

## BUILDING BUSINESS FABLES, TALES AND SHORT STORIES INTO MANAGEMENT EDUCATION

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### ABSTRACT

Tales are short and business people have less and less time. Tales carry a universal moral, while managers look for basic principles. Tales are simple, and simplification is essential in business world. Good always wins in tales, while workers in the corporate world are success-oriented. In addition, the smallest one always wins in tales, and we all need such motivating examples. It is no wonder that an increasing number of short story books used in business education (that also can be read during a short flight or train) has been published in the past decade.

Before we would sneer at the genre, it is worth seeing who the authors are – they include people with considerable scientific record such as John P. Kotter („Our Iceberg is Melting!”), Ken Blanchard („The One Minute Manager” series), Spencer Johnson („Who Cut the Cheese?” among others), Stephen C. London („FISH!”).

Therefore the present study argues that it would be important to incorporate short stories into management education as recommended reading since they possess advantages that classical study books and specialized textbooks do not. Short stories are short, exciting and easy to abstract, with advice that can be applied immediately. Furthermore, they are extremely inspiring.

### KEYWORDS

Management education, short story, business fable, tale, inspiration.

### INTRODUCTION

The present study summarizes the experiences of the most successful business short stories and a critical piece, a parody of one of them. Their alphabetical list is as follows, with the first (international) publication date in parentheses:

- Allen, Roger E.: Winnie-The-Pooh On Management (1994)
- Blanchard, Ken PhD - Johnson, Spencer PhD: The One Minute Manager (1981)
- Blanchard, Ken PhD – Oncken, William, Jr. – Burrows, Hal: The One Minute Manager Meets the Monkey (1989)
- Blanchard, Ken PhD – Carew, Donald – Parisi, Eunice: The One Minute Manager Builds High Performing Teams (1990)
- Blanchard, Ken PhD – Hutson, Don – Willis, Ethan: The One Minute Entrepreneur: The Secret of Creating and Sustaining a Successful Business (2008)
- Burg, Bob - Mann, John David: The Go-Giver: A Little Story About a Powerful Business Idea (2007)
- Brown, Mason J.D.: Who Cut the Cheese? A Cutting-Edge Way of Surviving Change by Shifting the Blame (2000)

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- Fenton, Richard - Waltz, Andrea: Go for No! Yes is the Destination, No is How You Get There (2008)
- Fogg, John Milton: The Greatest Networker in the World (1992)
- Johnson, Spencer PhD: The Present: The Secret to Enjoying Your Work And Life, Now! (2003)
- Johnson, Spencer PhD – Wilson, Larry: The One Minute Sales Person – The Quickest Way to More Sales With Less Stress (1984)
- Johnson, Spencer PhD – Johnson, Constance: The One Minute Teacher – How to Teach Others to Teach Themselves (1986)
- Johnson, Spencer PhD: One Minute For Yourself – How To Manage Your Most Valuable Asset (1987)
- Spencer, Johnson PhD: Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life (1998)
- Kotter, John PhD - Rathgeber, Holger: Our Iceberg is Melting! – Changing and Succeeding Under Any Conditions (2006)
- Lechter, Sharon L. - Reid, Greg S. - The Napoleon Hill Foundation: Three Feet from Gold: Turn Your Obstacles into Opportunities! (2009)
- Lundin, Stephen C., PhD - Paul, Harry - Christensen, John: FISH! – A Proven Way to Boost Morale and Improve Results (2000)
- Mandino, Og: The Greatest Salesman in the World (1968)
- Seiwert, Lothar: Die Bären-Strategie. In der Ruhe liegt die Kraft. (2005)

Let us see these business fables, short stories, the provided management propositions, and the ways they can be built into education.

## **THE BUSINESS FABLES, TALES AND SHORT STORIES**

### **The Christian Salesperson**

It is not easy to tell what was the first book belonging to this genre, but it might be „The Greatest Salesman in the World” by Og Mandino, published in 1968. The protagonist of the story is Hafid, a camel boy, who – seeing the wealth of his boss – decides to become a salesman himself. He is assigned to sell a finely woven red robe in Betlehem. He tries to sell it, but does not succeed, and eventually covers a shivering baby with the precious robe. However, his boss sees a celestial sign, the bright star in Betlehem, and shares with him his greatest secret: ten scrolls, telling Hafid how to become a great salesman. The ten scrolls are actually ten prayers with several repetitions: for example, „I will act now” appears within a chapter 18 times.

