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MANAGEMENT

98/99



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MANAGEMENT 98/99

Sixth Edition



Editor

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Park College

Dr. Fred Maidment is associate professor and department chair of the Department of Business Education at Park College. He received his bachelor's degree from New York University in 1970 and his master's degree from Bernard M. Baruch College of the City University of New York. In 1983 he received his doctorate from the University of South Carolina. His research interests include training and development in industry. He resides in Kansas City, Missouri, with his wife and children.

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Sixth Edition

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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To the Reader

In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the *public press* in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully *collected, organized, indexed, and reproduced in a low-cost format*, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS. Under the direction of each volume's *academic editor*, who is an expert in the subject area, and with the guidance of an *Advisory Board*, each year we seek to provide in each ANNUAL EDITION a current, well-balanced, carefully selected collection of the best of the public press for your study and enjoyment. We think that you will find this volume useful, and we hope that you will take a moment to let us know what you think.

Management is evolving into a highly exciting and diverse profession. Managers are the people charged with getting things done in today's society—a society that has been molded by the success of the management profession. The world faces many new challenges, and those challenges will be met, at least in part, by managers.

Managers must respond to a changing society by keeping informed on the developments in the field. The articles that have been chosen for *Annual Editions: Management 98/99* comprise a cross section of the current writing on the subject, with a few selected classics. This collection addresses the various components of management, with emphasis on the functions of planning, organizing, directing, controlling, and staffing. Readings have been chosen from a wide variety of publications, including *The Harvard Business Review, Inc.*, *Vital Speeches*, and *Business Week*.

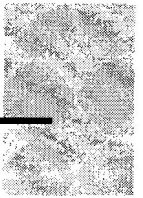
This publication contains a number of features designed to make it useful for people interested in management. These features include a *topic guide* for locating articles on a specific subject and a *table of contents* with *abstracts* that summarize each article, highlighting key ideas in bold italics. Also, new to this edition are selected *World Wide Web* sites that can be used to further explore the topics. These sites will be cross-referenced by number in the topic guide.

This volume is organized into seven units, each dealing with specific interrelated topics in management. Each unit begins with an overview that provides the necessary background information that allows the reader to place the selections in the context of the book. Important topics are emphasized, and *challenge questions* address major themes. Also, at the end of each unit are short classic *cases* and *exercises* that are designed to implement and expand on the general topic of the unit easily and effectively.

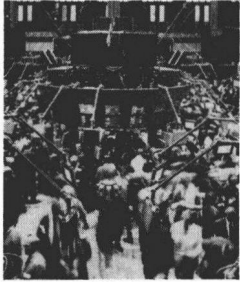
This is the sixth edition of *Annual Editions: Management*, and I hope that it will be one of a long line of books addressing the evolution of management. This collection, I believe, provides the reader with the most complete and current selection of readings available on the subject. We would like to know what you think. Please take a few minutes to complete and return the postage-paid article rating form at the back of the volume. Any book can be improved, and we need your help to improve *Annual Editions: Management*.



Fred Maidment
Editor



UNIT 1



Managers, Performance, and the Environment

The seven articles in this section examine some of the dynamics of management in today's business environment.

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Selected World Wide Web Sites	4
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A. MANAGEMENT CLASSIC	
1. The Manager's Job: Folklore and Fact, Henry Mintzberg, <i>Harvard Business Review</i> , March/April 1990. This classic by Henry Mintzberg replaces the traditional view of <i>functions of management</i> —to plan, to coordinate, to organize, and to control—with a look at what managers really do. The true functions of management are interpersonal, informational, and decisional, and require the ability and talent to integrate them.	8
B. MANAGERS AND MANAGEMENT	
2. Management Theory? Management Madness? <i>Psychology Today</i> , March/April 1997. With all the <i>books out there on management</i> , are there any that have any real answers? The answer is that some are very good and others are simply silly.	20
3. Seeing Things as They Really Are, Robert Lenzner and Stephen S. Johnson, <i>Forbes</i> , March 10, 1997. Peter Drucker is nearly 90 years old. Yet he is still involved in change and in trying to see <i>what's coming next</i> .	24
C. MANAGEMENT SKILLS, ROLES, AND PERFORMANCE	
4. Dr. Deming: 'Management Today Does Not Know What Its Job Is,' Tim Stevens, <i>Industry Week</i> , January 17, 1994. In his last interview, just prior to his death at the age of 93, Dr. W. Edwards Deming shared his thoughts on <i>quality, management, and innovation</i> , as well as other topics.	29
D. THE ENVIRONMENT	
5. The New Millennium Workplace: Seven Changes That Will Challenge Managers—and Workers, Robert Barner, <i>The Futurist</i> , March/April 1996. What are the <i>major changes that are likely to occur in the workplace</i> , and how can managers and workers deal with them? Robert Barner's research produces predictions and suggestions.	33
6. The New Business Realities of the Twenty-First Century, Fred G. Steingraber, <i>Business Horizons</i> , November/December 1996. In the next 10 to 20 years, <i>the environment for business</i> is going to change significantly. Several of the changes that are likely to occur are discussed here.	38
7. Leverage the Power of the Internet, Samuel Greengard, <i>Workforce</i> , March 1997. One of the best ways to make use of the Internet is to look for employees. This <i>changing aspect of the work environment</i> is explored in this article.	41
Case I: Robin Hood	47
Exercise I: Managerial Development	47

