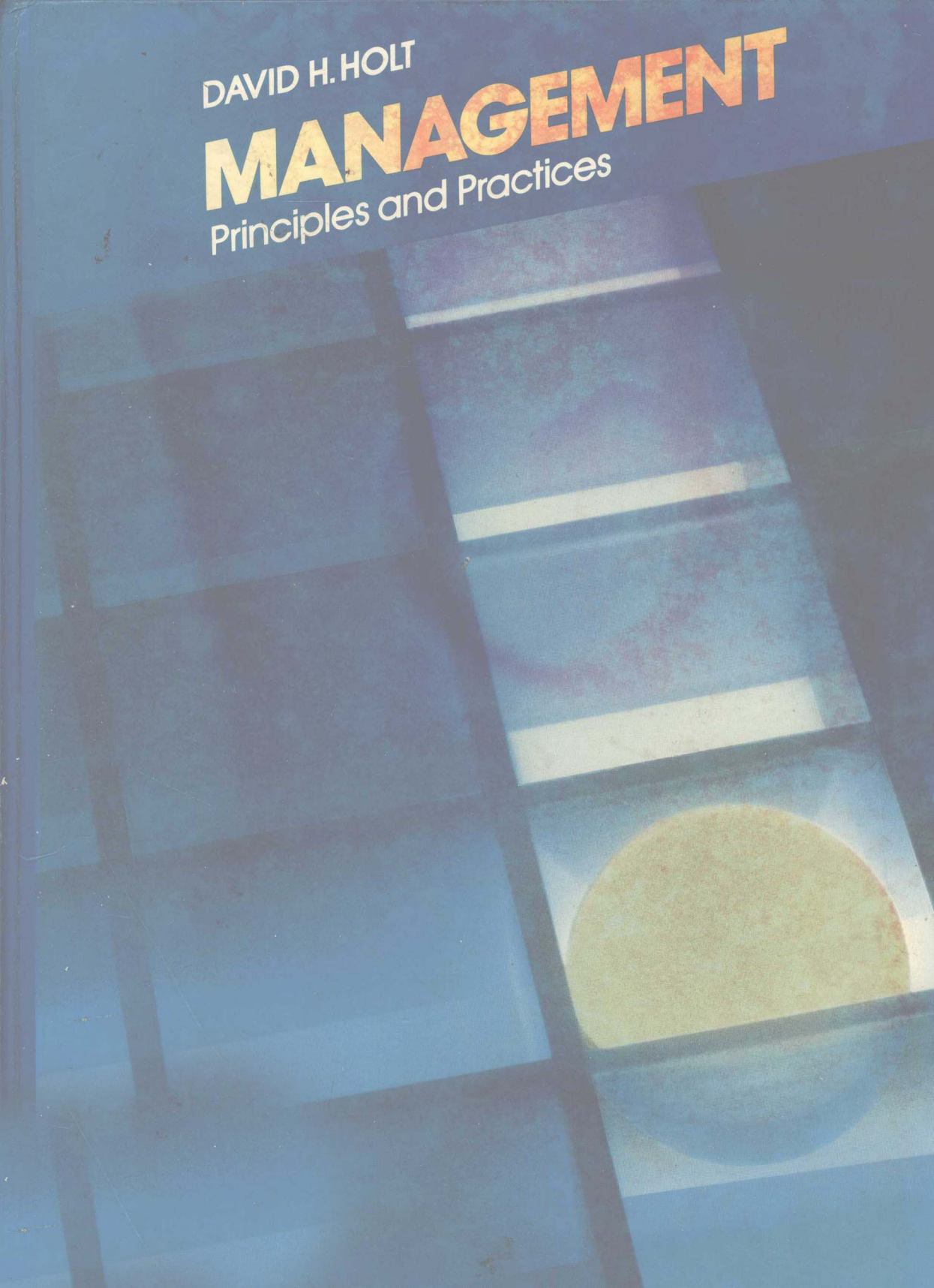


DAVID H. HOLT

MANAGEMENT

Principles and Practices



MANAGEMENT

Principles and Practices

DAVID H. HOLT
James Madison University

PRENTICE-HALL, INC., Englewood Cliffs, N.J. 07632

HOLT, DAVID H.

Management, principles and practices.

Includes bibliographies and indexes.

