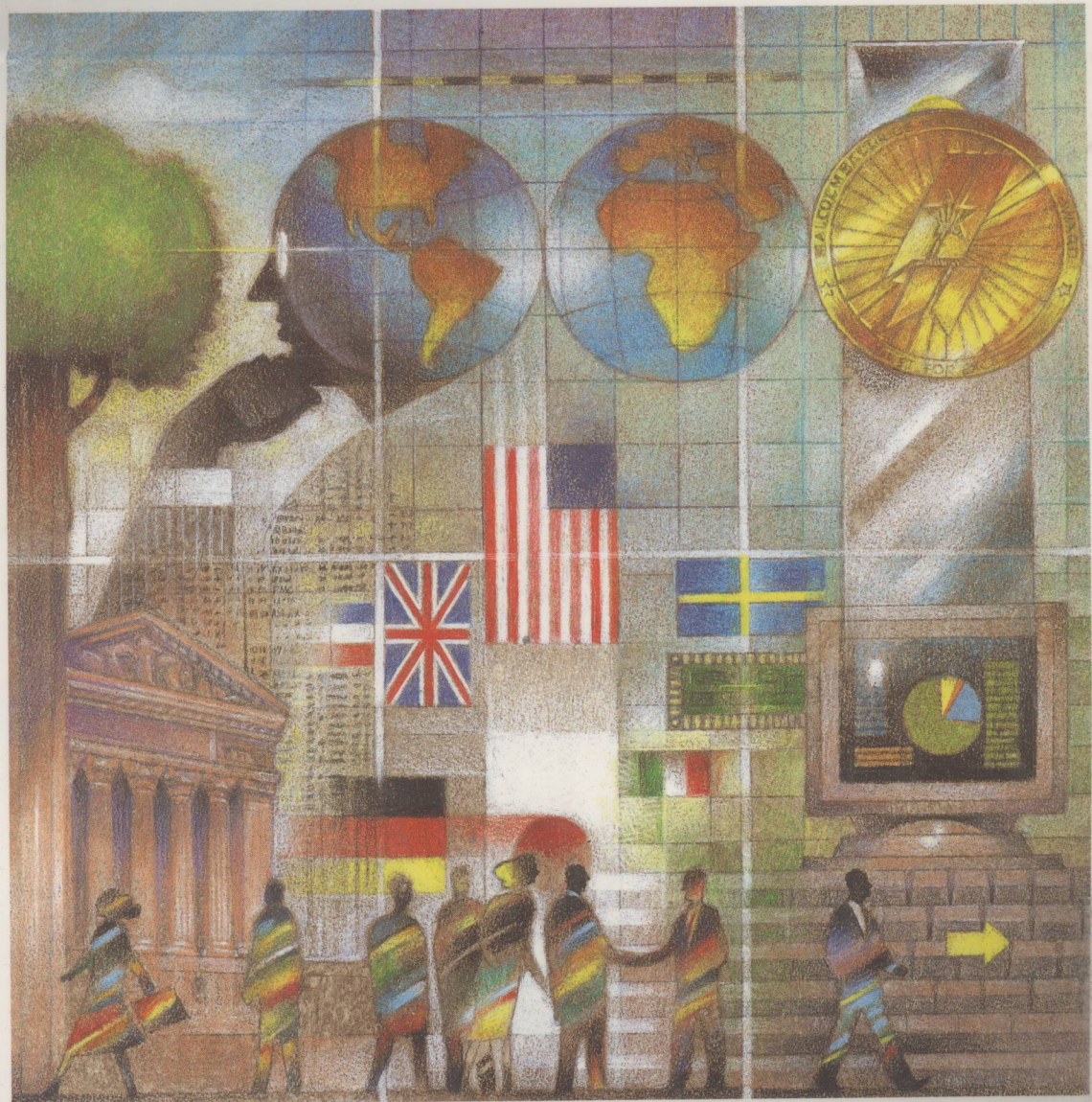


INTERNATIONAL EDITION

MANAGEMENT

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Management

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Management



PREFACE

PREPARING THE TWENTY-FIRST-CENTURY MANAGER

The global demand for effective, high-performance managers has never been greater. In large corporations, small businesses, not-for-profit organizations, and government agencies, managers are confronting a wider variety of challenges and opportunities than ever before. Against the backdrop of the continuing globalization of markets, managers in both public and private sectors are driving for improved quality, productivity, and customer/constituent satisfaction. Competition is mounting, and managers must juggle long- and short-term demands as well as the need for innovation to fuel higher performance. As they work toward their performance targets, managers also need to balance critical issues involving social responsibility and ethics. At the same time, contemporary managers are reaping the benefits of advanced technology that enhances the ability to communicate; to manage people and operations; to measure, analyze, and improve performance; and to make timely, well-informed decisions.

Management introduces students to all of these trends and to the theories, tools, and techniques that effective managers need in today's complex, dynamic environment. This is an authoritative, accessible text, well grounded in the classic research and principles as well as the latest developments in theory and practice. In addition to concentrated coverage in dedicated chapters, this text integrates global management, new ventures, and social responsibility and ethics throughout. By devoting an entire chapter to quality, productivity, and customer satisfaction, *Management* goes beyond the buzzwords to explore the relationship among these vital concepts and their influence on organizational performance.

But content is only one aspect of an effective management text. *Management* presents a clear, lively, engaging picture of the art and science of management. It covers the fundamentals and the emerging trends while conveying the excitement and the achievements of contemporary management by including examples from a wide variety of organizations in both the public and private sectors. *Management* also provides a powerful link between concept and application, in which students not only read about management, but experience it first-hand through a variety of highly involving activities. The chapter-opening vignette draws students into the chapter by dramatizing a challenge faced by an actual manager. As students read the chapter, they begin to see the options available to the manager. The chapter-closing case study/simulation shows how the same manager resolved the problem. Students then assume a management role in the featured organization to make decisions in a variety of scenarios.