UNIT 2

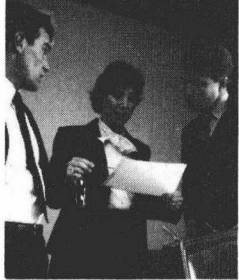


Planning

Four articles in this section discuss the elements of planning, decision making, support systems, and strategic analysis.

Overview	48
A. MANAGEMENT CLASSIC	
8. A New Look at Managerial Decision Making, Victor H. Vroom, from <i>Readings in Management</i> , South-Western, 1986. There are many ways to make decisions. Selecting the most appropriate is the topic of this classic essay.	50
B. ELEMENTS OF PLANNING	
9. Why Do Employees Resist Change? Paul Strebel, <i>Harvard Business Review</i> , May/June 1996. All employees talk about <i>change</i> and how everyone is going to have to change—except themselves. Paul Strebel explores why <i>employees</i> resist change and offers some strategies to deal with that.	59
C. DECISION SUPPORT SYSTEMS	
10. Is Your Family Wrecking Your Career? (and Vice Versa), Betsy Morris, <i>Fortune</i> , March 17, 1997. In the <i>politically correct corporate world</i> , organizations say that they are family-friendly. But are they really? The answer may well be “No!”	65
D. STRATEGIC ANALYSIS	
11. A Value-Based Management System, Stanley F. Slater and Eric M. Olson, <i>Business Horizons</i> , September/October 1996. How do organizations create greater and better value for the owners? By developing a comprehensive <i>value-based management system</i> that engages, motivates, and rewards the people throughout the organization who create shareholder value.	73
Case II: The Fairfax County Social Welfare Agency	78
Exercise II: NASA	78

UNIT 3



Organizing

In this section, five selections examine how organization impacts on the job of managing. Topics discussed include elements of organization, job design, and what is needed to fundamentally change a business.

Overview

80

A. MANAGEMENT CLASSIC

12. **Classifying the Elements of Work**, Frank B. Gilbreth and Lillian M. Gilbreth, from *Management Classics*, Goodyear, 1977. 82

Time and motion studies were among the earliest results of Frederick W. Taylor's work. In this selection, two of the pioneers in these studies discuss the ideas upon which time and motion studies are based.

B. ELEMENTS OF ORGANIZATION

13. **Of Things Fundamental**, Tom Peters, *Forbes ASAP*, February 26, 1996. 91

If you really want to get down to *the basics of organizations*, get involved in a start-up, as Tom Peters, the excellence guru, has.

C. JOB DESIGN

14. **The New Workplace**, *Business Week*, April 29, 1996. 93

Technology is forcing organizations to change the way that they do business and the way that people do their jobs. The office is changing and does not mean what it used to mean.

D. DESIGNING AND CHANGING THE ORGANIZATION

15. **When Is Virtual Virtuous? Organizing for Innovation**, Henry W. Chesbrough and David J. Teece, *Harvard Business Review*, January/February 1996. 97

Today *organizations try to be lean and mean*, but is that necessarily the best way to go? Here are some ideas on when it is virtuous to be virtual and when, perhaps, it is not.

16. **GM: Time to Get in Gear**, Alex Taylor III, *Fortune*, April 28, 1997. 104

GM has been *a company in trouble* for a long time. The question is, "Have the problems been fixed?"