Although this is also a short book, only about 100 pages long, the author suggests it should be perused for 10 months, always realizing and practising one of the chapters (scrolls). The book apparently has great Christian influence as the baby he covers with the robe is Jesus, and at the end of the story old Hafid delivers the ten scrolls to no one else but the Apostle Paul, making him the next greatest salesman.

### **The formula of success**

Although the majority of tales are not related to religion, most of them aim to explore universal morals. Such an example is „Three Feet from Gold”, a book by Sharon L. Lechter and Greg S. Reid. The title of the book is a reference to a story in „Think and Grow Rich”, a work by Napoleon Hill. Namely, this book does nothing else but copy what Napoleon Hill, a classic of motivation literature did just one hundred years ago; that is, it creates the formula of suc-

cess from examples of successful people. Hill was twenty-five years old when he got the opportunity to make an interview with Andrew Carnegie, the richest American at the time. He provided Hill with a letter of recommendation with which he could visit the five hundred most successful businessmen, politicians, scientists and clerical figures.

This time the protagonist of „Three Feet from Gold”, who incidentally „had his own little marketing company” according to the book, gets his letter of recommendation from the Napoleon Hill Foundation. The story features several successful people such as Truett Cathy, founder of the Chick-fil-A fast food chain, Mike Helton, president of the Nascar stock car races, boxing world champion Evander Holyfield, Frank Maguire, founder of Fedex Worldwide, Lauren Nelson, Miss America in 2007, Bob Proctor, author of „You Were Born Rich”, and so on. All of them give the character a great deal of advice, who then creates his formula of success accordingly:

„Success = ((P + T) x A x A) + F

in which

P = Passion

T = Talent

A = Action

A = Association (that is, what is the field of your action)

F = Faith”

### **It is good to give**

Another business short story attempts to summarize the aspects of success by using laws instead of formulas. „The Go-Giver” by successful businessmen and well-known motivational trainers Bob Burg and John D. Mann, published in 2008, soon became popular because of the basic idea, wording and simplicity of its story. The subtitle of its Hungarian version sums up well the main message of the book: „Why is it true that the ones who give also receive back more?”

In the story „The Old Man” named Pindar and his friends share „the Five Laws of Stratospheric Success” with a young businessman called Joe, asking him to realize one of them each day.

- 1) According to the Law of Value „Your true worth is determined by how much more you give in value than you take in payment.”
- 2) According to the Law of Compensation „Your income is determined by how many people you serve and how well you serve them.”
- 3) According to the Law of Influence „Your influence is determined by how abundantly you place other people’s interests first.”
- 4) According to the Law of Authenticity „The most valuable gift you have to offer is yourself.”
- 5) And, finally, according to the Law of Receptivity „The key to effective giving is to stay open to receiving.”

When Joe starts to apply these laws in practice, he feels better and better, and after the application of the fifth and final law he manages to acquire a great business.

One of the reasons for the popularity of this short story is that „The Old Man” was supposedly based on Bob Proctor, a star of „The Secret”, the author of „You Were Born Rich” and „It’s Not About the Money”. It is an interesting fact that the book itself is also distributed through donation; for instance, the Hungarian publisher asks its readers to present each of their family members, colleagues and friends with a copy of „The Go-Giver” as it is good to give. Moreover, the accompanying pre-written letter can be downloaded from the website of the publisher, which is undoubtedly a new marketing tool in book trade.

### **The present in present**

In „The Present”, a short story book by Spencer Johnson, PhD, it is also a wise old man giving advice to a young man. His most important advice says that The Present is the greatest gift we may give ourselves. This means just that we should focus on what is just happening, something that is pleasant in that very moment. This makes our lives happier, we become more energetic, and our self-esteem also improves.

According to the tale we certainly need to deal with the past and future, too. We must learn from the former and plan the latter. Then, already in the present, we shall do something every day - something that takes us closer to the realization of the plan, even if it is only some minor thing. But it is not enough to know what to do; we also need to know why to do that. However, we define success for ourselves – as the moral of the story suggests.

### **The power of NO**

Another short story, published in a book by Richard Fenton and Andrea Waltz, also tries to provide some sort of success formula. The main message of „Go for No! Yes is the Destination, No is How You Get There” is that the right model is not „Failure or Success”, but „Failure, then Success”.

