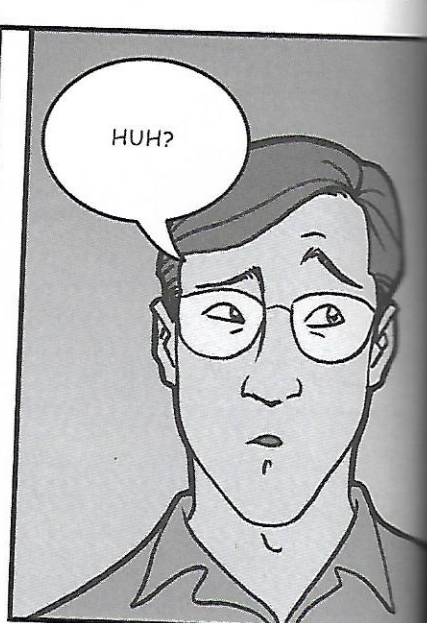


**I GET IT NOW!**  
The company should actually do stuff to match its mission. This could be the answer to all my financial problems.



HUH?




If I can come up with a unique mission, I can start my own company. I'll invent a new product that will help solve the world's problems - like a suction vacuum that cuts your hair.

I think that's been done before.

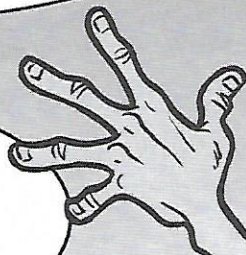


How about making lawn gnomes modeled to look like your favorite celebrity?


I think you'd have to get a license for something like that. Also, you'd probably have to get it made in China to make any money.



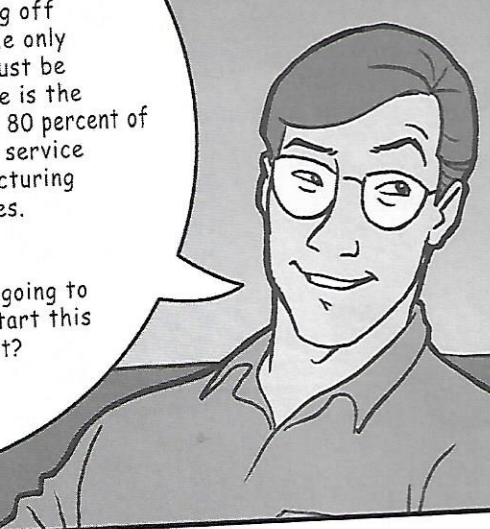
Maybe I could do something with the internet. I read something in our class handouts where technologies are becoming obsolete quicker. It took 35 years for the telephone to reach 25 percent of homes in the U.S., but it took the internet only seven years.



So, you want to come up with an idea that will become obsolete quickly? **Genius!** I think you'd need computer skills to pilot an idea like that anyway.




I have one answer for that :  
**OUTSOURCING.**




You're just rattling off business jargon! The only factoid that you must be trying to incorporate is the fact that more than 80 percent of the U.S. economy is service or other nonmanufacturing type businesses.


And where are you going to get the money to start this great concept?