Case III: Resistance to Change
Exercise III: Organizing

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109

UNIT 4



Directing

The five selections in this section examine how the elements of leadership, motivation, and performance contribute to the art of directing a business organization.

Overview	110
A. MANAGEMENT CLASSIC	
17. The Abilene Paradox: The Management of Agreement, Jerry B. Harvey, <i>Organizational Dynamics</i> , Summer 1988. Many <i>people in organizations</i> have found themselves in situations in which, because they did not say what they meant, they became caught in the web of the Abilene paradox. Jerry Harvey presents various aspects of this paradox.	112
B. LEADERSHIP	
18. Follow the Leader, Marvin A. Jolson, Alan J. Dubinsky, Lucette B. Comer, and Francis J. Yammarino, <i>Marketing Management</i> , Winter 1997. <i>Management style</i> is important when attempting to lead and manage. But, one style does not fit all organizations, managers, people, subordinates, situations, or employees. To be effective, an organization must be flexible.	126
19. Seekers and Scalars: The Future Leaders, Randall P. White, <i>Training and Development</i> , January 1997. Who are the best <i>role models for leaders</i> going to be in the future? This article has some interesting and surprising ideas.	139
C. MOTIVATION	
20. Opening Up Books to Employees Boosts Profits, Laurel Shaper Walters, <i>Christian Science Monitor</i> , March 25, 1996. Most companies do not want anyone to know anymore than is necessary about <i>the financial situation of their companies</i> . Unfortunately, according to Laurel Shaper Walters, that may not be a particularly good idea.	143
D. PERFORMANCE	
21. How Commitment Affects Team Performance, James Wallace Bishop and K. Dow Scott, <i>HRMagazine</i> , February 1997. The article, which won the Society for Human Resource Management Research Award, discusses how <i>employee commitment</i> to the work team and the organization can influence team performance, turnover, and willingness to help coworkers.	145
Case IV: Cub Scout Pack 81	150
Exercise IV: Listening	151

UNIT 5



Controlling

Five articles in this section consider what makes up effective control of the business organization.

Overview	152
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A. MANAGEMENT CLASSIC

22. The Meaning of Control, Douglas S. Sherwin, from <i>Management Classics</i> , Goodyear, 1977.	154
<i>Control</i> is one of the functions of management. But what do we mean when we say control? The answer may interest you.	

B. THE ELEMENTS OF CONTROL

23. Auditors' New Fraud Detection Role, Paul Demery, <i>Practical Accountant</i> , March 1997.	158
<i>Auditors</i> have always been in the business of certifying that a company is correctly reporting its financial status. Now that role has been expanded.	

C. FINANCIAL CONTROL

24. Financial Reporting on the World Wide Web, Simon Petravick and John Gillett, <i>Management Accounting</i> , July 1996.	163
<i>As the World Wide Web</i> gains popularity and acceptance, many companies are choosing to publish and update their financial information, using this new technology.	

D. SECURITY

25. Spies Like Us, Jeffrey Young, <i>Forbes ASAP</i> , June 3, 1996.	168
What is the latest in the criminal world? Why, breaking into a computer and <i>stealing information</i> from the competition, of course!	

E. TOTAL QUALITY MANAGEMENT

26. TQM: Core Paradigm Changes, Robert T. Amsden, Thomas W. Ferratt, and Davida M. Amsden, <i>Business Horizons</i> , November/December 1996.	181
Does <i>Total Quality Management</i> (TQM) represent a new paradigm for management? These authors say yes.	

Case V: Evaluation of Organizational Effectiveness	190
Exercise V: Win as Much as You Can!	190

UNIT 6



Staffing and Human Resources

This section's five selections examine the elements necessarily considered when a workforce is developed.

Overview 192

A. MANAGEMENT CLASSIC

27. **The Human Side of Enterprise**, Douglas M. McGregor, *Management Review*, November 1957. 194
Many people have heard of *McGregor's Theory X and Theory Y*. In this article, Dr. Douglas McGregor explains these principles.

B. DEVELOPING HUMAN RESOURCES

28. **Q: Should Women Be Worried about the Glass Ceiling in the Workplace?** Ida L. Castro and Diana Furchtgott-Roth, *Insight*, February 10, 1997. 199
The glass ceiling is a phenomenon that has developed as women rise through the ranks of the workforce. Does it really exist, and, if so, what are its implications?