In the story we follow four special days of a copier sales agent, who wakes up ten years after a minor accident, and finds a grey-haired, wrinkled, obese and unsuccessful man looking back from the mirror. Luckily for him, he also meets his successful self, and together they find out what event had the greatest impact on their lives, and how they reacted to it. As it turns out, the key to successful life lies in NO, which in addition has five levels:

- 1) Ability to fail
- 2) Willingness to fail
- 3) Desire to fail
- 4) Bigger and more frequent failure
- 5) Failure to an increased degree

As they sum up, the character and self-esteem of a person can only be solidified if we learn to listen to no again and again without ever being diverted from our purpose, which gives us power, indeed. One of the pieces of advice is that if we have a sales target of four new businesses, requiring 20 contacts on average, we should focus on 16 nos more than 4 yeses. In order to achieve that we must acquire the science of setting no-goals. The failure quotient may play a prominent and defining role in one’s fulfilment of his/her wishes, or satisfaction with crumbs. This is also illustrated by the book’s stories about Abraham Lincoln, President of the USA, R.H. Macy, retail chain owner, Colonel Harlan Sanders, the founder of KFC, and Allan Breed, the inventor of automotive air bag sensors.

Subordinates must also be rewarded for all this failure – as it turns out, the „Go for NO” award comes together with a performance badge almost regularly, that is, people receiving many „no” answers get the most „yes” answers, too. This is because „Yes is the Destination, No is How You Get There.”

As they say, although the protagonist is an agent, the book is not only for salespersons, but all people who must face refusal: the novelist looking for a publisher, the network builder working on his business, the entrepreneur looking for venture capital, the student looking for a sponsor for the softball team, and the parent trying to get his children eat peas.

### **MLM tale**

John Milton Fogg’s book titled „The Greatest Networker in the World” discusses network marketing, or in other words, MLM. The protagonist of the story called Chris has been a member of the network for four months, but he cannot manage to perform well: he only

makes 150-200 dollars a month, which is the equivalent of an hourly pay of 1.56 dollars considering his time investment. He does not even have time for his family, therefore he decides that it is going to be the last marketing plan briefing he attends. However, he meets the Greatest Networker in the World, with success written over his face, paying attention in all his physical reality.

After the presentation they go and have dinner together, followed by a long weekend spent together. In the meanwhile The Greatest Networker in the World asks Chris a series of questions. Moreover, if Chris happens to ask something, the answer is also a question.

During the weekend Chris then realizes what his aim in life is. He finds out that he is a teacher and a writer, teaching people how to be successful and free. He shows them how to achieve their aims in life, and brings about radical changes in the lives of thousands or even millions of people.

We also find out that countless books have been written on the theory and practice of network marketing, but the best one is a book for children's coaches on the education of baseball and softball. This book suggests that the essence of youth sport – in order of importance – is team play, learning, the development of the personality and victory. According to The Greatest Networker in the World the sponsorship tasklist of MLM includes various activities. The first is to teach your people to enjoy what they are doing. The second is to teach them the methods required for success. The third is to help them develop and strengthen, first as individuals, then as team members. And the fourth thing to do: win whenever you can. The Greatest Networker promises Chris that if he performs the first three things, he will be a winner – always.

One of the likely reasons why John Milton Fogg's book became an MLM bestseller was the fact that it has important basic rules embedded in its story. It includes the principle that „good” does not mean anything in this business, since the important point is that everything one does must be copyable. It also suggests that the basic rule of network building is „no result – no bonus”, and if you do not learn, you will be left behind. If you do not enjoy what you are doing, you will probably stop it and get bored, finally leaving the business.

Chris, the protagonist, starts to adopt his master's way of thinking during the long weekend. One of his new convictions is that people just need to start believing, and then realize step to step what they believe in.

### **Management in 1 minute**

Two acknowledged experts with academic degrees, Spencer Johnson, PhD and Ken Blanchard, PhD are the authors of „The One Minute Manager”, which reached the number one spot of the New York Times bestseller list at the time. The book was regarded as the most unusual piece on the bestseller list, and it is no wonder because „The One Minute Manager” was published back in 1981, well before such books would have flooded the market.

Similarly to the book presented above, this story is about a young man looking for happiness. He hears about an outstanding manager from whom he could learn a lot. To his great surprise the manager always finds the time to see him – and this is a recurring motive in short stories as good people such as tutors always find the time.

When they first meet, the manager points out that he is the „one minute manager” who can bring forth significant results out of people within quite a little time. Then he gets the young man acquainted with five of his subordinates, who tell him about the methods of the manager that they themselves already use.

As it turns out, the three secrets of one-minute management are:

- one-minute goals
- one-minute praisings

- one-minute reprimands

All of them certainly have their own rules, which are also summarized in the book, each in a page. In fact, we even see a flowchart, which lists exactly when and what a good manager should do.

