

MANAGEMENT

ALDAG · STEARNS

CONTENTS

THE SCOPE OF MANAGEMENT

1	▲ INTRODUCTION TO MANAGEMENT	2	3. READ
	THE CONTEXT OF MANAGEMENT	5	
	External Context	6	
	Internal Context	6	
	ORGANIZATION, MANAGEMENT, AND MANAGERS	7	
	What Is an Organization?	7	
	What Is Management?	11	
	What Are Managers?	12	
	Management Skills	15	
	Managerial Roles	20	
	Academic Profile ▲ KATHRYN M. BARTOL	24	
	CASE 1 ▲ Mr. Gasket's Joe Hrudka	27	
2	▲ HISTORY OF MANAGEMENT	29	3. READ
	HISTORICAL FOUNDATIONS OF MANAGEMENT	29	
	Preindustrial Societies	30	
	The Industrial Revolution	32	
	CLASSICAL MANAGEMENT THEORY	35	
	Administrative Theory	35	
	Scientific Management	40	
	Evaluation of Classical Management Theories	44	
	BEHAVIORAL MANAGEMENT THEORY	46	
	Elton Mayo	46	
	Douglas McGregor	48	
	Chris Argyris	49	
	Abraham Maslow	49	
	Evaluation of the Behavioral School	49	
	Academic Profile ▲ RONALD G. GREENWOOD	50	
	QUANTITATIVE MANAGEMENT THEORY	51	
	SYSTEMS THEORY	52	
	CONTINGENCY THEORY	57	
	EMERGING PERSPECTIVES IN MANAGEMENT	60	
	Resource Dependence Perspective	61	
	Population Ecology	62	
	Theory Z	62	
	Competitive Strategy	64	
	CASE 2 ▲ Profiting from the Past	68	
	PART 1 CASE ▲ Changing the Ways of Management	69	

THE BACKGROUND FOR MANAGING

3 ▲ BEHAVIOR IN ORGANIZATIONS	75
SOME IMPORTANT WORK BEHAVIORS	75
Participation	75
Effort	77
Performance	77
ABILITY	78
PERCEPTIONS	78
The Perceptual Process	79
Causal Attribution	84
Reducing Perceptual Errors	85
LEARNING	86
Classical Conditioning	86
Operant Conditioning	87
Social Learning	88
Academic Profile ▲ WILLIAM E. SCOTT, JR.	89
PERSONALITY	90
Theories of Personality	90
Important Personality Dimensions	92
NEEDS	93
Maslow's Need Hierarchy	93
Theory X and Theory Y	94
ATTITUDES	95
The Components of Attitudes	95
Why Care about Attitudes?	96
Some Important Work Attitudes	97
Attitude Formation	100
The Relationships of Attitudes to Behaviors	101
VALUES	104
The Functions of Values	104
Types of Values	105
Work Values	105
CASE 3 ▲ Nobody Gets Fired in Portugal	110

2. BROWSE

4 ▲ THE CONTEXT OF ORGANIZATIONS	111
ORGANIZATION CONTEXT	111
Contextual Dimensions	113
Organization Context and Systems Theory	114
ENVIRONMENTAL DOMAINS AND DIMENSIONS	114
Environmental Domains	117
Environmental Dimensions	129
ENVIRONMENTAL UNCERTAINTY	135
Academic Profile ▲ GREGORY G. DESS	136
ORGANIZATIONAL ADAPTATION AND CONTROL	139
Organizational Adaptation	139
Environmental Control	144
INTERORGANIZATIONAL RELATIONSHIPS	147
Organization Set	147
Networks	148
ORGANIZATION GROWTH AND DECLINE	151
Size and Age	151
Managerial Profile ▲ JOSEPH D. INDELLI	152

2. BROWSE

Stages of Growth	153
Organization Decline	156
CASE 4 ▲ The U.S. Lodging Industry	161
PART 2 CASE ▲ The Nummi Venture	163