C. ORGANIZED LABOR

29. **Labor Adversaries Bury the Hatchet**, Donald D. Tippet and Joseph Costa, *Personnel Journal*, May 1996. 203
There is a better way to do labor negotiations than late-night, last-minute agreements. Target-specific bargaining can help avoid all those last-minute negotiations, *improve the relationship with the union*, and increase productivity.
30. **The U.F.W. Picks Strawberries**, David Bacon, *The Nation*, April 14, 1997. 207
Unions have been in trouble over the past two decades, but they are trying to come back. One of the places they are starting to do so is with the strawberries you had on your cereal this morning.

D. MAINTAINING AN EFFECTIVE WORKFORCE

31. **"How Accommodating Do You Have to Be?"** John R. Allison, *Across the Board*, June 1996. 210
Organizations are reasonably good at dealing with the *Americans with Disabilities Act (ADA)* issues when hiring employees. But what about a current employee who develops a problem? John Allison explores this issue, giving real examples.

Case VI: The "Homes" Is Where the Union Is 216
Exercise VI: Assumptions about People at Work 216

Overview 218

A. MANAGEMENT CLASSIC

32. **Social Responsibility in Future Worlds**, Derek C. Bok, from *Readings in Management*, South-Western, 1986. 220
This reading, based on the baccalaureate speech by Harvard University president *Derek C. Bok* in June 1982, discusses how careers can help others.

UNIT 7



Perspectives and Trends

The nine articles in this section examine some of the current and future challenges faced by business. Topics include the multinational enterprise, small business management, social responsibility, and information management.

B. THE MULTINATIONAL CORPORATION

33. Pangs of Conscience, *Business Week*, July 29, 1996. 223
Conditions in overseas factories are becoming a serious issue. Multinational corporations involved with these factories are trying to do something about it, but some are more successful than others.
34. Global Business under Siege, Charlene Marmer Solomon, 225
Global Workforce, January 1997.
There is an increasing *risk in doing business overseas*. Most people do not like to talk about this, but the risk is there just the same.

C. SMALL BUSINESS MANAGEMENT

35. The Do's and Dont's of Writing a Winning Business Plan, 229
Carolyn M. Brown, *Black Enterprise*, April 1996.
Writing a business plan is the first thing an entrepreneur should do when starting a business. Carolyn Brown offers some tips.
36. The Rise of the Knowledge Entrepreneur, William E. Halal, 232
The Futurist, November/December 1996.
As the economy changes from a production base to a knowledge base, more *entrepreneurs will be taking part* in this transformation.

D. CORPORATE CULTURE

37. Corporate Culture, John Case, *Inc.*, November 1996. 236
Corporate culture may have been a fad of the 1980s, but it was a fad with substance. Culture is important to any organization and can be the difference between success and failure in an increasingly competitive world.

E. ETHICS AND SOCIAL RESPONSIBILITY

38. Privacy: Entitlement or Illusion? Samuel Greengard, *Personnel Journal*, May 1996. 241
How much is an employer legally and ethically entitled to know about an employee or a customer? Some people feel that "big brother" is already watching them and that "big brother" is not the government but their employer.

F. NOT-FOR-PROFIT

39. No More Sweetheart Deals, Laura Saunders, *Forbes*, September 23, 1996. 249
The IRS is taking a much closer look at *not-for-profits*, and board members need to be aware of the consequences.

G. INFORMATION MANAGEMENT/DATA PROCESSING

40. Mining the Gold in Your Organization, James A. Unruh, 250
Vital Speeches of the Day, March 15, 1997.
There is a tremendous amount of *information available inside the corporation*. The problem is getting people to take advantage of it.

Case VII: What to Do?	254
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Topic Guide

This topic guide suggests how the selections in this book relate to topics of traditional concern to students and professionals involved with the study of management. It is useful for locating interrelated articles for reading and research. The guide is arranged alphabetically according to topic. Articles may, of course, treat topics that do not appear in the topic guide. In turn, entries in the topic guide do not necessarily constitute a comprehensive listing of all the contents of each selection. In addition, relevant Web sites, which are annotated on pages 4 and 5, are noted in bold italics under the topic articles.

