

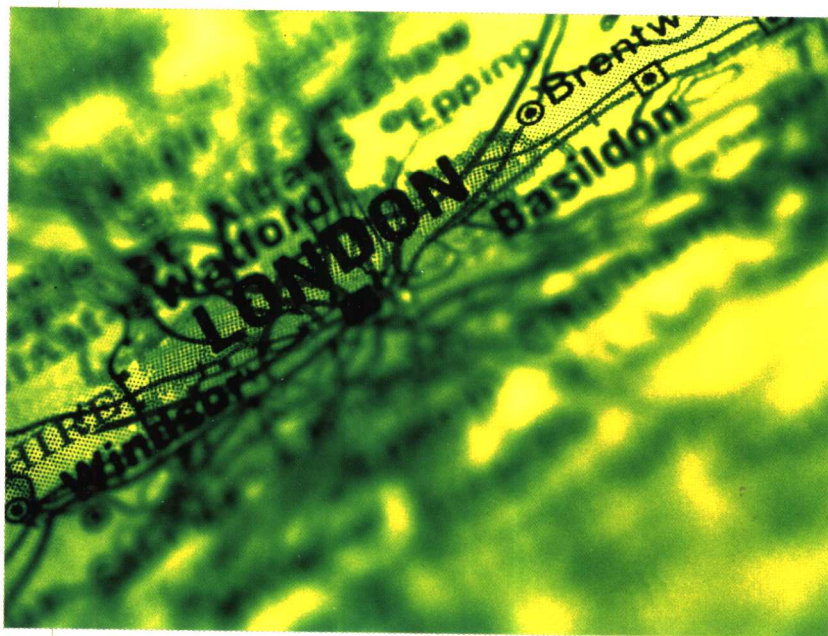
管理学经典入门教材 (英文改编版)

管理学

技能与应用

(第11版)

Leslie W. Rue Lloyd L. Byars /著



Management

Skills and Application



北京大学出版社
PEKING UNIVERSITY PRESS

管理学经典入门教材 (英文改编版)

管理学

技能与应用

(第11版)

Leslie W. Rue Lloyd L. Byars / 著

Management

Skills and Application



北京大学出版社
PEKING UNIVERSITY PRESS

北京市版权局著作权合同登记图字: 01-2005-0285 号

图书在版编目(CIP)数据

管理学:技能与应用(第11版)/鲁(Rue, L. W.)等著. —影印本. —北京:北京大学出版社, 2005. 1
(管理学经典入门教材)

ISBN 7-301-08129-4

I. 管… II. 鲁… III. 管理学-教材-英文 IV. C93

中国版本图书馆 CIP 数据核字(2004)第 109734 号

Leslie W. Rue, Lloyd L. Byars

Management: Skills and Application, eleventh edition

ISBN: 0-07-293593-6

Copyright © 2005 by the McGraw-Hill Companies, Inc.

Original language published by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

Authorized English language reprint edition jointly published by McGraw-Hill Education (Asia) Co. and Peking University Press. This edition is authorized for sale in the People's Republic of China only, excluding Hong Kong, Macao SARs and Taiwan. Unauthorized export of this edition is a violation of the Copyright Act. Violation of this Law is subject to Civil and Criminal Penalties.

本书英文影印版由北京大学出版社和美国麦格劳-希尔教育出版(亚洲)公司合作出版。此版本仅限在中华人民共和国境内(不包括中国香港、澳门特别行政区及中国台湾地区)销售。未经许可之出口,视为违反著作权法,将受法律之制裁。

未经出版者预先书面许可,不得以任何方式复制或抄袭本书的任何部分。

本书封面贴有 McGraw-Hill 公司防伪标签,无标签者不得销售。

书 名: 管理学:技能与应用(第11版)

