

Chapter 14

Self-Managing Teams in Small and Medium Enterprises (SME)

Mercedes Rubio-Andrés
San Pablo CEU University, Spain

Santiago Gutiérrez-Broncano
Castilla-La Mancha University, Spain

Luis Varona-Castillo
San Pablo CEU University, Spain

ABSTRACT

Small and Medium Enterprises (SMEs) are looking for a sustainable and profitable business concept. They use a human resource model according to the situation and establish a democratic system with flexible work, focusing on responsibility and initiative and increasing the self-control of the team's members. Self-managing teams have been used more and more in recent years in the business environment. They are relatively autonomous work groups whose members share responsibility and leadership to accomplish their independent tasks. Their objective is to develop a type of collective knowledge that requires the pooling of individual knowledge. Their characteristics include independent, autonomous decision making, shared responsibility, and shared leadership. Sometimes, self-managing teams are also responsible for personnel decisions within the team, such as working hours, the selection and contracting of members, dismissal, and even determining salaries. In sum, the authors propose self-managing teams (such as High Performance Practices) as a good human resource management in small and medium enterprises and show how they can help to create organizational effectiveness and competitive advantage in SMEs.

INTRODUCTION

The orders and flow of the chapter are: First, justification of need to forming SME's team (self-managing teams, such as high performance practices, in SMEs as the key to compete in the environment given the above premises) and the

theoretical framework human resource management in SME. Then, we studied work Teams (High Performance Practices) and the self-managing teams: definitions, negatives aspect, favoring results, corporate culture, characteristics and Self-managing teams and organizational effectiveness. Finally, conclusions and future research directions.

DOI: 10.4018/978-1-4666-4731-2.ch014

JUSTIFICATION OF THE NEED TO FORMING SME'S TEAM

Various types of organizations must manage rapidly changing operational contexts. To respond to these demands, organizations should relying more heavily on team-based work arrangements (Rosen, et. al.2010). Adaptability is crucially important to organizational success due to externally-induced organizational change and those organizations successful at adapting would be most effective in the marketplace (Terreberry, 1968).

Through team working, organizations can flexibly adapt and react to turbulent and dynamic environments, and thereby focus their efforts to more efficiently handle subtasks resulting in overall organizational effectiveness (Richter, et. al. 2011).

Therefore, organizations increasingly rely on teams to manage the complexity of modern work. So that, teams must be able to react quickly and accurate to the changing environment (Rosen et. al. 2010) (See Figure 1).

Also, economic and technological factors have encouraged employers to adopt flexible work arrangements (FWAs) as a means to respond to the increasing competition, market volatility, economic recession and the changing needs of the workforce (Michie & Sheehan-Quinn, 2001; Stavrou, 2005).

The degree and nature of product market competition have heightened considerably. Cost effectiveness and quality have become critical. At the same time, authors identify people time and again as being the key to finding and sustaining a competitive edge (Bacon, et. al 1996). An influential literature emanating from the United States (Beer et al., 1985; Kochan et al., 1986; Fombrun et al., 1984) has identified new approaches to managing human resources. The broad message has been compounded by reflection on Japanese management practices (Schonberger, 1982; Oliver and Wilkinson, 1992; Pascale and Athos, 1982; Trevor, 1988). In Britain, the idea

Figure 1. Environment factors informing teamwork

Factors
- Complexity of Modern Work
- Turbulent and dynamic environments
- Increasing competition, market volatility, economic recession
- Changing needs of the workforce

Source: the authors

of human resource management (HRM) has come to be accepted as a very important - arguably the most important - area for debate and practice in the whole field of employment management, personnel management and industrial relations as broadly defined (Guest, 1989; Storey, 1992; Storey and Sisson, 1993).

We propose self-managing teams (such as high performance practices) in SMEs as the key to compete in the environment given the premises.

OBJECTIVES

- To analyze the importance self-managing teams in SME.
- To study definitions, background and characteristics of self-managing teams.
- To research the distinctions between a work group and team-work.
- To analyze the conditions for self-managing work teams in SME.
- To check the association with self-managing sustainable, organizational effectiveness and therefore a competitive advantage in SME.
- To study the new role external and internal leader and the difficulty of replace leadership functions in SME.
- To analyze the negatives aspect of self-managing teams in SME.

19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/self-managing-teams-in-small-and-medium-enterprises-sme/93212

Related Content

Reading Smart Stuff Together and Whistling Vivaldi

Mary Jo Festle (2014). *Approaches to Managing Organizational Diversity and Innovation* (pp. 149-168).

www.irma-international.org/chapter/reading-smart-stuff-together-and-whistling-vivaldi/108476

Cultural Implications of Collaborative Information Technologies (CITs) in International Online Collaborations and Global Virtual Teams

Bolanle A. Olaniranand David A. Edgell (2008). *Handbook of Research on Virtual Workplaces and the New Nature of Business Practices* (pp. 120-136).

www.irma-international.org/chapter/cultural-implications-collaborative-information-technologies/21893

Work-Life Imbalance of IT Workers in the Internet Age

Helen Richardsonand Darrell Bennetts (2007). *Managing IT Professionals in the Internet Age* (pp. 37-87).

www.irma-international.org/chapter/work-life-imbalance-workers-internet/25916

Professional Skills Acquisitions in the Internet Age: Exploring the Perceptions of Undergraduates and Recent Graduates

Ani Patkeand Tony Hooper (2007). *Managing IT Professionals in the Internet Age* (pp. 140-158).

www.irma-international.org/chapter/professional-skills-acquisitions-internet-age/25920

High-Tech Meets End-User

Marc Steen (2008). *Management Practices in High-Tech Environments* (pp. 75-93).

www.irma-international.org/chapter/high-tech-meets-end-user/25649