1. Management. 2. Industrial management.

I. Title.

HD31.H6225 1987 658.4 86-25161

ISBN 0-13-548207-0

Editorial/production supervision: Esther S. Koehn

Cover design and interior design: Linda Conway

Manufacturing buyer: Ed O'Dougherty

Cover photo: Paul Silverman

Photo research: Charlotte Green

Chapter opening photo credits: page 4, Teri Leigh Stratford; page 35, National Archives; page 72, Catherine Ursillo/Photo Researchers; page 102, Rhoda Sidney/Leo de Wys; page 135, Camerique; page 175, Guy Gillette/Photo Researchers; page 226, Louis Goldman/Photo Researchers; page 260, John Gruen, courtesy of Schlumberger Limited; page 292, Tom McHugh/Photo Researchers; page 327, Honeywell, Inc.; page 368, Ellis Herwig/Stock, Boston; page 405, Alan Carey/The Image Works; page 433, courtesy of the Chrysler Corporation; page 463, Al Stephenson/Woodfin Camp & Associates; page 512, John Terence Turner; page 546, courtesy of Intel Corporation; page 542, Larry Lawfer/The Picture Cube; page 617, Teri Leigh Stratford/Photo Researchers; page 668, AP/Wide World Photos; page 695, courtesy of Wellington Puritan Industries; page 724 left, UPI/Bettmann Newsphotos; page 724 center, AP/Wide World Photos; page 724 right, UPI/Bettmann Newsphotos; page 754, courtesy of Candle Computer System

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A Division of Simon & Schuster

Englewood Cliffs, New Jersey 07632

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Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

ISBN 0-13-548207-0 01

Prentice-Hall International (UK) Limited, *London*

Prentice-Hall of Australia Pty. Limited, *Sydney*

Prentice-Hall Canada Inc., *Toronto*

Prentice-Hall Hispanoamericana, S.A., *Mexico*

Prentice-Hall of India Private Limited, *New Delhi*

Prentice-Hall of Japan, Inc., *Tokyo*

Prentice-Hall of Southeast Asia Pte. Ltd., *Singapore*

Editora Prentice-Hall do Brasil, Ltda., *Rio de Janeiro*

P R E F A C E

In the study of management, the concept of productivity is in vogue, but it is more than a faddish theme. Managers have been trying to enhance productivity since the early years of the industrial revolution. However, in response to intense global competition, productivity has been emphasized in literature and business school curricula. This text addresses global competition, the resurgence of productivity management concepts, and the renaissance of free enterprise. If there is one compelling notion underscoring the rationale of this text, it is that productivity can only be achieved through quality performance by dedicated people working in enriched organizational environments.

An accent on quality is at the heart of this text, but I have not taken this approach merely to sell textbooks. Having spent several years teaching in Europe, I am sensitive to America's tremendous national resource of innovative managers and exceptionally skilled workers. Having spent several years in Japan, I am sensitive to our impertinence as a nation. Looking at our Eastern and Western competitors and allies, it is obvious that the United States *is* and *should continue to be* a world leader in commerce. But that goal cannot be achieved without conscientious effort to use our extraordinary human and material resources to make quality products, provide quality services, and encourage quality performance in the most productive ways possible.

Theory X, Theory Y, and now Theory Z reflect traditional, enlightened, and Japanese management techniques. Perhaps we need a *Theory A* that captures the spirit and creativity of American enterprise. Theory A would encompass our pervasive spirit of independence and individualism, our ability to adapt and to take entrepreneurial risks, and our resolution to foster democratic institutions.

With these points in mind, this text covers fundamental concepts in management and also provides insights on a global basis that I hope will better prepare students for management careers in the twenty-first century. International management techniques are discussed throughout the text. Comparative commentary explores threats and challenges of managing organizations successfully in a highly competitive world. Cultural changes which signal a transition into an information age are dealt with throughout the text, and high-tech examples are coupled with manufacturing and service organization examples to ensure diversity.

The text follows a format comfortable to educators. Pedagogical expectations revealed by survey information, AACSB data, and Academy of Management seminars on teaching management are addressed in this text. For example, a *functional* or *process* approach seems essential to ensure comparability across curricula. Two short end-of-chapter cases are preferred to long cases and fewer options. Special topics including *entrepreneurship*, *international management*, *production and operations management control*, and *social responsibility* are given chapter-length treatment. Topic coverage for production, operations management, management careers, organizational development, stress management, and conflict resolution is integrated into relevant chapters. Quantitative exercises are balanced to provide appropriate coverage without reaching beyond student abilities. The text includes special coverage of several emerging concepts such as just-in-time production techniques that practicing managers are currently adopting in the United States. The cases are factual; only a few have disguised names or companies and most are from firsthand consulting experience or published information.