2. BR

PLANNING

5 ▲ ORGANIZATIONAL GOALS	168
THE IMPORTANCE OF ORGANIZATIONAL GOALS	169
External Importance of Goals	170
Internal Importance of Goals	174
TYPES OF GOALS	176
Official Goals	177
Operative Goals	178
Operational Goals	180
FORMULATING GOALS	181
External Factors and Goal Formulation	183
Internal Factors and Goal Formulation	185
MANAGING MULTIPLE GOALS	186
Sequential Attention	187
Preference Ordering	188
Goal Changes	188
ORGANIZATIONAL EFFECTIVENESS	189
Effectiveness versus Efficiency	189
Approaches for Assessing Organizational Effectiveness	191
Criteria for Assessing Organizational Effectiveness	195
Academic Profile ▲ KIM S. CAMERON	197
CASE 5 ▲ America's Most Admired Corporations	200

1. PAY SOME ATTENTION

6 ▲ STRATEGIC PLANNING	203
THE IMPORTANCE OF STRATEGIC PLANNING	205
COMPONENTS OF STRATEGIC PLANNING	206
Defining Organizational Purpose and Mission	206
Setting Organizational Goals	206
Formulating the Strategic Plan	207
Implementing the Strategic Plan	208
Evaluating the Strategic Plan	209
FORMULATING THE STRATEGIC PLAN	209
SWOT Analysis	210
Formulating Strategic Goals	213
Selecting a Strategy	213
Managerial Profile ▲ FREDERICK W. ZUCKERMAN	222
STRATEGIC MODELS	224
Adaptation Model	224
Academic Profile ▲ KATHRYN RUDIE HARRIGAN	225
Competitive Model	229
Portfolio Model	234
Survival Model	236
STRATEGIC PLANNING MODELS: AN OVERVIEW	239
CASE 6 ▲ Bar Wars: Hershey Bites Mars	242

2. BROWSE

7 ▲ FUNDAMENTALS OF PLANNING	245
INTEGRATING THE PLANNING PROCESS	246
The Need to Coordinate Activities	246
Levels of Planning	247
The Planning Staff	250
ACTION PLANS	251
Single-Use Plans	252
Standing Plans	254
PLANNING HORIZONS	257
Long-Range Planning	257
Intermediate Planning	258
Short-Range Planning	259
Integrating Planning Horizons	259
Managerial Profile ▲ DONALD B. NEWTON	260
CONTINGENCY PLANNING	261
STEPS IN PLANNING	264
Planning Steps	264
Making Planning Effective	265
MANAGING THE PLANNING PROCESS	266
Academic Profile ▲ PETER LORANGE	267
Barriers to Planning	268
Overcoming Barriers to Planning	270
Reasons for Planning Failure	272
CASE 7 ▲ Planning at Thousand Trails	274
PART 3 CASE ▲ Sears Roebuck's Struggling Financial Empire	275

3. READ

ORGANIZING AND STAFFING

8 ▲ ORGANIZATIONAL DESIGN	281
ORGANIZATIONAL STRUCTURE	281
Defining Organizational Structure	281
Basic Elements of Organizational Structure	282
DESIGNS OF ORGANIZATIONS	295
Functional Design	295
Divisional Design	297
Hybrid Design	302
Matrix Design	304
CONTEXT AND ORGANIZATIONAL DESIGN	309
Environment and Design	309
Academic Profile ▲ HENRY TOSI	310
Strategy and Design	312
Size and Design	317
Technology and Design	319
CASE 8 ▲ A New Brand of Management	324

3. READ

9 ▲ JOB DESIGN	326
THE QUALITY OF WORK LIFE	327
THE CASE FOR SPECIALIZATION	328
JOB SIZE	330

1. PAY

Benefits of Increased Scope	331
Benefits of Increased Depth	332
THE JOB CHARACTERISTICS MODEL	333
Core Task Dimensions	334
Interpersonal Dimensions	334
Research on the Job Characteristics Model	336
The Focus on Perceptions	336
IMPLEMENTING JOB ENRICHMENT	337
The Conditions for Successful Redesign	338
Steps in Implementation	338
WHO WANTS ENRICHED JOBS?	339
The Search for Factors Influencing Reactions to Job Enrichment	341
Higher Order Need Strength	341
THE CASE AGAINST JOB ENRICHMENT	341
THE SOCIAL INFORMATION-PROCESSING APPROACH	342
Academic Profile ▲ EUGENE F. STONE	343
OTHER JOB CHANGES	344
Flextime	344
Job Sharing	346
Compressed Workweek	346
CASE 9 ▲ Riding the Product through the South Bronx	349