### **Managing monkeys**

Later „The One Minute Manager” developed into a series including books dealing with specific fields such as sales, team building, time management or dealing with ourselves in a more spiritual sense:

- Johnson, Spencer – Wilson, Larry: The One Minute Sales Person (first published: 1984)
- Johnson, Spencer – Johnson, Constance: The One Minute Teacher – How to Teach Others to Teach Themselves (1986)
- Johnson, Spencer: One Minute For Yourself – How To Manage Your Most Valuable Asset (1987)
- Blanchard, Kenneth – Carew, Donald – Parisi, Eunice: The One Minute Manager Builds High Performing Teams (1990)

However though, the book with the most peculiar title was probably „The One Minute Manager Meets the Monkey” (1989) by Kenneth Blanchard, William Oncken and Hal Burrows. The analogy of the monkey originated in a problem shared by several bosses, that is, they carry the monkeys of their subordinates on their back. And the monkey is nothing else but the next step in the line. For example, the boss may say during a conversation: „No doubt, this is a very important issue, but I do not have any more time right now. Let me think about it and we might get back to it later” – thus he assumes the next step and the responsibility. Soon after the subordinate arrives: „Good morning, boss. How is that issue?” But if this is the case, who works for whom, and who is the boss? The book suggests that as managers we should get rid of our monkeys in a time management sense, too. Strange though it may sound, the manager saves time for employees themselves this way.

The book also provides a four-rule classification of monkey management by Oncken:

1. rule: Description: Specifying the next move.
2. rule: Assignment: Naming the person responsible for the monkey.
3. rule: Insurance: Covering insurance for any potential risks.
4. rule: Feeding and checking: Define the place and time of the follow-up check.

As a result of these rules appropriate people perform appropriate actions in an appropriate time and an appropriate way.

### **The one minute entrepreneur**

The latest book of the One Minute series is “The One Minute Entrepreneur” published in 2008. Its publication is timely as almost a million small enterprises are launched in the United States each year, but at least 40% of them go bankrupt within the first year of their operation. By the end of the fifth year after their establishment the ratio is not less than 80%. Before their tenth birthday 96% of such enterprises are shut down.

Although „The One Minute Entrepreneur” is a made up story, some of the people providing advice in the tale are existing persons such as Charlie Tremendous Jones, Zig Ziglar, Bill Gove, Kenneth McFarland, and Peter Drucker.

They pass their ideas on to the young entrepreneur. For example, they suggest that the launch of enterprises must originate in the passion of the entrepreneur, and people fail if they start enterprises just to make money instead of satisfying their desires inside. They also state that all enterprises start with a dream, and the bigger the dream is, the greater potential it has.

The protagonist also finds out that successful entrepreneurs must keep only four things in mind:

1. Sales Must Exceed Expenses
2. Collect Your Bills
3. Take Care of Your Customers
4. Take Care of Your People

Although these ideas seem fundamental, the short story is just about that we can easily overlook them and troubles follow shortly.

Moreover, the book lists the 20 most important characteristics of a successful entrepreneur, which are: resourceful, purposeful, focus, risk taker, problem solver, salesmanship, visionary, optimistic, leadership, ambitious, innovative, integrity, adaptable, communicator, self-motivation, strategist, team, determination, curious, balance.

### **Lessons from fish market sellers**

Most books in the One Minute Series have been successful. Another story, a book titled „FISH!” has become so popular that a whole business model was built around it, from seminars through speeches and films to special programmes.

Several managers may feel sympathy for the protagonist lady, Mary Jane Ramirez: she becomes a supervisor on the third floor, where her colleagues are lazy and pretentious zombies – slow, dull and repulsive. As Mary Jane explains, the energy level around her is equal to zero and she calls this a „toxic energy dump”.

For quite a while she does not even know how to deal with them, until she visits the market at Pike Place. To her shock in a positive sense, she sees a fish seller whose all workers do their job happily, and shoppers from the surrounding office buildings flock in great numbers.

Then the fish seller teaches her four rules:

- 1) The right attitude – We can always choose how we do our work, even if we often cannot choose the job itself.
- 2) Playfulness – Enjoy work which is boring and tiring for others.
- 3) Make the day – Involve our clients creatively.
- 4) Presence – We do not fantasize or make phone calls; we focus on the client completely.

The manager passes on the rules to his colleagues on the third floor, and he even prescribes them a compulsory visit to the fish market. Based on their experiences the colleagues then organize a special day, when they present how they can incorporate the ideas into their own work.