著作责任者: Leslie W. Rue Lloyd L. Byars 著

责任编辑: 何耀琴

标准书号: ISBN 7-301-08129-4/F·0974

出版发行: 北京大学出版社

地 址: 北京市海淀区中关村北京大学校内 100871

网 址: <http://cbs.pku.edu.cn> 电子信箱: em@pup.pku.edu.cn

电 话: 邮购部 62752015 发行部 62750672 编辑部 62752926

排 版 者: 北京浩德博文信息科技有限公司

印 刷 者: 北京大学印刷厂

经 销 者: 新华书店

850 毫米×1168 毫米 16 开本 28 印张 559 千字

2005 年 1 月第 1 版 2005 年 1 月第 1 次印刷

定 价: 45.00 元

出版者序言

在当前经济全球化的背景下,中国经济的发展需要大量具备扎实理论功底、了解国际规则、能够适应国际竞争需要的优秀的经济管理人才,所以,大力开展双语教学,适当引进和借鉴国外优秀的原版教材,是加快中国经济管理教育步伐,使之走向国际化的一条捷径。为此,北京大学出版社与国外著名出版公司麦格劳-希尔教育出版公司和汤姆森学习出版集团合作推出了《经济与金融经典入门教材》和《管理学经典入门教材》两套系列丛书,这两套丛书的大部分均同时包含英文版和翻译版,主要针对本科层次,目前首先推出英文版(英文影印版/英文改编版)。丛书的筛选完全是本着“出新、出好、出精”的原则,均经过北京大学及国内其他著名高校相关学者的精心挑选,分别汇集了国外经济与金融和管理学领域的经典教材,称得上是一套优中选精的丛书。

鉴于外版教材大多篇幅过长,且其中某些内容不适合我国的教学实际需要,因而我们对部分所选图书进行了必要的删节,成为英文改编版。在选书和删节的过程中,我们得到了许多老师的大力支持和帮助,在此,我们对他们表示衷心的感谢:

北京大学光华管理学院:张一弛、张志学、杨云红、雷明、武常岐、张红霞、陆正飞、黄慧馨

中国人民大学:李先国、杨波、胡波

中国农业大学管理学院:陆娟

中山大学岭南学院:贾佳

天津财经大学财政系:张进昌

哈尔滨工业大学工商管理学院:张莉、李国鑫

这两套丛书是对国外原版教材的直接或删节后影印,由于各个国家政治、经济、文化背景的不同,对于书中所持观点还请广大读者在阅读过程中注意加以分析和鉴别。另外,我们在对原版图书进行删节、重新编排页码的同时,为了便于读者核对使用索引,仍保留了原书的页码,因此读者在阅读过程中可能会发现有跳页现象,而且由于删节,某些文中提到的页码或内容有可能无法找到,对于由此给读者带来的诸多不便,我们深表歉意,恳请您的谅解。

我们期望本套教材的出版可以对我国经济管理学科的教学,尤其是经济管理专业本科的教学有所裨益,能够对我国经济管理学科的发展有所贡献。

一套丛书的推出和不断完善离不开大家的支持和帮助,我们也欢迎所有关心中国经济管理学科教育和发展的专家和学者及广大读者,给我们提出宝贵的意见和建议,诚挚地希望您能向我们推荐您所接触到的国外优秀的经济管理类图书。

北京大学出版社
经济与管理图书事业部
2005年1月

Preface

We are extremely pleased that this book has gone into eleven editions. We believe that the book's endurance is due largely to the feedback and assistance we have received from instructors and students who have used the book. Relying on the suggestions of these groups as well as our own thoughts, we have attempted to improve the book with each new addition. This edition is no exception. The section below summarizes the major changes in this edition:

New to This Edition

- Information Systems for Managers has been eliminated as a separate chapter. This and other related material have been placed in appropriate spots throughout the book.
- The remaining chapters of the Contemporary issues section (International Business and Legal, Ethical, and Social Responsibilities of Management) have been moved to section two of the book. This helps broaden the student's foundation before introducing the more traditional management functions.
- Approximately two-thirds of the "Management Illustrations" used throughout the text are new to this edition, making them very up-to-date.
- Many of the referenced research studies and data have been supplemented with additional and more recent studies.
- Approximately 70 percent of the chapter previews are new to this edition.