1. PAY SOME ATTENTION

10 ▲ STAFFING THE ORGANIZATION	351
HUMAN RESOURCE PLANNING	352
LAWS INFLUENCING STAFFING	353
Health, Safety, and Security	354
Employment Discrimination	355
Labor Unions	357
RECRUITING	358
Sources of Applicants	359
The Realistic Job Preview	360
SELECTION AND HIRING	360
Application Blanks	361
References	363
Interviews	363
Testing	364
Assessment Centers	366
PLACEMENT	367
Orientation	367
Lateral Move	368
Promotion	368
Demotion	369
Terminating Employees	369
TRAINING AND DEVELOPMENT	370
Determining Training and Development Needs	370
Approaches to Training and Development	371
PERFORMANCE APPRAISAL	373
Why Appraise Performance?	373
Pitfalls in Performance Appraisal	373
Types of Performance Measures	373
Academic Profile ▲ KENDRITH M. ROWLAND	374
COMPENSATING EMPLOYEES	377

2. BROWSE

Job Analysis	377
Job Description	377
Labor Market Conditions	378
Pay Systems	379
CASE 10 ▲ Personality Testing for Blue-Collar Jobs	385

2. BR

11 ▲ MANAGING ORGANIZATIONAL CHANGE	386
FORCES FOR ORGANIZATIONAL CHANGE	387
External Forces	387
Internal Forces	388
THE CHANGE PROCESS	390
Planned versus Reactive Change	390
Steps in the Change Process	391
Resistance to Change	394
Overcoming Resistance to Change	395
TARGETS FOR CHANGE	397
Technology Change	398
Administrative Change	401
Human Change	402
ORGANIZATIONAL CONFLICT	410
Conflict and Competition	410
Academic Profile ▲ ROBERT A. ZAWACKI	411
Sources of Conflict	412
Outcomes of Conflict	414
MANAGING CONFLICT	415
Preventing Conflict	416
Reducing Conflict	417
Stimulating Conflict	419
Ineffective Techniques	420
CASE 11 ▲ Middle Managers and Supervisors Resist Moves to More Participatory Management	424
PART 4 CASE ▲ Meet Today's Young American Worker	425

1. PAY SOME ATTENTION

DIRECTING

12 ▲ MOTIVATING	431
WHAT IS MOTIVATION?	432
CONTENT, PROCESS, AND REINFORCEMENT THEORIES OF MOTIVATION	433
MASLOW'S NEED HIERARCHY	433
ALDERFER'S ERG THEORY	436
McCLELLAND'S ACHIEVEMENT MOTIVATION THEORY	437
Measuring Need for Achievement	438
Characteristics of Individuals with Strong Needs for Achievement	439
Developing Need for Achievement	439
Need for Achievement and Job Success	440
Need for Affiliation and Need for Power	440
HERZBERG'S TWO-FACTOR THEORY	441
Motivators and Hygiene Factors	441
Organizational Implications of the Two-Factor Theory	443

2. BROWSE

Criticisms of the Two-Factor Theory	443
EXPECTANCY THEORY	445
Expectancy Theory Concepts	445
Use of Expectancy Theory	448
The Predictive Power of Expectancy Theory	450
An Expanded Model	451
EQUITY THEORY	451
Why Be Fair?	452
Determining Equity	452
Inputs and Outcomes	453
Restoring Equity	453
Academic Profile ▲ ROBERT P. VECCHIO	454
Other Rules for Determining Distributive Fairness	457
Procedural Fairness	458
GOAL SETTING	458
Functions of Goals	459
Goal Characteristics	460
Management by Objectives (MBO)	462
LEARNING THEORY	464
Arranging the Contingencies of Reinforcement	464
Partial versus Continuous Reinforcement	465
Organizational Behavior Modification	466
CASE 12 ▲ Tying Managers' Pay to Performance	472