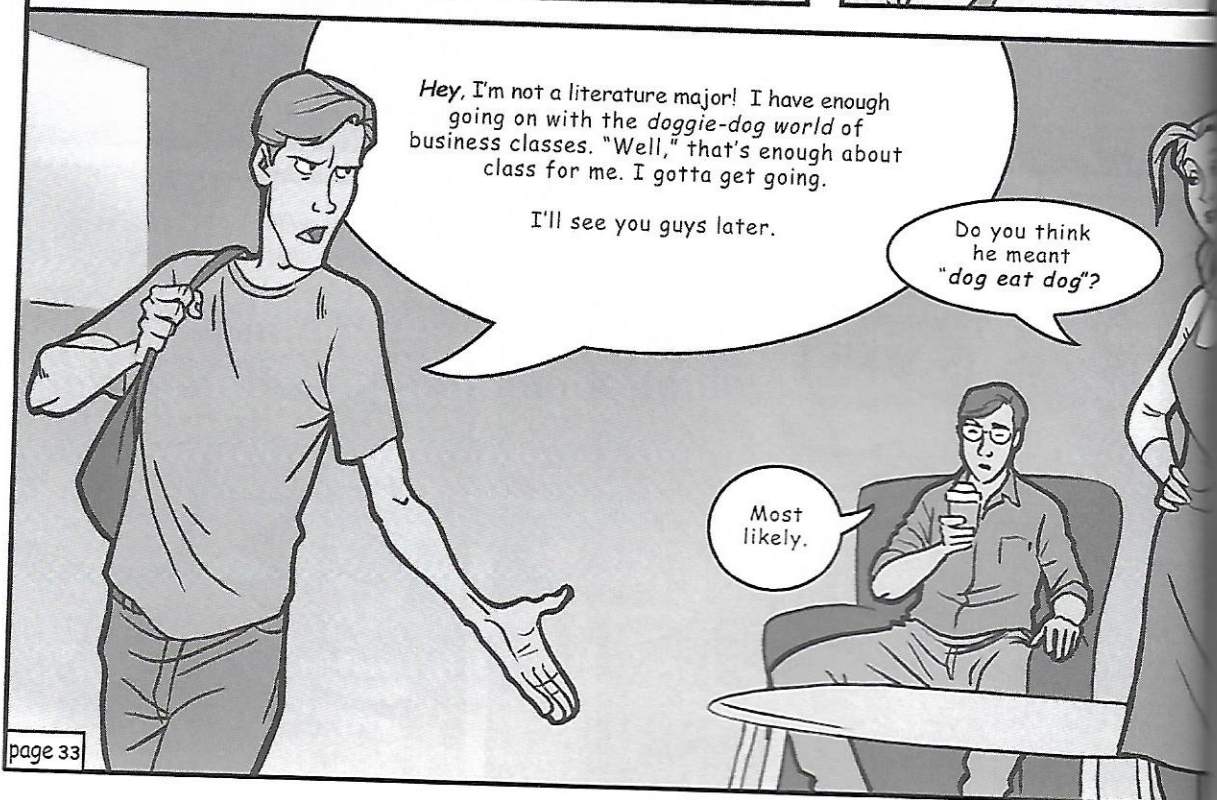
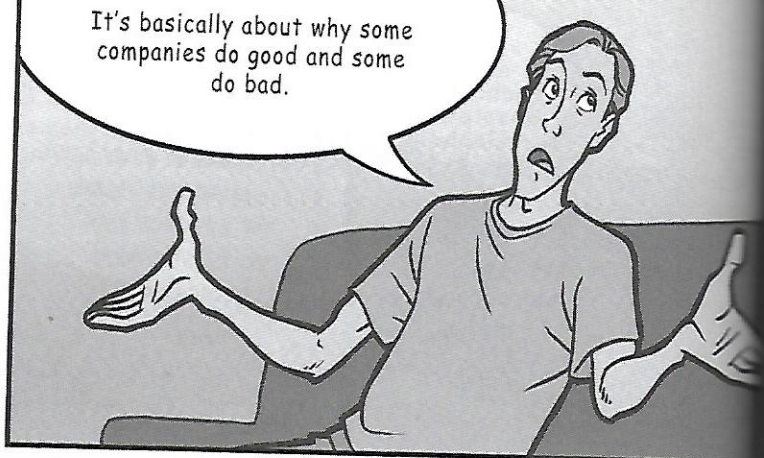
That's a bit vague just now. So far, I have no idea where I'm going to get all the money for my bills, let alone a new company -  
*I'll sleep on it.*