Structure of the Chapters

Most of the text's pedagogy has been retained from the last edition. Look for these features in each chapter:

- Learning Objectives—chapter-opening guidelines for students to use as they read. This list of key objectives provides the reader a roadmap for venturing into the text.
- Chapter Previews—real-life, up-to-date vignettes that illustrate one or more of the major points covered in the respective chapters. Preview analysis questions are presented at the end of each vignette to help the student relate the chapter material to the preview.
- Management Illustrations—brief, chapter-related corporate examples found in boxes throughout the chapters. These illustrations present more than 60 examples of concepts contained in the text, and most contain urls on the companies detailed in them.
- Corporate/Organization References—more than 200 references to actual corporations and organizations. We are extremely proud of these references that best serve to bridge the gap between theory and practice. Look for them in the text itself, chapter previews, and management illustrations.
- Margin Glossary—key terms defined where mentioned in the text. This feature is especially helpful to students reviewing chapter material for study and/or testing.

- **Review Questions**—these questions, at the end of each chapter, tie directly back to the learning objectives. By tying the chapter concepts together from beginning to end, students can evaluate their understanding of key constructs and ideas.
- **Skill-Building Questions**—end-of-chapter questions designed to promote critical thinking. These questions ask students to get to a deeper level of understanding by applying, comparing, contrasting, evaluating, and illustrating ideas presented in the chapter.
- **Skill-Building Exercises**—end-of-chapter tools for students and instructors. These exercises can be assigned on the spot in class or as homework.
- **Case Incidents**—end-of-chapter short cases for students. These incidents present lifelike situations requiring management decisions related to the material covered in the respective chapters. As with the skill-building exercises, these can be assigned in class or as homework.

The Teaching Package

A variety of support materials help the instructor in teaching this dynamic field of management. These key items available with the eleventh edition of the text are described below:

- **Lecture Resource Manual and Test Bank**
The Lecture Resource Manual and Test Bank, thoroughly updated by Thomas Lloyd of Westmoreland County Community College, is the instructor's tool box for enhancing student learning. The instructor's manual contains brief chapter overviews; lecture outlines that include topical headings; definitional highlights; coordination points for key terms, review questions, and learning objectives; suggested answers to in-text questions; and transparency masters. The popular "Barriers to Student Understanding" feature addresses areas that are most often stumbling blocks for students. In this section, a series of suggestions guide the instructor in preparing for difficulties, covering easily misunderstood concepts, and aiding the student learning experience through directed discussion. The Test Bank section, completely revised and updated by Thomas Kaplan of Mary Baldwin College, includes true-false, multiple choice, and essay questions tied to the chapter learning objectives and classified according to the level of difficulty.
- **PowerPoint presentation software** contains tables and graphs from the text as well as extra material.
- **Instructor's Resource CD-ROM (007-293594-4)**—Contains all of the supplements listed above, including downloads of figures from the text for your use in PowerPoint presentation slides you create.
- **Manager's Hot Seat Videos (007-29359-52) or DVD**—Available in both VHS and DVD format, watch real managers handle difficult situations in the workplace. These improvised videos show how issues like diversity, discrimination, telecommuting, and teams really shape the way business is done. Teaching notes provide background information and extensive teaching ideas for the VHS tapes. The DVD is completely interactive and self-contained, and can be utilized in or out of the classroom. Ask your sales representative how to get the DVD for yourself and/or students.

- Online Learning Center www.mhhe.com/rue11e—With a wealth of material for both student and professor, our Online Learning Center gives plenty of material to supplement course or classroom, or find more study aids. Make use of our instructor resources, Internet exercises, interactive skills modules, career information, and flash cards to help enhance and review.

Acknowledgments

We think the McGraw-Hill/Irwin sales staff is the best in the industry and we thank them for their continued efforts on our behalf. Our thanks, also, to the members of the McGraw-Hill/Irwin in-house staff who have provided their support throughout this revision.