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
Business Ethics	3. Seeing Things as They Really Are 11. Value-Based Management System 20. Opening Up Books to Employees 23. Auditors' New Fraud Detection Role 25. Spies Like Us 28. Q: Should Women Be Worried? 30. U.F.W. Picks Strawberries 31. "How Accommodating Do You Have to Be?" 32. Social Responsibility in Future Worlds 33. Pangs of Conscience 34. Global Business under Siege 37. Corporate Culture 38. Privacy: Entitlement or Illusion? <i>(3, 5, 21, 29, 30, 31, 32, 33, 34)</i>	Decision Making (cont.)	10. Is Your Family Wrecking Your Career? 11. Value-Based Management System 17. Abilene Paradox 18. Follow the Leader 19. Seekers and Scalpers 31. "How Accommodating Do You Have to Be?" 33. Pangs of Conscience 34. Global Business under Siege 39. No More Sweetheart Deals <i>(3, 4, 5, 8, 9, 10, 11, 12, 13, 14, 16, 23)</i>
Corporate Strategy/ Organization	2. Management Theory? Management Madness? 3. Seeing Things as They Really Are 4. Dr. Deming 5. New Millennium Workplace 6. New Business Realities 9. Why Do Employees Resist Change? 11. Value-Based Management System 12. Classifying the Elements of Work 13. Of Things Fundamental 14. New Workplace 15. When Is Virtual Virtuous? 16. GM: Time to Get in Gear 18. Follow the Leader 19. Seekers and Scalpers 25. Spies Like Us 31. "How Accommodating Do You Have to Be?" 33. Pangs of Conscience 35. Do's and Don'ts of Writing a Winning Business Plan 36. Rise of the Knowledge Entrepreneur 37. Corporate Culture <i>(1, 2, 3, 7, 8, 9, 11, 14, 18, 20, 23, 25, 26, 27, 31)</i>	Employee Benefits	14. New Workplace 31. "How Accommodating Do You Have to Be?" 38. Privacy: Entitlement or Illusion? <i>(12, 13, 14, 16, 18, 19, 20, 34)</i>
		Human Resources	3. Seeing Things as They Really Are 4. Dr. Deming 5. New Millennium Workplace 6. New Business Realities 9. Why Do Employees Resist Change? 20. Opening Up Books to Employees 21. How Commitment Affects Team Performance 27. Human Side of Enterprise 28. Q: Should Women Be Worried? 29. Labor Adversaries Bury the Hatchet 30. U.F.W. Picks Strawberries 31. "How Accommodating Do You Have to Be?" 33. Pangs of Conscience 34. Global Business under Siege <i>(3, 5, 12, 13, 14, 15, 16, 18, 19, 34)</i>
		Management Accountability	1. Manager's Job: Folklore and Fact 2. Management Theory? Management Madness? 3. Seeing Things as They Really Are 5. Dr. Deming 6. New Business Realities 8. New Look at Managerial Decision Making 11. Value-Based Management System 13. Of Things Fundamental 16. GM: Time to Get in Gear 17. Abilene Paradox 20. Opening Up Books to Employees
Decision Making	1. Manager's Job: Folklore and Fact 2. Management Theory? Management Madness? 3. Seeing Things as They Really Are 4. Dr. Deming 8. New Look at Managerial Decision Making		