Features and Organization

One important respect in which *Management Principles and Practices* differs from other texts is that Topic supplements are provided at the end of each part to give instructors greater flexibility for fine-tuning their courses. For example, rather than include quantitative examples of break-even analysis and linear programming in the main chapter text, two supplements to Part Five illustrate these subjects with graphic and algebraic solutions. Similarly, at the end of Part Two, MBO is discussed thoroughly for those who want to enrich their lectures or assign additional student reading. Each of the six parts of the text have two in-depth supplements that relate to previous chapters.

The organization of the text is designed for progressive development. Part One includes an introductory chapter on management concepts and an historical overview to organizational theory. Part Two focuses on planning and decision making. Part Three is concerned with organizing and includes treatment on jobs, groups, organizational development, and authority structures. Part Four covers leadership with appropriate topics on motivation, organizational behavior, and communications. Part Five comprises chapters on controlling, production and operations management, and budgeting. Part Six has four chapters on topics of special importance: social responsibility, international management, entrepreneurship, and emerging concepts in management. These final four chapters were not included haphazardly but as carefully selected topics, written intentionally as critical aspects of management essential for a quality management text.

Within each chapter, we have included *management practices*. These are real-world examples drawn from industry to profile individuals, situations, and enter-

prises. Management practices include, for example, a personal profile of Brett Kingstone who is one of America's premier young millionaires. Among his exploits, he created a fiber optics company before he was 23 years old that manufactured lighting for Disney's Epcot Center and Tokyo Disneyland. Other management practices illustrate the growth of Japan's Mitsubishi Industries, and Caterpillar Corporation's renewed products that compete effectively in Japan.

At the end of each chapter, selected questions provide discussion topics for classroom exercises and for student study. Each case has suggested exercises that require articulation and student writing. These are meant to challenge students to think, not merely parrot back pat answers from within the chapters. An extensive glossary at the end of the text provides quick reference to definitions and additional study materials.

Ancillary Materials

Ancillary materials are extensive, and they are designed to not only help instructors but to enrich student learning of management. They include an instructor's manual with outlines, suggested discussion points, and case illustrations. Additional supplementary lecture modules are provided in a separate manual. A comprehensive set of overhead transparency masters have been professionally developed. Instructors will also be provided a library of color acetates in their instructional package together with a student resource manual and a book of readings. The readings focus on critical issues of our time, such as women in management and global competition. In addition to these materials, a book of management profiles summarizes the lives and accomplishments of many of our contemporary leaders in both private industry and government, as well as providing background information on many well-known companies.

For those who would like additional short cases, Prentice-Hall provides *Cases in Management* by Neil Ashworth. George T. Geis and Robert L. Kuhn have also developed an interactive case-based computer simulation called *Micro-Management* to accompany *Management: Principles and Practices*.

Prentice-Hall has developed a master test file that allows instructors to select from more than 2,000 multiple choice and short essay questions. These can be tailored to individual classes and printed for instructors through an innovative service by Prentice-Hall by calling an 800 number. Instructors will find the range of test questions comprehensive, and for those who prefer to structure their own exams or provide students with practice exercises, we have created a full set of microcomputer diskettes. These can be adapted for use with most computer systems or converted to tape masters for interactive applications.

Acknowledgments

A tremendous amount of help has been provided by friends, colleagues, and family members. To thank them all would be a pleasant task, but an extensive one that would fall short of being complete even with the best intentions. I would like to acknowledge those who took an active role reviewing, making editorial contributions, and guiding me toward a successful edition. However, any mistakes or shortcomings in the text are entirely my own.

I am particularly grateful to the following individuals who reviewed the manuscript and made many important suggestions: M. K. Badaway, Cleveland State University; Richard M. Conboy, University of North Carolina at Charlotte; Cynthia V. Fukami, University of Denver; James Gatz, Insurance Institute of America; Theodore F. Gautshi, Bryant College; Durward Hofler, Northeastern Illinois University; John T. Loveland, New Mexico State University; and Dennis L. Stevenson, Pensacola Junior College.