We have relied on the assistance of so many people throughout this book's history. As we come now to the eleventh edition we wish to thank all of those who have been involved with this project and to make special mention of those involved in the most recent reviewing and marketing research processes:

Kathryn Aten
University of Oregon
Laura Barnes
Averett College—Virginia Beach
Candace Barnett
Mercer University
Sue Biedermann
Texas State University—San Marcos
William Deskin
Davenport University
Joe Downing
Southern Methodist University
Norb Elbert
Eastern Kentucky University
Shirley Fedorovich
Embry-Riddle Aeronautical University
Alan Heffner
Mary Washington College

Mary Beth Klinger
College of Southern Maryland
Karla Leavelle
George Mason University
Joanne Leoni
Johnson & Wales University—North Miami Campus
Ricardo Rivera
Embry-Riddle Aeronautical University
Randy Rose
Averett University—Vienna
John Urbanski
Francis Marion University
Douglas Woundy
Averett University
Marilyn Young
University of Texas—Tyler

We are indebted to our families, friends, colleagues, and students for the numerous comments, ideas, and support that they have provided. A special thanks goes to our assistant, Charmelle Todd, for her work on this revision.

In our continuing efforts to improve this text, we earnestly solicit your feedback. You are the reason for this book's endurance!

Leslie W. Rue

Lloyd L. Byars

About the Authors

Leslie W. Rue

is professor emeritus of management and former holder of the Carl R. Zwerner chair of Family Owned Enterprises in the Robinson College of Business at Georgia State University. He received his Bachelor of Industrial Engineering (with honor) and his Master of Industrial Engineering from Georgia Institute of Technology. He received his Ph.D. in Management from Georgia State University.

Prior to joining Georgia State University, Dr. Rue was on the faculty of the School of Business, Indiana University at Bloomington, Indiana. He has worked as a data processing project officer for the U.S. Army Management Systems Support Agency, in the Pentagon, and as an industrial engineer for Delta Airlines. In addition, Dr. Rue has worked as a consultant and trainer to numerous private and public organizations in the areas of planning, organizing, and strategy.

Dr. Rue is the author of over 50 published articles, cases, and papers that have appeared in academic and practitioner journals. In addition to this book, he has coauthored numerous other textbooks in the field of management. Several of these books have gone into multiple editions.

Dr. Rue has just celebrated his 36th wedding anniversary. He has two daughters, a son, and three grandsons. His hobbies include the restoration of antique furniture and antique wooden speedboats.

Lloyd L. Byars

received his Ph.D. from Georgia State University. He also received a Bachelor of Electrical Engineering and a Master of Science in Industrial Management from Georgia Tech. He has taught at Georgia State University, Clark Atlanta University, and is currently professor of management, College of Management at the Georgia Institute of Technology.

Dr. Byars has published articles in leading professional journals and is also the author of four textbooks that are used in colleges and universities. He has served on the editorial review board of the *Journal of Systems Management* and the *Journal of Management Case Studies*.

Dr. Byars has worked as a trainer and consultant to many organizations, including Duke Power Company, Georgia Kraft Company, Kraft, Inc., South Carolina Electric and Gas Company, the University of Florida—Medical School, the Department of the Army, and the U.S. Social Security Administration. Dr. Byars also serves as a labor arbitrator, certified by both the Federal Mediation and Conciliation Service and the American Arbitration Association. He has arbitrated cases in the United States, Europe, Central America, and the Caribbean.

Dr. Byars has been married to Linda S. Byars for 34 years. They have two daughters, a son, and one grandson.

Brief Contents

PART ONE

Foundations 1

- 1** Introduction to Management 2
- 2** The Management Movement 20
- 3** Developing Communication Skills 45
- 4** Decision-Making Skills 64

PART THREE

Planning Skills 123

- 7** The Basics of Planning and Strategic Management 124
- 8** Operations Management and Planning 149

PART FOUR

Organizing and Staffing Skills 173

- 9** Organizing Work 174
- 10** Organizing Structure 191
- 11** Understanding Work Teams 216
- 12** Staffing 230
- 13** Developing Employees and Managers 252

PART FIVE

Directing Skills 269

- 14** Motivating Employees 270
- 15** Developing Leadership Skills 287
- 16** Managing Conflict and Stress 308
- 17** Managing Change and Culture 338

PART SIX

Controlling Skills 361

- 18** Controlling 362
- 19** Appraising and Rewarding Performance 383
- 20** Operations Control 405