With these unique case study/simulations, plus thought-provoking video exercises, assignments to improve decision-making and communication skills, research tasks, and a host of other activities, *Management* fosters critical thinking and successfully implements the American Assembly of Collegiate Schools of Business (AACSB) guidelines for undergraduate business programs. For all these reasons, *Management* is unmatched in meeting the needs of today's students and instructors.

OFFERS STUDENTS A BALANCED, INTEGRATED INTRODUCTION TO MANAGEMENT

Management has been carefully structured around the four management functions of planning, organizing, leading, and controlling. An introductory section sets the stage for the in-depth examination of management functions that follows. In contrast to the many texts that include a final catchall section to deal with topics such as international management, entrepreneurship, and social responsibility and ethics, *Management* effectively integrates these topics into the four-function framework. Moreover, we have avoided the common practice of relegating quantitative

tools to an appendix, choosing instead to introduce all techniques in the context of their application, so students can understand the theory as well as the practical use of these tools. Here's a brief look at the book's five main parts:

Part One: Understanding Management Today.

The text opens with a five-chapter introduction to contemporary management. The first chapter emphasizes the nature and importance of management, the second explores the discipline's theoretical underpinnings, and the third explores the organizational environment. The fourth chapter discusses social responsibility and ethical decision making, and the fifth chapter closes this part with a look at global management. With these concepts as a foundation, students are ready to explore the specific responsibilities and practices of management in today's organizations.

Part Two: Planning. This three-chapter part examines all aspects of management planning. It opens with a chapter on decision making that includes a discussion of individual and group decision making and of key decision-making tools. Next is a chapter on organizational goals and planning, which includes the essential quantitative and qualitative tools and techniques used to support the planning process. Part Two concludes with a chapter discussing strategic management and implementation.

Part Three: Organizing. Five chapters explore the management function of organizing. First is a chapter on the fundamentals of organization structure, followed by a chapter covering organization design. The third chapter in this part focuses on change and innovation in the context of the organization structure, and the fourth chapter examines the organization and management of new ventures, including entrepreneurial and intrapreneurial ventures. The fifth chapter explores the effective management of human resources.

Part Four: Leading. Four chapters analyze various aspects of the leading function within the organization. Opening this part is a chapter on motivation, and next is a chapter on leadership. Following is a chapter on groups within the organization, with a discussion of the growing use of teams (including self-

managing teams). A chapter on management and communication concludes this part.