Considerable insights and immense support were provided by two individuals who are not only valued friends but scholars of international management. My thanks to Kanji Haitani, State University of New York, Fredonia, and David Forsyth, University of Strathclyde, Glasgow, Scotland. Professional cooperation and assistance was provided by Richard E. Turner, President, Falconer Glass Industries, Inc.; Paul Bush, President and Chief Executive Officer, Bush Industries, Inc.; and Brett Kingstone, co-chairman, Kingstone-Prato, Inc.

Prentice-Hall editors have provided exceptional support. They are among the friendliest individuals with whom I have had the pleasure to work. They include Alison Reeves, business management editor; Esther S. Koehn, production editor; Steven Anzovin, development editor; Linda Albelli, editorial assistant; and Dan Pellos, sales representative.

The wonderful world of word processing made it possible to write this text without the help of professional clerical staff—a task that was not entirely sane. However, I would be remiss not to mention Marsha Shenk, Pam Dubose, and Christy McGlaughlin, three friends who helped considerably when deadlines became pressing. The most enjoyable acknowledgment is for my family. My wife, Judith, has endured my frustration, provided constructive counterpoints to my arguments, and sacrificed her own time and energy to nourish me, motivate me at the worst of times, and properly reprimand me when my ego got in the way of common sense. The text was written for my sons. They provided the inspiration, hope, and fantasy needed to complete the task. Kevin, the oldest, entered his teens and demonstrated that a young man can excel while his father is preoccupied. Bryan, who is about to enter his teens, has been turned away too often by a father with higher priorities than youthful games and baseball. Sean was too young to be ignored, and he provided welcome interruptions, smiles, and the most pleasant diversions. I hope that my work will provide each of them some degree of permanence, and in years to come, some sense of their father's profession.

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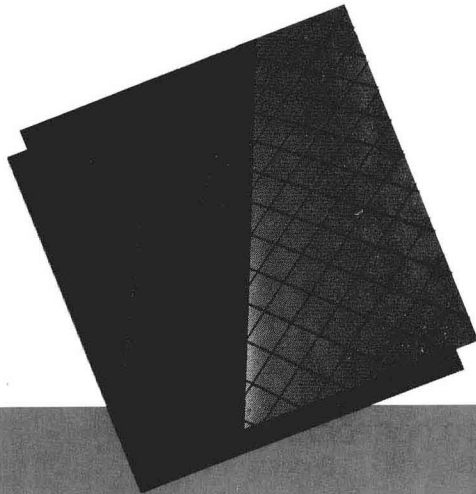
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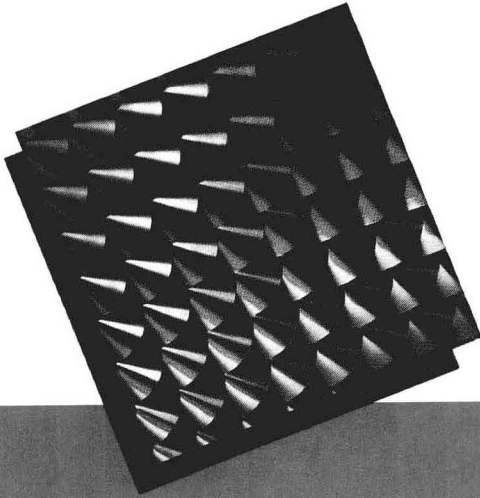
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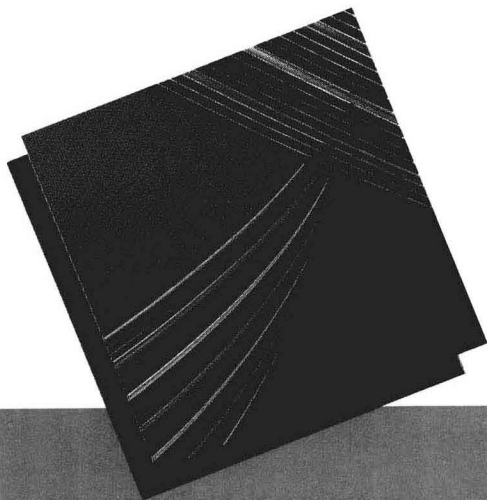
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