GLOSSARY 430

INDEX 442

Contents

PART ONE

FOUNDATIONS 1

Chapter 1

Introduction to Management 2

Preview 2

What Is Management? 3

Levels of Management 3

Senior Management 4

Middle Management 4

Supervisory Management 4

The Management Process 5

Management Tasks 5

Management Roles 6

Management Skills 6

Principles of Management 8

Diversity and Management 8

What Is Diversity? 9

Reasons for Creating a Diverse Workforce 10

Entrepreneurship and Management 11

Importance of Small Businesses 12

*Entrepreneurship in Large and Medium-Sized
 Businesses 12*

The Challenge of the New Information Age 13

Organization of This Book 13

Summary 14

Chapter 2

The Management Movement 20

Preview 20

U.S. Industrial Revolution 22

Captains of Industry 22

Scientific Management and

Frederick W. Taylor 24

Other Scientific Management Pioneers 26

Fayol's Theory of Management 27

Period of Solidification 28

The Human Relations Thrust 28

The Hawthorne Studies 29

Early Champions of Human Relations 30

The Professional Manager 30

Changing Styles of Management 31

Management Process Period 32

Other Approaches 33

The Systems Approach 33

The Contingency Approach 34

The Japanese Management Movement and
Theory Z 34

Search for Excellence 34

The Emphasis on Quality 35

The International and Global Movement 36

Management in the Twenty-First Century 37

Conclusion 38

Summary 39

Chapter 3

Developing Communication Skills 45

Preview 45

Communication as a Management Skill 46

Interpersonal Communication 47

Conflicting or Inappropriate Assumptions 48

Semantics 48

Perception 48

*Emotions Either Preceding or During
 Communication 49*

Learning to Communication 49

Understanding the Audience 50

Developing Good Listening Skills 50

Selecting Feedback 51

*Understanding the Importance of Nonverbal
 Communication 52*

Written Communication 52

Principles of Good Writing 53

Oral Communication 53

The Importance of Oral Communication 53

Developing Oral Communication Skills 54

Choosing the Best Method
of Communication 54

Communicating within the Organization 55

The Grapevine 55

E-mail 55

The Internet 55

Intranets 56

Communication in International Business

Activities 56

Summary 57

Chapter 4

Decision-Making Skills 64

Preview 64

Decision Making versus Problem Solving 65

Programmed versus Nonprogrammed Decisions	66
Decision Making with Computers	66
The Intuitive Approach to Decision Making	66
Rational Approaches to Decision Making	67
<i>The Optimizing Approach</i>	67
<i>The Satisficing Approach</i>	68
The Decision Maker's Environment	69
Conditions for Making Decisions	70
<i>Certainty</i>	70
<i>Risk</i>	71
<i>Uncertainty</i>	71
Timing the Decision	72
The Role of Values in Decision Making	73
Participation in Decision Making	75
<i>Group or Team Decision Making</i>	75
Barriers to Effective Decision Making	75
Making Creating Decisions	76
<i>The Creative Process</i>	76
<i>Establishing a Creative Environment</i>	76
<i>Tools to Foster Creativity</i>	77
<i>A Model for Creative Decision Making</i>	79
Management Information Systems	81
Summary	82

PART THREE

PLANNING SKILLS 123

Chapter 7

The Basics of Planning and Strategic Management 124

Preview	124
The Planning Process	125
<i>Why Plan?</i>	125
<i>Formal Planning</i>	126
<i>Functional Plans</i>	126
<i>The Planning Horizon: Short Range, Intermediate, and Long Range</i>	127
<i>Operational versus Strategic Plans</i>	127
<i>Contingency Plans</i>	127
Strategy	128
<i>Levels of Strategy</i>	128
The Strategy Management Process	130
<i>Strategic Management</i>	130
<i>Formulating Strategy</i>	131
<i>Implementing Strategy</i>	139
<i>Evaluating and Controlling the Strategic Plan</i>	140
Summary	140