The inspiration of the story actually came from Pike Place Market, where one of the authors, John Cristensen recorded a short video, then wrote this Wall Street Journal Business bestseller with co-authors Harry Paul and Stephen C. Lundin, PhD.

### **The change management of penguins**

Another bestseller, John P. Kotter’s „Our Iceberg is Melting!” is a book explaining change management through the story of a penguin colony. The Harvard Business School professor has written several „classic” specialist books such as Sense of Urgency and Leading Change.

As a matter of fact, „Our Iceberg is Melting!” provides an essence of these books in a shorter form, with plenty of pictures. But is not the only reason why it has become a bestseller: everyone can identify with the story of the penguins and notice his/her organization in it.

In the tale Fred notices that the iceberg where they have always lived may fall into pieces. But he is not in the situation to make any statement, or tell others what to do. He is not one of the colony leaders. However, he finds an ally in the Leadership Council and with her help changes start to take place in their home.

If the parallel with humans is not clear enough, it is reconfirmed from time to time in the story. The penguin called Professor is electrified and spends the whole morning preparing a PowerPoint presentation of about 97 slides, just to let Louis use it to present their prospects for the future. He also creates slogans that can be written on ice posters. The story points out that the culture in penguin colonies changes just as slowly as in human ones.

When Louis, the head penguin summarizes the story at the end of the book, we actually see a reoccurrence of the 8-step change management model already seen in Kotter's other titles: He explains how Fred has noticed that the iceberg was melting, then 1. how they have created a sense of danger in the colony, in order to tackle a difficult problem; 2. how they have formed a carefully selected group to manage change; 3. how they have found vision for the future that could be realized; 4. how they have communicated this vision to the others to make them understand and accept it; 5. how they have overcome as many obstacles as possible; 6. they have quickly achieved some sort of victory; 7. they have continued working until they managed to lay solid foundations for their new way of life; and finally 8. they have made sure that changes would not be overcome by stubborn, deeply ingrained traditions.

The head penguin also adds that the most important change of all is that so many colony members have become less and less worried about changes, learned the concrete steps that were necessary to adapt to the new circumstances, and are now able to cooperate in order to move towards a better future.

It is obvious that the moral of the penguins' story is aimed at people. As Kotter and Rathgeber explains at the end of their book, short stories may be entertaining, but their power – just as in the penguin story – lies in the fact that they help us behave smarter: production is more effective, results are better, confusion is smaller, we see less stress, and the feeling that we keep things under control is stronger because we understand what is happening around us.

Some people have a way of thinking that enables them to process our tale about penguins automatically, notice the smart methods used by birds, re-think their personal experiences in the light of these methods, and see their opportunities regarding future. But everyone, even these people may profit more from the story if they reconsider and discuss it more consciously.

From software developers to managers, from housewives to clergymen, from high school students to pensioners many types of people have used the story of the penguins to more easily achieve what they want and what their companies or organizations need. The process can be successfully adapted to our own circumstances, too.

### **Advice by Winnie-The-Pooh**

The same mentality appears in the book titled Winnie-The-Pooh on Management, published in 1994. As it is a tale, it begins with a conversation:

„- Management.

- A very long word – said Pooh. – Owl says things like that. Is it related to something pleasant? For example, hmmm, honey?

- Not really. It is more related to things that a couple of people called managers do. Management is neither good, nor bad. It just exists. You can have good and bad management, depending on how your managers work.

- Sounds pretty confused.”

By the end of the story, Winnie-The-Pooh understands the message. First he finds out that the six main functions in the work of a manager are: 1. Establishing objectives, 2. Organising, 3. Motivating, 4. Developing people, 5. Communicating, 6. Measurement and Analysis.

Then they go through these six items and he gets the answer to both „what” and „how”. In the meanwhile classic management theories such as the „X and Y” theory appear. We also find out what the rules of effective communication are, and first and foremost, when a manager

performs well. All of it is interspersed with quotations from the original Winnie-The-Pooh book by A.A. Milne.

