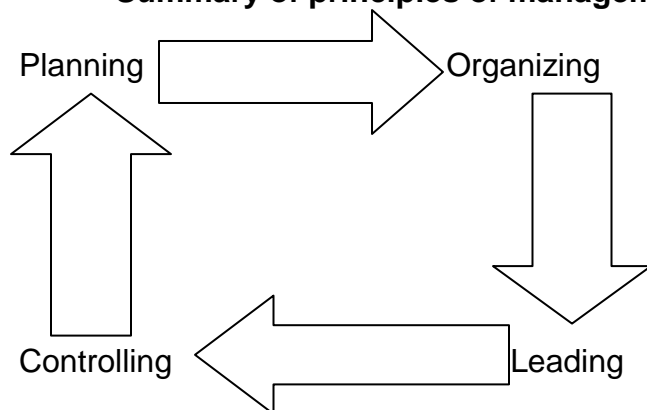
and business deal successfully with the consequences of natural disasters, like hurricanes and others. When the hurricane Katrina had just devastated people and properties along the Gulf Coast of the United States in 2005, FEMA was unable to offer a prompt relief to victims of the hurricane because there were so many levels of financial controls in place.

Poor implementation of controls—implementation is done the wrong way and sometimes is conflicting with other controls.

☑ **Essential Benefits:**

- ✓ Cost and productivity control—useful for the firm’s proper function effectiveness and efficiency.
- ✓ Quality control—assists in cost control in the fact that it reduces defects and waste while it increases the customer satisfaction which implies good sales and reputation. Once a customer, then forever a customer with new customers attracted to those products.
- ✓ Opportunity identification—this enables managers to recognize and identify the origin of good surprises, like the fresh growth of market despite the fact that opportunities may be found again in internal comparisons of cost control and productivity of units.
- ✓ Management of uncertainties and complex situations—It helps the organization stay focused on its primary goals, objectives and strategies, and enables managers to know beforehand by detecting negative surprises and thus respond in time to positive surprises.
- ✓ Decentralizing decision making—which helps the organization’s ability to respond better by shifting decision making to levels that are closer to customers and possible areas of uncertainties.

**Summary of principles of management:**



U.S. Government Printing Office. (2006, February 15). Executive summary. Select Bipartisan Committee to Investigate the Preparation for and Response to Hurricane Katrina.

Retrieved January 30, 2009, from Hershey profits for 4Q 1999 down 11% due to SAP implementation problem. [http://www.greenspun.com/bboard/q-and-a-fetch-msg.tcl?msg\\_id=002SUM](http://www.greenspun.com/bboard/q-and-a-fetch-msg.tcl?msg_id=002SUM)

## **Conclusion**

This paper is written to help us understand the use of organizational behavior. We have discussed ways and means used by organizations in order to respond to issues of employee behavior at the work place. Some factors have been covered, within groups and organizations linking all to the environment that surely influences people's personality, behaviors and attitudes. I am convinced that in the near future, our society is likely to see a major change in organizational working, caused by the technological discoveries, societal awakening in the social sciences, and the world culture. The study of organizational behavior is making quick progress towards enhancing organizations and employees to make a profitable work.

We traced the implications of management of diversity, stress which is currently a major concern for companies and workers all over the world, the importance of effective communication in organizations, and finally the leadership skills along with group and/or team development effectively promises many benefits for companies and in the long run is an advantage in this world of competition. Yet, challenges such as people tending to seek after their likeness creates conflicts which range from simple annoyance to physical violence create at the same time a door of opportunity for creativity and innovation. We all understand that without a certain level of difficulty human kind is unable to think creatively. Facility induces laziness. Leaders being called to making decisions are confronted with either easy decision making but sometimes have to deal with decision-making that require thorough consideration of circumstances around that process. For this reason, there are characteristic traits of leader who deserves to be in that role including ethics whereby both servant leadership and authentic leadership are the most in focus. A leader must demonstrate attitudes and personality that responds to employee, organizational, and stakeholder expectations. It requires understanding and flexibility on the part of leaders. We analyzed the organizational culture, how it is created and how necessary changes can be introduced and installed in the organization despite the fact that changes are often resisted but the possibility of recruiting a number of opinion leaders to help promote the coming change. For changes that require job losses, it is important to remain ethical. The last element is that even though values held in culture are not in line with the organization's success, leaders must be role models for the change, make rules and serve as agents of change.

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