Chapter 8

Operations Management and Planning 149

Preview	149
The Importance of Operations Management	150
Operating Systems and Activities	151
<i>Basic Types of Operating Systems</i>	151
Product/Service Design	153
Process Selection	153
Facilities Layout	154
<i>Materials Handling</i>	155
<i>Basic Layout Classifications</i>	155
Site Selection	156
Job Design	157
<i>Job Content</i>	158
<i>Job Methods</i>	158
<i>Job Characteristics</i>	158
<i>The Physical Work Environment</i>	160
<i>Sociotechnical Approach</i>	160
Computer Technology and the Design Process	161
Day-to-Day Operations Planning	162
<i>Aggregate Operations Planning</i>	162
<i>Resource Allocation</i>	163
<i>Routing</i>	165
<i>Activity Scheduling</i>	166
Summary	167

PART FOUR

ORGANIZING AND STAFFING SKILLS 173

Chapter 9

Organizing Work 174

Preview	174
Reasons for Organizing	175
Division of Labor	176
Power, Authority, and Responsibility	177
<i>Sources of Authority</i>	177
Centralization versus Decentralization	178
Empowerment	179
<i>Self-Managed Work Teams</i>	180
Principles Based on Authority	180
<i>Delegation: The Parity Principle</i>	180
<i>Unity of Command</i>	182
<i>Scalar Principle</i>	182
<i>Span of Management</i>	183
<i>Workplace Changes in Organizations</i>	184
Summary	185

Chapter 10

Organizing Structure 191

Preview 191

Organization Growth Stages 193

Organization Charts 193

Factors Affecting Organization Structure 193

Strategy 194

Size 194

Environment 194

Organization and Technology 195

Changes Affecting Organization Structure 196

A Contingency Approach 197

Departmentation 198

Work Functions 198

Product 199

Geographic 199

Customer 200

Other Types 200

Hybrid Departmentation 200

Types of Organization Structures 200

Line Structure 200

Line and Staff Structure 201

Matrix Structure 202

Horizontal Structure 204

The Virtual Organization 205

Trends in Organization Structure 206

Committees 208

Using Committees Effectively 208

Boards of Directors 208

Summary 209

Chapter 11

Understanding Work Teams 216

Preview 216

Formal Work Groups 217

Informal Work Groups 217

Group Norms 218

Group Behavior 218

Group Cohesiveness 218

Group Conformity 219

Groupthink 220

The Importance of Formal Work Groups 220

Influencing Work Groups 220

Building Effective Work Groups 221

Quality Circles 223

Self-Directed Work Teams 224

Virtual Work Teams 224

Groups and Leaders 225

Gaining Acceptance 225

Encouraging Participation 225

Summary 225

Chapter 12

Staffing 230

Preview 230

Human Resource Planning 231

Job Analysis and Skills Inventory 231

Forecasting 233

Transition 233

Legal Considerations 233

Promotion from Internal and External

Sources 236

Recruitment 237

Legal Influences 237

Selection 238

Who Makes the Decision? 238

Legal Considerations in the Selection Process 239

Selection Procedure 240

Testing 240

Polygraph and Drug Testing 242

Background and Reference Checks 243

Employment Interview 243

Personal Judgment 245

Transfers, Promotions, and Separations 246

Summary 246

Chapter 13

Developing Employees and Managers 252

Preview 252

Human Resource Development Process 253

Orientation 253

Training Employees 256

Needs Assessment 256

Establishing Training Objectives 257

Methods of Training 257

Making Training Meaningful 259

Management Development 259

Needs Assessment 259

Establishing Management Development Objectives 260

Methods Used in Management

Development 260

Understudy Assignments 261

Coaching 261

Job Rotation 262

Special Projects and Committee Assignments 262

Classroom Training 262

Management Education 263

Assessment Centers 264

Evaluating Employee Training and Management Development Activities 265
Summary 265

PART FIVE

DIRECTING SKILLS 269

Chapter 14

Motivating Employees 270

Preview 270
Scientific Management Approach 272
Equity Approach 273
Hierarchy of Needs 273
Achievement-Power-Affiliation Approach 275
Motivation-Maintenance Approach 276
Expectancy Approach 278
Reinforcement Approach 279
Integrating the Approaches to Motivation 280
Job Satisfaction 281
 The Satisfaction-Performance Controversy 281
 Importance of Trust in Motivation 283
Summary 283