Part Five: Controlling. This part examines the management function of controlling in four chapters, starting with an overview of the key task of managing information resources. In contrast to the traditional MIS approach to this material, *Management* presents information as a strategic resource and explores the importance of information and its uses in the organization before delving into the technical aspects of information management. The second chapter presents and analyzes the fundamentals of management control, and the third chapter is devoted to operations management in production and service organizations. The final chapter links management control and the interrelated concepts of quality, productivity, and customer satisfaction—all critical to organizational performance. Throughout Part Five, *Management* emphasizes the control of processes, not the control of people, giving students a clear picture of how innovative managers approach control.

PUTS STUDENTS ON THE CUTTING EDGE OF CONTEMPORARY MANAGEMENT

In addition to building a solid foundation of management fundamentals, *Management* introduces students to emerging concepts and issues that are shaping the theory and practice of management. Consider the intensifying worldwide quest for quality, productivity, and customer satisfaction. Tomorrow's managers need to understand these related concepts and their application in business, government, and not-for-profit organizations. Although many texts give these areas little coverage or present them only in isolation, *Management* explores the dimensions of quality, productivity, and customer satisfaction throughout the book and caps the discussion with a chapter (Chapter 21) devoted to examining their relationship and their impact on organizational effectiveness and efficiency.

Management also offers fresh insights and discussions about other contemporary topics not covered in depth by most other texts. For example, crisis management is emerging as a key skill.

Students need an appreciation for the variety of crisis problems that can confront organizations, the impact such crises can have on stakeholders, and the ways in which managers can work toward resolving crises. *Management* uses recent examples of crises to show students the distinction between crisis and noncrisis problems (Chapter 6), to examine crisis decision making (Chapter 6), to explore crisis planning (Chapter 7), and to offer insights into crisis communication (Chapter 17).

EXPLORES TODAY'S MOST IMPORTANT MANAGEMENT ISSUES



More than ever before, social responsibility and ethical decision making are critical concerns at every management level and in every organization. Unlike some texts, *Management* draws a clear distinction between ethical dilemmas and ethical lapses. This helps students understand the difference between unresolved ethical questions in which both sides have an arguably supportable position and behavior that is simply unethical. This text covers social responsibility and ethics in three ways: in a dedicated chapter (Chapter 4), in 14 highlight boxes, and in examples throughout the book. Here's a brief sampling of the ethical questions we explore:

- “Regulators Put a Price Tag on Saving Human Life” (Chapter 6) examines the ethical questions raised by valuing human life for the purpose of determining the cost-benefit ratio of federal regulations.
- “When Pyramids Get Flatter, Who Gets Flattened?” (Chapter 9) discusses the implications of downsizing and alternatives to massive layoffs.
- “CEO Compensation: How Much Is Enough?” (Chapter 13) probes the controversy over rising top-management pay and its impact on employee morale, lower-level managers, and shareholders.

Resolving the ethical issues surrounding the right to privacy is another growing concern for today's managers. *Management* presents an overview of the ethical issues of privacy in Chapter 4, Social Responsibility and Ethics, and specific aspects of privacy are explored in four special highlight boxes: “Electronic Communication Raises

New Privacy Issues” (Chapter 17), “Your Right to Privacy vs. the Marketing Databases” (Chapter 18), “Cost-cutting at the Expense of Employee Privacy” (Chapter 19), and “Employee Monitoring: Coaching or Spying?” (Chapter 21). This in-depth coverage gives students a realistic glimpse of both sides of the privacy dilemma, and it encourages them to think through the possible alternatives faced by managers and stakeholders.

Here's a brief sampling of the social issues we explore:

- “Ensuring Equal Access to Housing” (Chapter 1) presents insurer Lincoln National's program of donating management skills as well as management funds as part of its social responsibility to the community.
- “Toeing the Line in a Tough Environment” (Chapter 3) offers a look at how the New York College of Podiatric Medicine affirmed its commitment to the community despite the heavy economic burden.
- “Leadership Fights Hunger in Africa” (Chapter 15) shows how rock star Bob Geldof built a socially responsible organization to fight world hunger.

