

MANAGEMENT

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PREFACE

It is hard to imagine a more critical, challenging, and dynamic area than modern management. Issues of productivity, quality of work life, organizational adaptability, product quality, innovation, corporate social responsibility, labor costs, and employee creativity all fall within the domain of management. We have attempted in *MANAGEMENT* to convey the excitement, richness, and importance of this fascinating field. Our hope is that the resulting text is comprehensive, academically honest, relevant, and interesting.

TEXT ORGANIZATION

MANAGEMENT is divided into seven parts, which are in turn divided into 24 chapters. Part 1 serves as both an introduction to the study of management and an overview of the historical perspectives that have emerged to address specific managerial problems and issues. Part 2 identifies important factors that influence human behavior as well as key contextual dimensions of the organization. Students will have the opportunity in this part to familiarize themselves with the vocabulary of management as well as to identify important aspects of managerial activity.

Part 3 describes the procedures managers follow to perform effectively the planning activity. It does so by identifying the role that goals serve in the planning process, presenting techniques that can be used in the formulation of a strategy, and discussing the fundamental approach necessary for effectively implementing plans. Part 4 focuses on methods managers use in organizing and staffing activities. Issues concerning the appropriate design of the organization, the design of individual jobs, hiring and evaluating personnel, and the process of change are addressed in separate chapters.

Part 5 considers management issues and problems related to directing members of the organization. The topics of motivating others, effective communication, leadership, the management of groups, and problem solving and creativity are individually addressed. Part 6 describes techniques that are used for controlling activities in organizations. Chapters in this part deal with the creation and implementation of control systems, the role of computers in the organization, manage-

Preface

ment information systems, and operations management. Finally, Part 7 discusses topics in management that have grown in importance over the past decade. Specifically, we discuss issues related to management in the international organization, small business management and entrepreneurship, the process of effectively developing a career in management, and social and ethical issues that confront managers. This part concludes with a special appendix dealing with stress management.

CHAPTER ORGANIZATION

Each chapter contains the following learning devices:

▲ Learning objectives.

A Tables, graphs, and schematics presenting information and relationships in a visually appealing way.

▲ Profiles of key scholars, with interviews relating to their current research and theorizing.

▲ Profiles of practicing managers, with interviews relating to their jobs and organizations.

A "From the Field" boxes presenting original survey information concerning key topics.

A "Situations" providing real-world illustrations of text material. A Implications for management, a concluding section highlighting the relevance of chapter materials to the practice of management. A Key terms and concepts presented in boldface type in the chapter and listed at the end of the chapter. A Review questions testing recall and understanding. A A recent case, drawn from an actual management situation, giving students the opportunity to apply chapter concepts and methods to real-world management problems. A References.

SPECIAL FEATURES

A MANAGEMENT provides the most comprehensive coverage of any management text. Detailed coverage of such topics as operations management, small business management and entrepreneurship, international management, and computer applications in management helps ensure compliance with AACSB guidelines. Further, the breadth of coverage—including topics such as management information systems, strategic management, career management, and problem solving and crea-

tivity—gives the instructor the flexibility to explore the full range of contemporary management or select chapters of particular interest. Suggested course outlines are provided in the supplementary materials to provide guidance for instructors wishing to adopt a general emphasis or to place relatively greater emphasis on organizational behavior, strategy, operations management, or decision making.

A The book features an attractive, full-color format. It is written in a readable, conversational style. There is ample use of figures, cartoons, photographs, and boxed materials to add interest. A The real-world "Situations" provided throughout the text detail applications of text materials in actual organizations. A A total of 48 chapter-end cases are provided in the text and supplementary materials. Each chapter concludes with a contemporary case, drawn from such sources as *The Wall Street Journal*, *Fortune*, and *Forbes*. Additional cases are provided in the supplementary materials. *None* of the cases are hypothetical. Students can identify with real companies facing the issues discussed in the chapter.

A The academic profiles/interviews are intended to give students the very latest thinking of key scholars. Included among these scholars are Keith Davis on the electronic grapevine, Victor Vroom on the latest version of his normative model of leadership, Kay Bartol on fads in management, Douglas T. Hall on evolving views of careers, and Kathryn Rudie Harrigan on emerging issues in corporate strategy. A Managerial profiles/interviews provide students with the latest thinking of businesspersons about the issues discussed in the text. Examples include Joseph Indelli, president of Columbia Pictures Television Distribution; Loma Adams, president of Doak Pharmacal Co., Inc.; and Gordon MacKenzie, "Creative Paradox" at Hallmark. A Comprehensive cases are included as part-end material. The cases, all real-world examples, include "Sears Roebuck's Struggling Financial Empire" and "E. F. Hutton: Out of Control?" These cases require students to draw on and integrate material from various chapters in the part.

A The "From the Field" features are based on questionnaires, written specifically for this text, which were mailed to a total of 2,000 top managers. The comments of respondents on such issues as career management, strategy, planning, and needed management skills are included as "From the Field" boxes throughout the text. "Market Trends/" "Staffing Practices," and "Microcomputers in Organizations" are among these surveys.

A The text emphasizes both public and private sector organizations, as well as firms offering both products and services. A In every area, the text presents the most recent coverage possible, with examples drawn primarily from the last few years. A sampling of contemporary topics covered includes decision support systems, career planning, computer crime, group decision tools, cafeteria-style benefit

plans, the electronic cottage, and the factory of the future, to name just a few.

▲ Separate name and subject indices are provided.

SUPPLEMENTARY MATERIALS

▲ ***Instructor's Manual***—includes discussion questions and their answers, answers to all cases, suggested course outlines, detailed chapter outlines, lecture notes, and achievement tests (including part exams, mid-term, and final exams).

▲ ***Cases, Readings, and Special Topics in Management***—contains a wide range of key items which include the following:

1. Additional cases corresponding to chapter topics.
2. Readings keyed to each part, selected to relate specifically to the material in the part-end cases.
3. Six appendices, one for each of the first six parts of the text. Appendix titles are as follows:
 - a. Case Analysis
 - b. Evaluating Research
 - c. Applications of Industry Data to Environmental Analysis
 - d. Self-Assessment Scales
 - e. Guidelines for Self-Management
 - f. The Basics of BASIC Programming
4. Two supplementary chapters—the first dealing with control techniques and the second with decision-making tools for managing.
5. A variety of additional boxes, figures, tables, and quotations to supplement chapter materials.
6. Additional situations.

A Study Guide—contains a section on case analysis, chapter outlines, chapter summaries, self-test questions, exercises, and a glossary of terms used in the text.

A Test Bank—contains approximately 1,800 questions. There are approximately 30 true-false and 45 multiple choice questions per chapter. The test bank is available in either printed or microcomputer [MicroSWAT II] versions.

▲ ***Transparencies***—a set of 96 multi-color transparencies. One-half of these are reproductions of text illustrations while the other half are new to the package.

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DEDICATION

To Holly, Elizabeth, and Katherine, and to Amy.

*Ramon J. Aldag
Timothy M. Stearns*

Credits

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