Chapter 15

Developing Leadership Skills 287

Preview 287
Power, Authority, and Leadership 288
Leadership and Management 289
Leader Attitudes 289
Framework for Classifying Leadership Studies 290
 Trait Theory 291
 Basic Leadership Styles 292
 Ohio State Studies 292
 University of Michigan Studies 293
 The Managerial Grid 294
 Fiedler's Contingency Studies of Leadership 295
 Continuum of Leader Behaviors 296
 Path-Goal Theory of Leadership 297
 Situational Leadership Theory 298
 Transformational and Transactional Leaders 298
 Servant Leadership 299
Lessons from Leadership Studies 299
Summary 300

Chapter 16

Managing Conflict and Stress 308

Preview 308

Progressive Stages of Conflict 310
Analyzing Conflict 311

Intrapersonal Conflict 311
 Interpersonal Conflict 313
 Intergroup (Structural) Conflict 314
 Organizational Conflict 316
 Political Conflict 316

Managing Conflict 317

Resolving Conflict Situations 317
 The Conflict Interface 319
 Conflict and Diversity 319

Workplace Stress 320

The Workplace Stress Audit 321
 Organizational Guidelines for Managing Stress 322
 Managing Personal Stress 323
 Burnout 324
 Workaholism 325
 Workplace Violence 326
 Employee Assistance Programs (EAPs) 327
 Wellness Programs 329

Summary 329

Chapter 17

Managing Change and Culture 338

Preview 338

Managing Change 339

Change as a Global Issue 339
 Types of Change 340

The Change Process 340

Lewin's Three-Step Model for Change 341
 Resistance to Change 341
 Leading Change 345

Organizational Development 347

Diagnosis 347
 Change Planning 348
 Intervention/Education 348
 Evaluation 349
 Managing Innovation 349

The Learning Organization 350

Managing Corporate Culture 351

Cultural Forms of Expression 352
 How Does Culture Originate? 352
 Strong and Weak Corporate Cultures 353
 Identifying Culture 353
 Changing Culture 356

Summary 356

PART SIX

CONTROLLING SKILLS 361

Chapter 18

Controlling 362

- Preview 362
- Why Practice Management Control? 363
- Two Concerns of Control 364
- The Management Control Process 365
 - Three Requirements for Control* 365
 - Control Tolerances* 367
 - The Control Pyramid* 367
 - How Much Control?* 367
 - Where Should Control Reside?* 370
- Types of Control 371
 - Preliminary, Concurrent, or Postaction Control?* 372
 - Budgetary Control* 372
 - Financial Controls* 373
 - Direct Observation* 375
 - Written Reports* 375
 - Electronic Monitors* 376
 - Management Information Systems* 376
 - Audits* 376
 - Break-Even Charts* 376
 - Time-Related Charts and Techniques* 376
- Summary 377

Chapter 19

Appraising and Rewarding Performance 383

- Preview 383
- Understanding Performance 385
 - Determinants of Performance* 386
- Performance Appraisal Methods 386
 - Goal Setting, or Management by Objectives (MBO)* 386
 - Production Standards* 387
 - Essay Appraisal* 388
 - Critical-Incident Appraisal* 388
 - Graphic Rating Scale* 388
 - Checklist* 388
 - Behaviorally Anchored Rating Scales (BARS)* 389
 - Forced-Choice Rating* 391
 - Ranking Methods* 391
 - Multirater Assessment (or 360-Degree Feedback)* 393
- Selecting a Performance Appraisal Method 393
- Potential Errors in Performance Appraisals 394
- Overcoming Errors in Performance Appraisals 395

- Performance Appraisal and the Law 396
- Rewarding Performance 397
 - Organizational Reward System* 397
 - Relating Rewards to Performance* 397
- Summary 398