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
Management Accountability (cont.)	21. How Commitment Affects Team Performance 22. Meaning of Control 23. Auditors' New Fraud Detection Role 25. Spies Like Us 28. Q: Should Women Be Worried? 31. "How Accommodating Do You Have to Be?" 32. Social Responsibility in Future Worlds 33. Pangs of Conscience 38. Privacy: Entitlement or Illusion? 39. No More Sweetheart Deals <i>(1, 2, 3, 5, 6, 10, 20, 21, 23, 24, 25, 28, 29, 30)</i>	Organizing (cont.)	13. Of Things Fundamental 14. New Workplace 15. When Is Virtual Virtuous? 16. GM: Time to Get in Gear 21. How Commitment Affects Team Performance 26. TQM: Core Paradigm Changes 28. Q: Should Women Be Worried? 31. "How Accommodating Do You Have to Be?" 35. Do's and Don'ts of Writing a Winning Business Plan 37. Corporate Culture <i>(1, 2, 3, 5, 7, 8, 9, 11, 14, 18, 20, 23, 25, 27)</i>
Motivation	2. Management Theory? Management Madness? 4. Dr. Deming 8. New Look at Management Decision Making 9. Why Do Employees Resist Change? 11. Value-Based Management System 13. Of Things Fundamental 15. When Is Virtual Virtuous? 16. GM: Time to Get in Gear 17. Abilene Paradox 18. Follow the Leader 20. Opening Up Books to Employees 21. How Commitment Affects Team Performance 26. TQM: Core Paradigm Changes 27. Human Side of Enterprise 28. Q: Should Women Be Worried? 33. Pangs of Conscience 37. Corporate Culture <i>(1, 2, 3, 5, 8, 9, 10, 12, 13, 14, 16, 21, 23)</i>	Productivity/Performance	1. Manager's Job: Folklore and Fact 2. Management Theory? Management Madness? 3. Seeing Things as They Really Are 4. Dr. Deming 5. New Millennium Workplace 6. New Business Realities 7. Leverage the Power of the Internet 8. New Look at Managerial Decision Making 9. Why Do Employees Resist Change? 10. Is Your Family Wrecking Your Career? 12. Classifying the Elements of Work 13. Of Things Fundamental 14. New Workplace 15. When Is Virtual Virtuous? 16. GM: Time to Get in Gear 17. Abilene Paradox 18. Follow the Leader 20. Opening Up Books to Employees 21. How Commitment Affects Team Performance 26. TQM: Core Paradigm Changes 27. Human Side of Enterprise 29. Labor Adversaries Bury the Hatchet 33. Pangs of Conscience 35. Do's and Don'ts of Writing a Winning Business Plan 36. Rise of the Knowledge Entrepreneur 40. Mining the Gold in Your Organization <i>(1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14, 16, 17, 18, 19, 20, 21, 23, 25, 27, 32)</i>
Not-for-Profit Organizations	3. Seeing Things as They Really Are 32. Social Responsibility in Future Worlds 39. No More Sweetheart Deals		
Organized Labor	29. Labor Adversaries Bury the Hatchet 30. U.F.W. Picks Strawberries 33. Pangs of Conscience <i>(1, 3, 19, 21, 33)</i>		
Organizing	1. Manager's Job: Folklore and Fact 2. Management Theory? Management Madness? 3. Seeing Things as They Really Are 4. Dr. Deming 5. New Millennium Workplace 6. New Business Realities 8. New Look at Managerial Decision Making 9. Why Do Employees Resist Change? 11. Value-Based Management System 12. Classifying the Elements of Work	Small Business	3. Seeing Things as They Really Are 6. New Business Realities 13. Of Things Fundamental 35. Do's and Don'ts of Writing a Winning Business Plan 36. Rise of the Knowledge Entrepreneur <i>(3, 5, 14)</i>

Selected World Wide Web Sites for Annual Editions: Management

All of these Web sites are hot-linked through the *Annual Editions* home page: <http://www.dushkin.com/annualeditions> (just click on a book). In addition, these sites are referenced by number and appear where relevant in the Topic Guide on the previous two pages.

Some Web sites are continually changing their structure and content, so the information listed may not always be available.

General Sources

1. HBS Educators & Research—<http://www.hbs.edu/edresearch/edresearch.html>—Some people call the Harvard Business School the best business school in the world. Surf through the many valuable links attached to this Educators & Research News site and preview upcoming issues of the *Harvard Business Review*.
2. Internet Resources for International Economics & Business—http://dylee.keel.econ.ship.edu/intntl/int_home.htm—Dr. Daniel Y. Lee of the College of Business at Shippensburg University maintains this site, which lists Internet resources related to economics, management, and business in general; references; and specific business topics.
3. The New York Times—<http://www.nytimes.com/>—Browsing through the extensive archives of the *New York Times* will provide you with a vast array of articles and information related to management issues.
4. STAT-USA—<http://www.stat-usa.gov/stat-usa.html>—This essential site, a service of the U.S. Department of Commerce, contains daily economic news, frequently requested statistical releases, information on export and international trade, domestic economic news and statistical series, and databases.
5. The Wall Street Journal—<http://interactive.wsj.com/>—This is an Internet edition of the *Wall Street Journal*, the august and always interesting newspaper that is used by managers the world over to put their business environments in context.