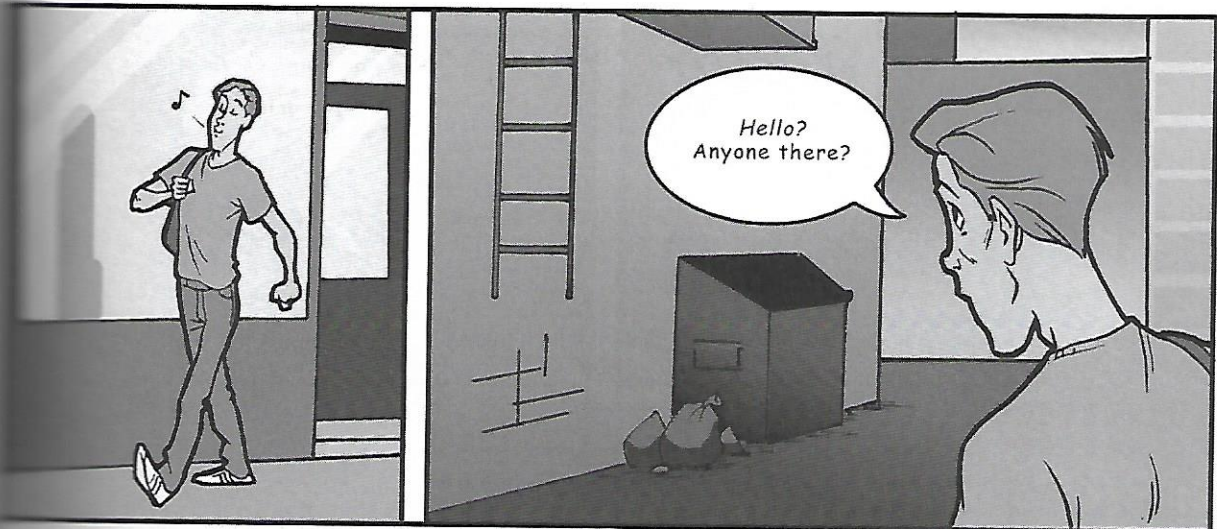


So, uh, what was your class about?



Oh, I can tell you. It was about the determinants of organizational efficiency and the pioneers nearly a century ago who helped develop the management field to what it is today.





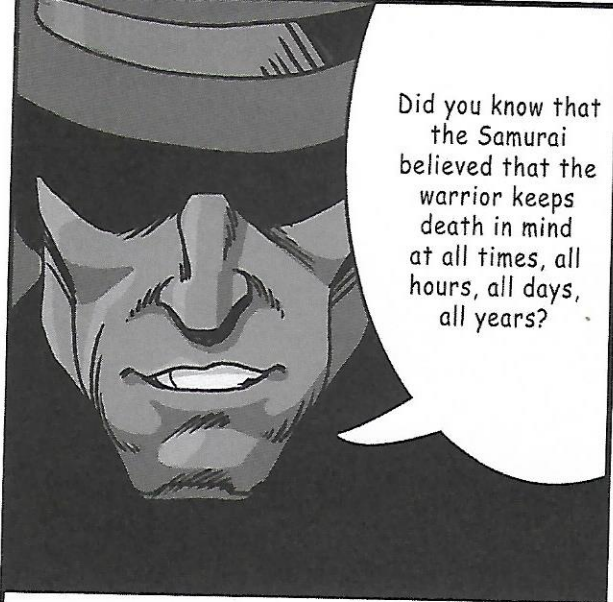
Hello?  
Anyone there?



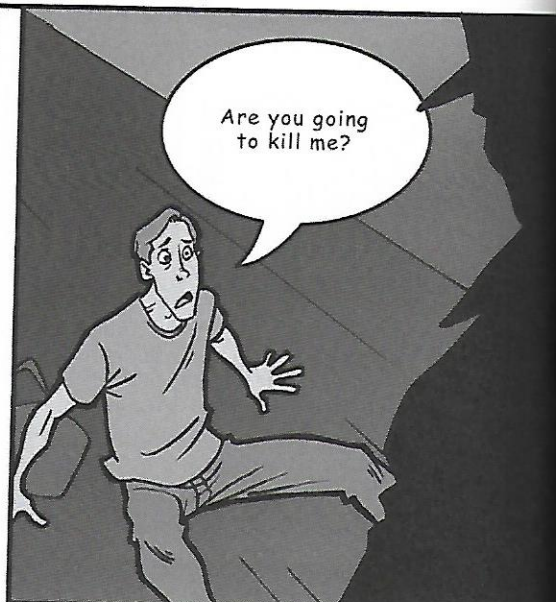
And I'm walking  
why???