Chapter 20

Operations Control 405

- Preview 405
- Controlling Operations Costs 406
- Quality Management 407
 - Quality Assurance* 408
 - Total Quality Management* 409
 - Other Quality Standards* 413
 - The Malcolm Baldrige National Quality Award* 414
 - Types of Quality Control* 415
- Inventory Control 416
 - Just-in-Time Inventory Control* 417
 - Tracking Inventory* 419
 - Independent versus Dependent Demand Items* 419
 - ABC Classification System* 420
 - Safety Stocks* 420
 - The Order Quantity* 421
 - Material Requirements Planning* 421
- Summary 423

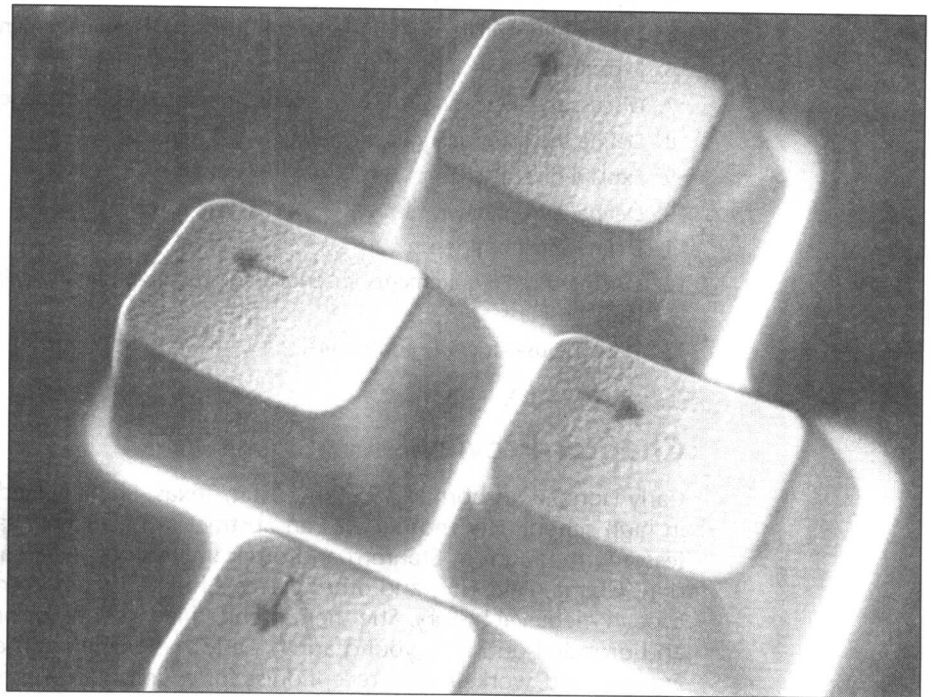
Glossary 430

Index 442

Part 1

Foundations

1. Introduction to Management
2. The Management Movement
3. Developing Communication Skills
4. Decision-Making Skills



Gettyimages/Duncan Smith

Chapter 1

Introduction to Management

Learning Objectives

After studying this chapter, you will be able to:

1. Define management.
2. Describe the levels of management.
3. Discuss the functions of management.
4. Explain the roles of a manager.
5. Describe the skills required to perform the work of management.
6. Explain how principles of management are developed.
7. Discuss the increasing role of women and minorities in management.
8. Define the glass ceiling facing women and minorities.
9. Explain diversity.
10. Define entrepreneur.
11. Define small business.
12. Outline three requirements for encouraging entrepreneurship in medium-sized and large businesses.
13. Describe user-friendly computers.

Chapter Preview

Carly Fiorina was born in 1954 in Austin, Texas. She received the nickname Carly in high school. Her mother was an abstract artist and her father was a law professor who taught at Stanford and other universities. As a child, she lived in London, Ghana, Palo Alto, and other places. She graduated from Stanford with a degree in medieval history. She then attended law school for one semester at UCLA and dropped out. As a young adult, Carly was briefly married, taught English in Europe, and worked as a receptionist for a commercial brokerage firm. It was there, while writing deals for brokers, that she became interested in business. After obtaining an MBA in marketing from the University of Maryland, she went to work as a sales representative for AT&T. She reached a level of management at AT&T where she managed the spin-off of Lucent Technologies from AT&T.