### **Calmful bears**

The protagonist of another short story is also a bear, although he is not Winnie-The-Pooh. Lothar Seiwert's book titled „Die Bären-Strategie“ (The Bear Strategy) features forest animals – Dr. Professor Eusebia, the dutiful and unselfish owl, Beate, the diligent but always exhausted little bee, Ferdinand, the fastidious, but easily distracted fox, Harry, the over-charged and overburdened rabbit, and Rudolph, the aimless and lazy deer ask for the help of Bruno, the wise and calmful bear. Of course, just as in the case of similar tales, we can always find analogies between animals and mankind. The bear gives each animal different advice based on their specific situation, but he also summarizes his main recommendations in ten points. These are:

1. State your life vision
2. Get rid of your useless burdens
3. Utilize your precious time
4. Plan your day
5. Deal with the most important thing first
6. Do not stint yourself of the time for relaxation and recreation
7. Spare time for new tasks
8. Have a break
9. Utilize your day
10. Fulfil your dreams

And why is a bear eligible to give such advice? According to the author it is because this animal combines calmness and moderation, power and dynamism.

### **Cheese-seeking mice**

If we are looking for the most successful business short story, it is probably not else but „Who Moved My Cheese?“ written by Spencer Johnson, mentioned above. The book was published in 1998, when all businessmen were occupied with change management, thus the subtitle „An Amazing Way to Deal with Change in Your Work and in Your Life“ hit the bull's eye. It soon made the New York Times bestseller list, and stayed there for five years! It was translated into 42 languages and sold in 23 million copies.

In the book we can follow the story of two mice, Sniff and Scurry, and two humans, Hem and Haw, who are looking for cheese in a maze. Of course the cheese is symbolic: it is the metaphor of all we can wish for in life, be it a job, a relationship, money, a nice house, freedom, health, acknowledgement, the peace of mind, or any kind of activity such as jogging or golf. The maze in the story symbolizes the space where we strive to achieve our aims most of the time.

The metaphorical story in brief: the two mice and two humans find a cheese in cheese storehouse S. The humans get lazy after a while, and when they find no cheese in the place, collapse. While Hem does not do anything, Haw, however slowly, gets himself together and starts to search for another cheese. Then he remembers the times when he had felt best in the maze – always when he progressed. From that moment he only concentrates on what he could win if he went ahead, and never on what he could lose. After he visualizes his aim, that is, to find a new cheese, he manages to get the cheese. However though, Haw does not manage to mobilize Hem, who explains that he does not believe he would like the taste of the New Cheese, because it is just not what he is used to. This symbolizes that most people stick to the status quo.

Nevertheless, Haw summarizes his most important experiences, which could be the favourite of change managers. For example: „Change is unavoidable”, „The quicker you let go of Old Cheese, the sooner you find New Cheese” and „Be ready to change quickly and enjoy it again”.

Then, at the end of the book, the story-teller of the tale discusses with his friends this story of two mice and two humans, and draws further conclusions. He realizes that maybe it would be worth to change the way he works instead of changing his workplace, and an organization or a group of people is only able to change if a sufficient number of its members change.

Last but not least, the work has become the core of an entire „marketing machine”: they created a training programme based on it, it was put on film, and the author has also written versions for children and teenagers.

### **How seriously can they be taken?**

As business short stories gained popularity, their critics have also appeared, arguing that the whole thing is humbug. „Who Moved My Cheese?” got its own parody titled „Who Cut the Cheese?, A Cutting-Edge Way of Surviving Change by Shifting the Blame”. In the latter book we can also follow a story of four characters (two rats: Whiff and Ditch, and two puny people: Duck and Cover) searching for cheese.

As the promotional description of the book explains, readers should learn from the uncrowned king of career advisors, whose slogan – all profitable jobs can be learned during a commercial break – has inspired millions of middle-level managers to make a fool of themselves during weekend business training programmes focusing on motivation, retreating to the bar of the hotel each evening to pick up cheap prostitutes or commit adultery with their apathetic colleagues. The motto of the author, Mason Brown, J.D, states that the 21st century revolution of organizational theory is how to avoid changes by shifting the blame on others. He also adds that fortunately, however big the problem is, one can always find someone to blame for it as dupes are always there.

### **SUMMARY: INCORPORATING BUSINESS SHORT STORIES INTO MANAGEMENT EDUCATION**

No matter how much criticism we see, most of these books can be well incorporated into management education programmes. Experiences also show that students are grateful for it because educative short stories usually communicate the same information as textbooks, but in a much more interesting and compact form.

It is also much easier to make an abstract of such books. It is true that they are focused on only one or a couple of basic notions, and do not contain as much information as technical books or textbooks. However, the most important point is not the amount of knowledge, but the possibility that the morals of the books will become a part of the students’ way of thinking, and the stories will help them gain inspiration and motivation.

Based on the focus of the books their use as recommended literature is possible in the education of broader management, marketing, human resources management, management organization, change management and several other subjects.

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