Managers, Performance, and the Environment

6. Encouraging E-mail, Limiting Liability—<http://www.cesoft.com/solutions/old/email2.html>—This site, though from a commercial organization, provides valuable information on the use of e-mail in the workplace, summarizing issues that both employers and employees must be aware of when an organization allows employees Internet access.
7. Krislyn's Favorite Advertising & Marketing Sites—<http://www.krislyn.com/sites/adv.htm>—This extensive list of Internet sites includes information on marketing research, marketing on the Internet, demographic sources, and organizations and associations. The site also features current books on business management and marketing.
8. NBS-Organization and Management Theory—<http://www.nbs.ntu.ac.uk/staff/lyerj/list/hromt.htm>—This is part of Ray Lye's Human Resource Management Resources on the Internet. It provides annotated links to an array of documents, studies, and other resources on the theory and practice of the learning organization.
9. P2INFO Publication—<http://www.ased.pnl.gov:2080/p2info/resource/pr8u253.htm>—Starting from this page, which examines

the application of the Deming management method to pollution prevention, you can search by category or resource type to explore a variety of management functions in the real world.

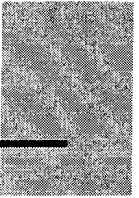
10. Sheffield University Management School—<http://www.shef.ac.uk/uni/academic/I-M/mgt/research/research.html>—The Current Research page of this British management school will lead you to information on a broad array of real-world management issues. Such links include the economics, finance, and management of technological change, labor economics, and industrial relations.
11. What's New from the Perspective of Competitive Advantage—<http://mijuno.larc.nasa.gov/dfc/whatsnew.html>—Read the many articles, consider the various points of view, and click on the links suggested in this site to explore important business-related theories and issues such as cost management and living systems theory and design. Extensive bibliographical information is provided by Edwin B. Dean, who has organized this site.

Planning

12. American Civil Liberties Union: Workplace Rights—<http://www.aclu.org/issues/worker/campaign.html>—The ACLU provides this interesting page on workplace rights in its "Campaign for Fairness in the Workplace." Briefing papers on workplace issues cover such privacy issues as lifestyle discrimination, workplace drug testing, and electronic monitoring.
13. American Psychological Association Books—<http://www.apa.org/books/homepage.html>—Search this site to find references and discussion of important workplace issues for the 1990s and beyond, including restructuring and revitalization of businesses.
14. Fortune—<http://mouth.pathfinder.com/fortune/1998/980112/int.html>—What features make a company a desirable employer? *Fortune* magazine discusses the characteristics of the "100 Best Companies to Work For." This page leads to many other *Fortune* articles and resource sections, including Smart Managing and Small Business.
15. Innovation in the Workplace—<http://www.cs.tcd.ie/courses/2ba6/best967/dukej/index.html>—This page aims to provide insight into what the future holds for employers and employees. It points you to books and other resources about such topics as "Teleworking."
16. What You Can Do in Your Workplace—<http://www.kidscampaigns.org/Start/101workplace.html>—Browse here to learn about how employees, employees' families, society in general, and management can help a company become more family-friendly. It provides useful hints and guidelines as well as suggestions for related books and other publications.

Organizing

17. National Center for Policy Analysis—<http://www.public-policy.org/~ncpa/pd/pdindex.html>—This organization's archives are indexed here by subject. Links lead you to interesting materials on a variety of topics that affect managers—immigration issues, affirmative action, regulatory policy, among them.



18. Sympatico: WorkPlace—<http://www.ntl.sympatico.ca/Contents/Business/Careers/workplace/what.html>—This Canadian media site, "Workplace," provides a "GripeVine" for complaining about work and finding solutions to everyday career problems, "HomeBase" for learning how to work from home effectively, and more.
19. U.S. Department of Labor—<http://www.dol.gov/>—Browsing through this site will lead you to information about the Department of Labor and to a vast array of labor-related data and discussions of issues affecting managers, such as the minimum wage. It presents statutory and regulatory information, and more.
20. Work and Organizational Psychology, Stockholm University—<http://www.psychology.su.se/units/ao/ao.html>—Explore topics related to job design and other management organizational concerns through this site presented by the Swedish university's Department of Psychology A/O division.