2. BROWSE

13 ▲ COMMUNICATING	474
FUNCTIONS OF COMMUNICATION	476
ANALYZING COMMUNICATION	477
Activity Sampling	477
Sociogram	478
Ecco Analysis	478
Flesch Index	479
THE COMMUNICATION PROCESS	480
SOME CAUSES OF COMMUNICATION FAILURE	481
Semantics	481
Distraction	481
Misrepresentation	481
Information Retention	482
Perceptual Factors	482
Other Factors	483
Overcoming Communication Problems	483
RECEIVING ACCURATE COMMUNICATION	484
Is It Good News or Bad News?	484
How Many Information Sources?	484
Can You Influence the Sender's Career?	484
Are You Trustworthy?	485
How Much Discretion Is Allowed?	485
Is Communicating to You Difficult?	485
How Heavy Are Workloads?	485
How Many Links in the Communication Chain?	487
TECHNIQUES FOR COMMUNICATING IN ORGANIZATIONS	486
Downward Communication	487
Upward Communication	488
Horizontal Communication	490

3. READ

COMMUNICATION CHANNELS	490
Capacity	490
Modifiability	491
Duplication	491
Immediacy	491
One-Way versus Two-Way	491
Number of Linkages	492
Appropriateness	492
Selecting Channels	492
Nonverbal Communication	492
COMMUNICATION NETWORKS	494
THE GRAPEVINE	496
Academic Profile ▲ KEITH DAVIS	498
THE IMPACT OF NEW TECHNOLOGIES ON COMMUNICATION	499
CASE 13 ▲ The Electronic In-Basket	503

3. READ

14 ▲ LEADING	504
POWER	505
The Nature of Power	505
Bases of Power	506
Some Specific Sources of Power	507
TRAIT APPROACHES TO LEADERSHIP	509
DEMOCRATIC AND AUTOCRATIC STYLES	511
Managerial Profile ▲ LORNA ADAMS	512
CONSIDERATION AND INITIATING STRUCTURE	514
Evidence Concerning Consideration and Initiating Structure	515
The Direction of Causality	515
The Interaction of Leader Behaviors	516
The Role of the Situation	519
ENGINEERING THE JOB TO FIT THE MANAGER	520
Nature of the Model	520
Implications of the Model	523
The LEADER MATCH Program	523
Evaluation of the Model	523
THE HERSEY AND BLANCHARD SITUATIONAL LEADERSHIP THEORY	524
Follower Maturity	525
Behavior Prescriptions	525
Evaluation of the Situational Leadership Theory	526
THE PATH-GOAL THEORY OF LEADERSHIP	527
Behaviors Considered in the Theory	527
Contingency Factors	529
Evaluation of the Theory	529
THE VROOM AND YETTON NORMATIVE MODEL OF LEADERSHIP	530
The Nature of the Model	530
An Example of Use of the Model	534
Evidence Concerning the Model	535
Criticisms of the Model	537
THE IMPACT OF LEADERSHIP	538
Academic Profile ▲ VICTOR H. VROOM	539
CASE 14 ▲ The "Big Men"	544

2. BROWSE

15 ▲ MANAGING GROUPS 546

TYPES OF GROUPS	547
Types of Formal Groups	548
Types of Informal Groups	549
GROUP FORMATION	550
Proximity	550
Academic Profile ▲ HENRY P. SIMS and CHARLES C. MANZ	551
Need Satisfaction	552
Collective Power	552
Group Goals	552
GROUP DIMENSIONS INFLUENCING EFFECTIVENESS	552
Cohesiveness	553
Roles	553
Status	554
Norms and Conformity	555
Coalition Formation	558
Risky Shift	559
EFFECTS OF GROUP SIZE AND SPATIAL ARRANGEMENTS	562
Group Size	562
Group Spatial Arrangements	564
THE INFORMAL ORGANIZATION	566
Environment	566
External System	566
Internal System	568
Consequences	568
STAGES OF GROUP DEVELOPMENT	568
Stage 1: Membership	569
Stage 2: Subgrouping	569
Stage 3: Confrontation	570
Stage 4: Individual Differentiation	570
Stage 5: Collaboration	570
GROUPTHINK	571
Symptoms of Groupthink	571
Products of Groupthink	571
Preventing Groupthink	572
GUIDELINES FOR MANAGING GROUP MEETINGS	574
Defining the Committee's Assignment	574
Planning the Overall Group Effort	575
Organizing and Staffing the Committee	575
Directing and Controlling the Committee	576
CASE 15 ▲ Nurse-Managed Nursing	579

