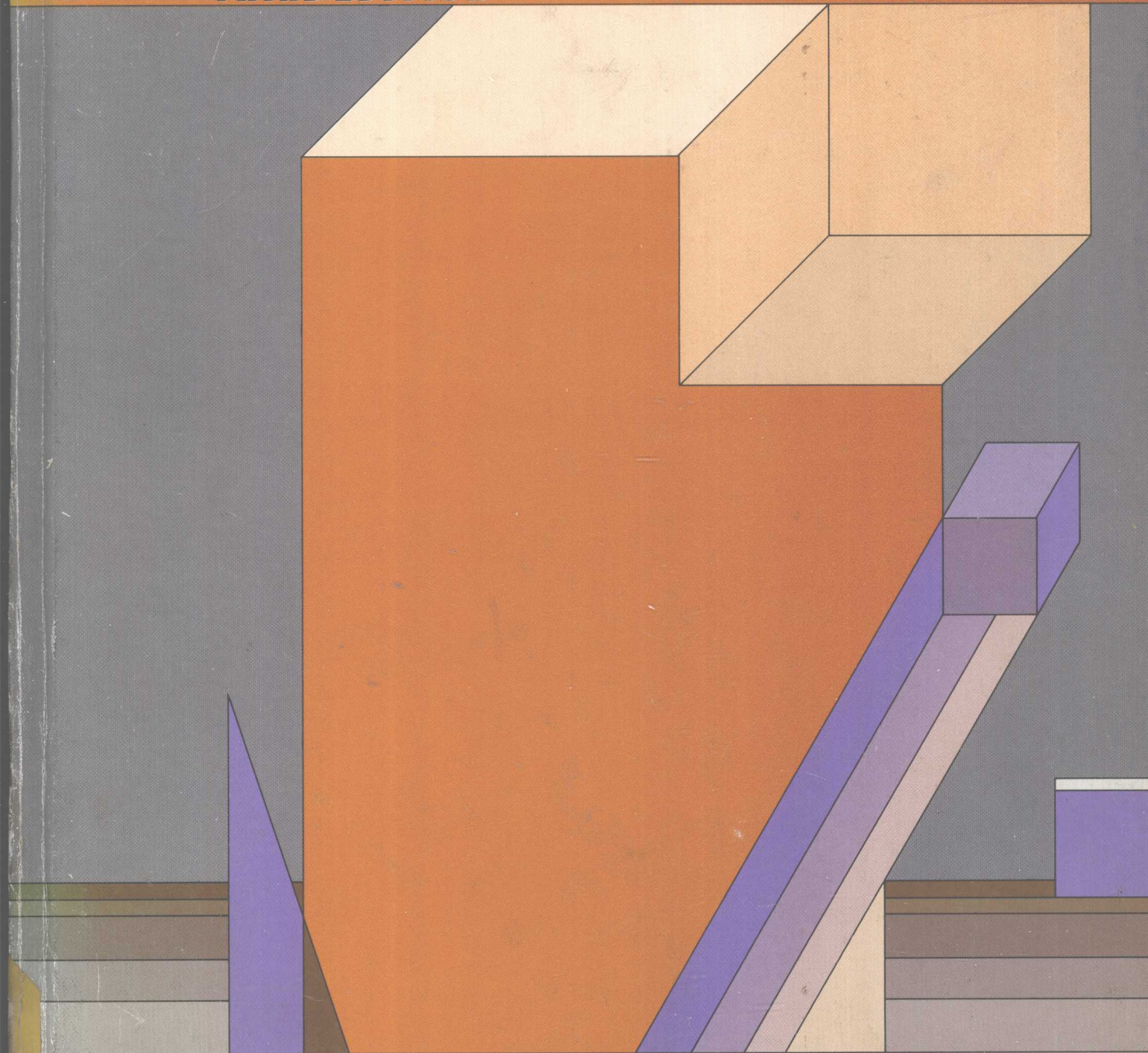


MANAGEMENT: THEORY, PROCESS AND PRACTICE

THIRD EDITION

RICHARD M. HODGETTS



MANAGEMENT:

THEORY, PROCESS

AND PRACTICE

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PREFACE

In this century human progress may be characterized by technical and scientific prowess, but it is accounted for by managerial expertise. Without the ability to formulate objectives, to devise plans, and to coordinate people and materials in a synergistic fashion, Henry Ford would never have built his production line and Neil Armstrong would never have walked on the moon. In many undertakings, management, the process of getting things done through people, is the key to success or failure.