**RUN,  
MAN,  
RUN!!!!**





Did you know that the Samurai believed that the warrior keeps death in mind at all times, all hours, all days, all years?



Are you going to kill me?



No, kid - it's a metaphor. That's how scared you **should** be if you're going to start your own business. Any mistake can kill you at any time.

Who are you?

Do you know what a *White Knight* is?

Someone who gives money to help a company that's about to go bankrupt, right?



That's about right.



Well, to follow the words of the...  
1950. Standing near the...  
man. In the past, de...  
written in red and now...  
were printed in black.

So you're going to give me money to help start a business?

No, but I'll give some advice that's worth more than cash.

What's your name?

Since I'm not your white knight, you can call me **Black**.

Like the Black Phantom? Or the Black Shadow?

Like "In the Black" - free of debts, profitable. The opposite of "In the Red."

Like bleeding?

So, you think I have a shot at starting a business?

How can I contact you?

You have the same opportunity as all entrepreneurs - you chance falling into the red. But if you were fighting for your life - you'd take those odds. Keep thinking about ideas, but use your common sense. I'll be checking up on you when I sense you really need some help or you're in a pinch.

Don't worry, kid. When you really need help, I'll find you.

...to follow the metaphor, ... Spending more than you ... In the past, debts were ... written in red and revenues ... were printed in black.

## THE STORY SO FAR...

Our story finds Atlas Black on his journey toward graduation. With the help of his faithful (and more studious) sidekick, David, he has at least managed to navigate through registration and make it to his management class.

His first class meeting provided an introduction to management pioneers whose work still impacts business concepts relevant today. Early management pioneers made great advancements in the productivity of individual workers. Management consultants like Frederick Taylor and Frank and Lillian Gilbreth sought to establish business policies that would replace the rules of thumb used by managers and thus utilize workers more effectively. Such improvements made by individuals often led to bottom line improvements in the performance of individuals, groups, and organizations. In a similar vein, the goal of modern management is to utilize resources (human and other) in ways that improve the efficiency and effectiveness of organizations.

In contrast to organizations in the early 1900s, modern firms cannot rely on a single best business policy to achieve success; entrepreneurs and managers now work to craft any number of conceivably unique competitive strategies. The challenge for modern business decision makers is finding a balance between classic truths concerning management and custom solutions that address the dynamics of the modern business landscape. To help managers accomplish this goal, the academic field of management integrates knowledge from psychology, sociology, anthropology, economics, marketing, public policy, and other research fields to figure out how individuals, groups, and firms differ and how those differences lead to the success or failure of organizations.

At the individual level, the study of management addresses workplace issues such as absenteeism, turnover, job satisfaction, organizational commitment, motivation, and performance. To be successful, both managers and employees need to take into account individual distinctions such as differences in demographics, personality, ability, culture, and other past experiences. Today's individuals and organizations face new challenges and opportunities such as globalization, the changing nature of work itself into a more service and technological oriented economy, and differences in the workplace regarding age, race, and gender. The world is becoming a more competitive environment than ever before, and never before has understanding and mastering the tools of management been more important as students prepare to manage their careers.

## IN OUR NEXT EPISODE...

Will Atlas find gainful employment or even be able to pay his rent? Our next episode will explore how our "hero" (if Atlas can be considered a hero) grapples with mastering a fundamental skill - how to make good decisions and avoid bad ones.