3. READ

16 ▲ PROBLEM SOLVING AND CREATIVITY 581

PROBLEM-SOLVING STAGES	583
Problem Definition	583
Alternative Generation	583
Evaluation and Choice	584
Decision Implementation	584
Decision Control	584
INFLUENCES ON PROBLEM SOLVING	584
The Ideal Decision Situation	585
"Real-World" Barriers to Effective Problem Solving	585

3. READ

PROBLEM SOLVING IN THE FACE OF CONSTRAINTS	588
Use of Heuristics	589
Procrastination	591
Incrementalizing	591
Conservatism in Information Processing	591
Attempts at Dissonance Reduction	592
Decision Confirmation	592
Defensive Avoidance	592
IMPROVING PROBLEM SOLVING	593
GROUP PROBLEM SOLVING	594
Traditional Interacting Groups	595
The Nominal Group Technique	595
Academic Profile ▲ ANDRE L. DELBECQ	596
The Delphi Process	598
Social Judgment Analysis	599
Automated Decision Conferencing	601
Synthetic Groups	601
DESIGNING GROUPS FOR PROBLEM SOLVING	601
CREATIVITY IN ORGANIZATIONS	605
THE NATURE OF CREATIVITY	606
The Creative Process	606
Views on Creativity	607
Managerial Profile ▲ GORDON MACKENZIE	609
Characteristics of Creative Individuals	610
CREATIVITY ENHANCEMENT TECHNIQUES	610
Brainstorming	611
Gordon Technique	612
Synectics	612
Idea Checklists	613
Attribute Listing	614
Morphological Analysis	614
Retroduction	615
THE CREATIVE ORGANIZATION	615
CASE 16 ▲ A Fatal Error in Judgment	620
PART 5 CASE ▲ Japan's Autocratic Managers	621

3. READ

CONTROLLING

17 ▲ FUNDAMENTALS OF CONTROL 627

IMPORTANCE OF CONTROL	629
Academic Profile ▲ WILLIAM H. NEWMAN	631
THE NATURE OF CONTROL	632
Functions of Control	633
Control Cycle	635
Top-Down versus Bottom-Up Approaches	637
Levels of Control	637
TYPES OF CONTROL SYSTEMS	639
Managerial Discretion	639
Timing	640
Information	641
ACTIVITIES IN THE CONTROL PROCESS	642

3. READ

Monitor Environment	642
Determine Direction	643
Assess Ongoing Operations	644
Assess Control System	644
CONTROL STRATEGIES	645
Market Control	645
Bureaucratic Control	646
Clan Control	647
DESIGNING EFFECTIVE CONTROL SYSTEMS	649
Dysfunctional Side Effects of Control	650
Causes of Dysfunctional Effects	651
Overcoming Dysfunctional Side Effects	653
CASE 17 ▲ Will Stricter Controls Save Nike?	656

3. READ

18 ▲ COMPUTER APPLICATIONS IN MANAGEMENT 658

THE NATURE OF COMPUTERS	658
What Is a Computer?	659
Why Use Computers?	659
THE DEVELOPMENT OF COMPUTERS	659
The Abacus	660
Early Calculating Machines	660
The Mark I Computer	661
MODERN COMPUTERS	661
COMPUTER HARDWARE	662
Input Units	662
Processing Unit	663
Output Units	664
Secondary Storage	664
COMPUTER SOFTWARE	665
Flowcharts	665
Computer Programs	665
Academic Profile ▲ ARCHIE B. CARROLL	666
Documentation	668
COMPUTER APPLICATIONS IN MANAGEMENT	669
Job Design Applications	670
Staffing Applications	670
Decision-Making Applications	671
Control Applications	671
Operations Management Applications	673
Data Processing Operations	674
Word Processing Applications	674
MICROCOMPUTERS	674
Microcomputer Applications	676
Microcomputer Communications	678
PROBLEMS WITH COMPUTERS	679
Malfunctions	679
Errors in Use	680
Invasion of Privacy	681
Hackers	681
Computer Crime	681
Terminal Tedium	682
Negative Human Reactions	682
CASE 18 ▲ Computerizing the Fast Track	684