The purpose of this book is to familiarize readers with basic modern management concepts and to acquaint them with the present status and the future of this growing field. I have assumed that readers of this text are newcomers to the study and practice of management. Therefore, the book can be used effectively in the first management course in undergraduate or junior colleges. In addition, it can be employed in professional training courses and is useful to practicing executives who wish to update their knowledge of the field.

I have attempted to present the concepts of modern management in a readable, interesting style through the use of the following special features.

DISTINGUISHING FEATURES

Organization

The book is divided into five major parts. Part 1 introduces and examines the challenge of management and the evolution of management thought. Part 2 examines the development of modern management theory, and emphasizes and explains the process school of management thought which is so important to today's practicing manager. Part 3 discusses the quantitative school of management thought; Part 4 views the behavioral school of management. Part 5 takes an overview of current management theory and practice.

After this overview, the concluding part looks at some critical dimensions on today's management scene, including business's social responsibilities, international business, and the growing professionalism of management. The part ends with some practical information on management as a career.

Exhibits

Numerous tables, charts, and illustrations are employed in this text to highlight important concepts and to present them in the clearest possible manner.

Historical Pictures and Biographical Sketches

Part 2 discusses a number of important contributors to early management thought. To provide the reader with a better understanding of these individuals, pictures and biographical sketches of a number of them are included.

Short Cases

Students too often learn theories without understanding their practical applications. For this reason, four short cases appear at the end of each chapter; they give readers many opportunities to apply the principles, processes, and practices presented in the individual chapters, and thus, reinforce the major concepts introduced.

Comprehensive Cases

The book contains four comprehensive cases, each located at the end of a major section or part. The purpose of these cases is to provide readers with an opportunity to integrate and apply many of the ideas contained in the preceding chapters to a realistic situation.

Glossary of Terms

At the end of the text is a glossary of terms that identifies or describes many of the concepts presented in the book. This glossary is more comprehensive than that contained in any other basic management text and provides a definition or explanation of the most important topics dealt with in the text.

SUPPLEMENTS AND TEACHING AIDS

The following supplements and teaching aids have been designed to accompany the text:

Study Guide and Readings—contains readings; fill-in, true/false, and multiple choice questions; work projects for each chapter; and selected readings.

Teacher's Manual—contains a synopsis of the goals and material in each chapter. In addition, it includes answers to the review and study questions at the end of each chapter, questions associated with the cases at the end of each chapter, and a large pool of true/false and multiple choice questions for testing purposes.

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Richard M. Hodgetts
Miami, 1982

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DEVELOPMENT OF MANAGEMENT THEORY

were created by many contributors along this time continuum; this book will pay particular attention to the work of the scientific managers, the administrative management theorists, and the early behavioral researchers. After the contributions of these three groups are examined, they will be placed in a contemporary critical perspective by means of analyses of both their strong and weak points.

Chapter 3 reviews the development of modern management theory. Many people made contributions to early management thought. A few of the major examples are Frederick W. Taylor, who turned interest toward time-and-motion study; Henri Fayol, the early management theorist; and Elton Mayo, one of the early theorists in the sociopsychological aspects of working. The writing of these scholars continues today to exert influence on management theory; therefore, they and other significant early theorists appear in the chapter for historical and present-day reasons. Chapter 3 basically develops the concepts of three types of early modern management theory: scientific management, administrative management, and behavioral observation.

The overriding objective of Part 1 is to familiarize the reader with management by looking at both future challenges and past accomplishments in the field. The book then proceeds logically to the study of modern management theory and practice.