Every “Social Responsibility and Ethics” box ends with two “What's Your Opinion?” questions that encourage students to think about the issues and to draw their own conclusions. These questions can form the basis of class discussions, homework assignments, or student projects.

This text presents a balanced view of management. It fires students' enthusiasm and respect for the profession (see the upbeat coverage of human resource professionals, of intrapreneurs, and of information resource managers, for example), but it doesn't pretend that contemporary management is without its problems or its critics. By pointing out ethical dilemmas and reminding students of the responsibilities that accompany the rights of free enterprise, *Management* helps prepare the next generation of conscientious professional managers.

As the globalization of markets grows in importance, the managers of tomorrow need up-to-date, realistic, comprehensive information that will help put international management into perspective. We positioned a full chapter on global management (Chapter 5) early in the book to set the stage for students' in-depth understanding of the challenges, opportunities, and techniques of managing in the international environment. Be-

cause students may work for organizations that operate internationally, compete with global rivals, or obtain resources from other countries, they need such comprehensive coverage of current trends and issues around the world.



In addition, extensive international examples and discussions have been integrated throughout the text, including 11 “Global Management” highlight boxes.

In exploring many aspects of global management, these boxes focus on the following real-world management problems: Merck’s global push, Unilever’s North American challenge, Japanese philanthropy in the United States, Corning’s global joint ventures, Marriott’s worldwide planning process, Thompson’s international strategy, Swissair’s global structure, Asea Brown Boveri’s international organization design, managing in the Mexican maquiladoras, innovating around the world, and contemporary issues in offshore manufacturing.

OFFERS UNPARALLELED PEDAGOGICAL SUPPORT

Rich pedagogy sets *Management* apart from other texts, and the book includes a number of unique elements.

Facing a Management Challenge

Unique case study/simulations put the student in the manager’s shoes to explore a number of decisions related to chapter material. Each chapter opens with a short slice-of-life vignette that draws students into the chapter by vividly portraying a management challenge faced by a real executive. Each chapter then concludes with a section entitled “Meeting a Management Challenge,” which describes how the executive met the challenge described earlier and analyzes the results in light of chapter concepts. Then the student takes over, playing a role in the featured organization by making management decisions in a variety of carefully chosen scenarios. Each simulation also contains several traditional case-study questions and a more involved special project (which can also be assigned as a group activity). The 21 management challenges include such intriguing cases as these:

- Microsoft’s struggle to survive its own success by creating an organization structure and developing management practices to guide its rapid growth
- Hewlett-Packard’s redesigning its decision-making processes to respond to market changes faster and more effectively
- R. W. Frookies’ continuing challenge to build market share and fend off larger competitors
- Disney’s challenge to reinvigorate the company’s creative spirit
- Ford’s turnaround in quality and customer satisfaction

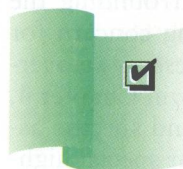
Sharpen Your Management Skills

This assignment offers students the opportunity to practice or analyze a particular management skill covered in the chapter. Examples include planning a response to new competition, identifying the environmental forces most likely to affect an acquisition, improving the structure of a student or social organization, and searching for nonfinancial means of motivating public school teachers. By going through the steps needed to solve real-life management problems such as these, students develop a much stronger grasp of the material presented in the text. Each of these exercises includes a decision-making component and a communication component to help students develop these two vitally important skills.

Keeping Current in Management

Each of these library research exercises asks students to find and analyze a recent article about a particular organization that relates to chapter material, such as an article on how a manager assessed the organizational environment and formulated a response, confronted a crisis problem, or increased customer satisfaction through improved quality. These exercises not only keep the student up to date on important issues but also reinforce research and analysis skills.

Highlight Boxes



Management includes three types of highlight boxes. In addition to the “Global Management” and “Social Responsibility and Ethics” boxes discussed earlier, “Managerial Decision Making” boxes explore decisions made by managers or the processes or-

ganizations use to reach decisions. Each chapter includes two of the three types, and all boxes provide additional opportunities for class discussion, homework assignments, and student projects.