0. SKIP

19 ▲ MANAGEMENT INFORMATION SYSTEMS 686

INFORMATION AND MANAGEMENT	687
Information Defined	688
How Managers Get Information	688
Information Resource Management	688
Information Value	689
Information Managers	690
WHAT IS A MANAGEMENT INFORMATION SYSTEM?	691
COMPONENTS OF THE MANAGEMENT INFORMATION SYSTEM	692
DESIGN OF THE MANAGEMENT INFORMATION SYSTEM	693
Setting Objectives for the MIS	693
Identifying System Constraints	693
Determining Information Needs	695
Determining Information Sources	696
Putting the System Together	696
Other Issues in MIS Design	696
ADDITIONAL GUIDELINES FOR MIS SUCCESS	701
DECISION SUPPORT SYSTEMS	702
DDS Assumptions	702
DDS Subsystems	703
DSS Goals	704
Academic Profile ▲ DANIEL ROBEY	705
DECISION INSIGHT SYSTEMS	707
EXPERT SYSTEMS	708
OVERCOMING RESISTANCE TO INFORMATION TECHNOLOGY	710
THE IMPACT OF MIS	711
CASE 19 ▲ Information and Timing	714

0. SKIP

20 ▲ OPERATIONS MANAGEMENT 716

THE MEANINGS OF OPERATIONS AND OPERATIONS MANAGEMENT	718
Operations	718
Operations Management	719
The Tasks of the Operations Manager	719
CAPACITY PLANNING	721
FACILITY LOCATION	722
FACILITY DESIGN AND LAYOUT	724
MATERIALS PURCHASING	725
INVENTORY CONTROL	726
Inventory Costs	726
Reorder Point and Reorder Quantity	728
Economic Order Quantity	729
Keeping Track of Inventories	729
New Developments in Inventory Control	730
PRODUCTION PLANNING AND CONTROL	734
The Planning and Control Process	734
Planning and Control Procedures	736
QUALITY CONTROL	738
Inspection	739
Statistical Quality Control	739
Quality Circles	741

3. READ

Monitoring the Quality of Supplies	744
MAINTENANCE POLICIES	744
THE FACTORY OF THE FUTURE	745
Characteristics of the Factory of the Future	745
Academic Profile ▲ RICHARD F. GONZALEZ	746
Robotics	747
CASE 20 ▲ Flexible Manufacturing Systems	754
PART 6 CASE ▲ E. F. Hutton: Out of Control?	755

3. READ

EMERGING ISSUES IN MANAGEMENT

21 ▲ MANAGING IN THE INTERNATIONAL ENVIRONMENT 759

THE MULTINATIONAL CORPORATION	761
UNDERSTANDING INTERNATIONAL BUSINESS	762
Absolute Advantage	763
Comparative Advantage	763
International Product Life Cycle	764
Other Direct Investment Theories	764
THE ENVIRONMENT OF INTERNATIONAL MANAGEMENT	765
International Economic Issues and Trends	766
Legal/Political Factors	767
Sociocultural Factors	770
LEVELS OF INTERNATIONAL INVOLVEMENT	773
International Trade Alternatives	773
Academic Profile ▲ UMA SEKARAN	774
Technology Transfer Alternatives	775
Direct Investment Alternatives	775
STRATEGIC ASPECTS OF INTERNATIONAL MANAGEMENT	776
International Corporate Planning	777
Organizing and Staffing for International Operations	778
Directing in International Corporations	779
Controlling International Corporations	780
COMPARATIVE MANAGEMENT	780
Power Distance	783
Uncertainty Avoidance	783
Individualism	783
CASE 21 ▲ Valmont Industries, Inc.	786