Directing

21. Frequently Asked Questions—Janzen Group—<http://www.janzen-group.com/FAQ.html>—This page addresses FAQs about alternative dispute resolution in business. It explains how arbitration differs from mediation, describes conflict management, and points to additional pages on such topics as business ethics.
22. NewsPage from Individual—<http://pnp1.individual.com/>—This site from Individual, Inc. provides daily business briefings and more in-depth stories of interest to managers. These links are related to such major fields as computing and media, banking and finance, health care, insurance, and transportation and distribution.
23. Teamwork—Decision Making—http://design.eng.clemson.edu/ht.docs/psych499/decision/more_hindering.html—This page from Clemson University, entitled "Teamwork—Decision Making: Hindering Factors to Good Decision Making," provides helpful pointers to information on the Abilene Paradox, Groupthink, and team performance and decision making.

Controlling

24. Activity Based Risk Evaluation Model of Auditing—<http://www.efs.mq.edu.au/accg/resources/abrema/index.html>—Consult this page for information on the "Activity Based Risk Evaluation Model of Auditing." This Macquarie University site has links for a conceptual framework and applications of ABREMA. A glossary and interactive features are also provided.
25. Bill Lindsay's Home Page—<http://www.nku.edu/~lindsay/>—This site, Professor William M. Lindsay's home page, points you to a variety of interesting Internet sources to aid in the study and application of Total Quality Management principles.
26. Computer and Network Security Reference Index—<http://www.telstra.com.au/info/security.html>—Telstra provides this "Computer and Network Security Reference Index" for those interested in technology/security issues. It provides links to Web information sources, including commercial, educational, and government materials.

27. Implementation Stories—<http://tql-navy.org/impstry/index.html>—Start at this U.S. Navy page for access to a plethora of interesting stories and analyses related to Total Quality Leadership. It addresses such concerns as how TQL can improve customer service and affect utilization of information technology.
28. Internal Auditing World Wide Web—<http://www.bitwise.net/iawww/>—This site provides valuable news, resources, events, and associations related to business auditing topics.
29. Office of Financial Management—http://www.doi.gov/pfm/www_pfm.html—This site of the Office of Financial Management, in the U.S. Department of the Interior, describes its financial policy and procedures, financial reporting, management control program, accounting policy and systems, and auditing follow-up.
30. The Potential Downside of the National Information Infrastructure—<http://www.annenberg.nwu.edu/pubs/downside/default.htm>—Think your employer is snooping on you? Annenberg Senior Fellow Stephen Bates discusses the National Information Infrastructure. View this page for discussions of NII, including issues regarding privacy rights in the workplace.

Staffing and Human Resources

31. Electronic Frontier Foundation—<http://ftp.eff.org/pub/Privacy/Workplace/>—This site from a nonprofit civil liberties organization provides links to articles, FAQs, and databases having to do with protections of privacy and free expression in the workplace. Such topics as drug testing and electronic communications privacy are explored.
32. MELNET—<http://www.bradford.ac.uk/acad/mancen/melnet/index.html>—MELNET, self-described as a "World Class Business Network," is a "virtual cooperative" for people looking to improve the way they do business. Through this interactive site, you can learn about such important topics as branding and examine the course of management in the twenty-first century.
33. School of Labor and Industrial Relations Hot Links—<http://www.ssc.msu.edu/~lir/hotlink.htm>—This page, created by the SLIR at Michigan State University, takes you to sites regarding industrial relations throughout the world. It has links from U.S. government and statistics, newspapers and libraries, and international intergovernmental organizations. With this level of access, you should be able to research virtually every labor-related topic.
34. U.S. Equal Employment Opportunity Commission—<http://www.eeoc.gov/>—The EEOC's mission "is to ensure equality of opportunity by vigorously enforcing federal legislation prohibiting discrimination in employment." Consult this site for small business information, facts about employment discrimination, and enforcement and litigation.

We highly recommend that you review our Web site for expanded information and our other product lines. We are continually updating and adding links to our Web site in order to offer you the most usable and useful information that will support and expand the value of your Annual Editions. You can reach us at: <http://www.dushkin.com/annualeditions/>.

Managers, Performance, and the Environment

Management Classic (Article 1)
Managers and Management (Articles 2 and 3)
Management Skills, Roles, and Performance (Article 4)
The Environment (Articles 5-7)

The need for management has been recognized since the early days of civilization. The concepts of leadership, administration, and management have existed since at least before the time of Plato. Some of the early modern writers in management include Frederick W. Taylor, Elton

Mayo, and Mary Parker Follett. These people helped to establish the basis of modern management theory during the first part of the twentieth century.

Management has come a long way since the days of Taylor, Mayo, and Follett. The techniques and theories