0. SKIP

22 ▲ SMALL BUSINESS MANAGEMENT AND ENTREPRENEURSHIP 788

DEFINING A SMALL BUSINESS	789
ENTREPRENEURSHIP	791
Entrepreneurs and Small Businesses	791
Entrepreneurial Myths and Fallacies	792
Entrepreneurial Characteristics	793
THE SMALL BUSINESS ENVIRONMENT	795
Economic Domain	795
Political Domain	797

1. PAY SOME

Social Domain	798
Technological Domain	798
Competitive Domain	799
Physical Domain	800
Failures in Small Businesses	800
Successful Strategies in Small Businesses	802
MANAGING THE SMALL BUSINESS	803
Planning	804
Organizing and Staffing	804
Directing	805
Controlling	805
MAKING THE SMALL BUSINESS EFFECTIVE	805
Academic Profile ▲ ALAN C. FILLEY	806
Determining Sales Potential	807
Attracting Customers	808
Selling to Customers	808
Getting the Work Done	809
Converting the Plan into Dollars	809
Control and Feedback	810
Putting Your Plan into Action	811
Small Manufacturing	811
THE BASICS OF STARTING YOUR OWN BUSINESS	812
What Business Should Be Started?	812
Is This Business Feasible?	813
What Steps Are Needed to Open the Business?	813
CASE 22 ▲ The Rural Card Shop	817

1. PAY SOME ATTENTION

23 ▲ MANAGING CAREERS 818

WHAT IS A CAREER?	819
The Protean Career	819
Why Are Careers Important?	820
The Quest for the Ideal Job	821
Stages of Career Choice	821
Self-Analysis	822
CAREERS AND THE LIFE CYCLE	823
CAREER STAGES IN ORGANIZATIONS	826
Early Career Issues	827
Middle Career Issues	831
Late Career Issues	834
A THREE-DIMENSIONAL MODEL OF CAREERS	836
MODELS OF INDIVIDUAL DIFFERENCES IN CAREERS	838
Holland's Occupational Personality Types	838
Schein's Career Anchors	839
Driver's Career Concept Types	841
Academic Profile ▲ DOUGLAS T. HALL	842
CAREER MOBILITY	843
Success Chess	843
Mobilography	844
SELF-MANAGEMENT OF CAREERS	846
ENHANCING CAREERS OF WOMEN AND MINORITIES	848
Women's Career Development	848
Dual-Career Couples	849
Managerial Profile ▲ ROBERT F. OGDEN	850
Career Development of Females and Minorities	853
CASE 23 ▲ Female Executives	857

2. BROWSE

1 ▲ SOCIAL ISSUES IN MANAGEMENT	859
WHAT IS SOCIAL RESPONSIBILITY?	860
Academic Profile ▲ KENNETH R. THOMPSON	861
VIEWS ON SOCIAL RESPONSIBILITY	862
The Classical View	862
The Constrainer View	864
The Foreboder View	864
The Demander View	864
Managerial Profile ▲ JOHN FLICKER	866
INTERESTED GROUPS	867
Shareholders	867
Consumers	868
Employees	868
Minority Groups	868
Women	869
Older People	869
The Handicapped	869
The Community at Large	869
BENEFITS AND COSTS OF SOCIAL ACTIONS	870
Benefits	870
Costs	872
Comparing Benefits and Costs	873
PLANNING AND ORGANIZING FOR SOCIAL ISSUES	874
Planning for Social Issues	874
Organizing for Social Response	875
THE SOCIAL AUDIT	876
What Is a Social Audit?	876
Conducting and Reporting on the Social Audit	876
BUSINESS ETHICS	878
Ethical Dilemmas	878
The Demand for Ethical Behavior	881
Codes of Ethics	882
Factors Influencing Ethical Behavior	882
Encouraging Ethical Behavior	883
CASE 24 ▲ Genetic Testing of Workers	886
PART 7 CASE ▲ U.S. Firms Operating in South Africa Debate	
Whether to Stay or Go	887
PART 7 APPENDIX ▲ MANAGING STRESS	A-1
NAME INDEX	N-1
SUBJECT INDEX	S-1