Integrated Video Exercises

Video provides a powerful and engaging learning experience—as long as the material is relevant, well produced, and clearly tied to the text. In the unique program that accompanies *Management*, each chapter offers a video that integrates material from a variety of organizations, tied together with our own narration to help students make the connection between the chapter's concepts and the ways the featured organizations implemented those concepts. In a section at the end of this book, a brief summary and a variety of student-involvement exercises further enhance the student's opportunity to learn.

Important Additional Features to Help Students Learn

This text includes numerous other student-oriented features:

- Learning objectives in every chapter guide the learning effort, and the chapter summary is arranged in the same order as the objectives to help students gauge their progress.
- The margin glossary quickly reinforces concepts from the text; for easy reference, the entire glossary is repeated at the end of the book.
- Each chapter features a map identifying a country that illustrates a key point covered in the text; these 21 maps enhance the student's sense of geography and highlight the need for a global perspective.
- Hundreds of examples illustrate the management decisions of a diverse collection of managers and organizations.
- Review, analysis, and application questions at the end of each chapter help students solidify their grasp of chapter concepts.
- Uniquely organized case studies at the end of each chapter and integrative case studies at the end of each part give students additional opportunities to analyze and apply management ideas.

The presence of so many features benefits students by giving them multiple ways of learning material. And instructors benefit because preparation time is reduced; discussion questions, activities, and homework possibilities are all pre-

sented and ready to be used. Instructors can spend less time creating or finding material and more time teaching and coaching students.

BASED ON FIRST-HAND KNOWLEDGE AND EXTENSIVE, UP-TO-DATE RESEARCH

The superior pedagogy and pragmatic orientation of *Management* is based on the solid foundation of the authors' academic and management achievements. Courtland L. Bovée has for 24 years been a professor at Grossmont College where he has received teaching honors and holds its C. Allen Paul Distinguished Chair. He is the coauthor of six leading texts, including *Business Today* and *Business Communication Today*, and more than 250,000 students a year learn about business from his books. In addition to being a prominent writer and researcher, he is a highly regarded management consultant, known worldwide for his seminars and in-company training programs. He also serves on the board of directors of several corporations.

John V. Thill is the founder and Chief Executive Officer of Communication Specialists of America. Widely recognized for innovations in management education, his organization has become a prominent consulting firm to government and to many of America's largest corporations. He formerly held positions with Pacific Bell, Texaco, and RKO Theaters. A prolific writer, he has presented numerous papers at professional meetings, has been a contributor to a multitude of publications, and is coauthor of five successful textbooks, including *Excellence in Business Communication* and *Marketing*.

Marian Burk Wood is president of Strategic Management Services, a management consulting firm based in Bronxville, New York, that specializes in helping businesses develop plans for strengthening corporate strategy and competitive positioning. Prior to starting her own firm, she held vice-presidential level positions at Chase Manhattan Bank, Citibank, Citicorp Retail Services, and the National Retail Federation. She has also held management positions at Tandy, Sam Goody, and Bloomingdale's and has written extensively for the business press.

George P. Dovel is the founder and president of the Dovel Group, a management consultancy

based in Snohomish, Washington, that focuses on the managerial challenges faced by advanced-technology companies. His clients have ranged from Fortune 500 multinationals to entrepreneurial start-ups. His global perspective on contemporary management was fostered during his years at Hewlett-Packard. His responsibilities were as diverse as training sales and engineering personnel in over a dozen countries across Europe and around the Pacific Rim, educating and supporting a worldwide customer base, and leading multidisciplinary product-introduction teams.

In addition to its authors' solid foundation in academic and management expertise, *Management* provides up-to-date coverage in terms of both examples and emerging concepts. The thoroughness of the research is evidenced by the number and currency of source notes in each chapter, with some chapters containing as many as 100 references. A quick scan of any chapter or of the organization/brand/company index will show how many real-life examples have been included, from organizations both large and small, in the United States and in numerous other countries.

KEEPS STUDENTS ENGAGED AND INTERESTED

Every instructor knows that motivating students to read the text is one of the most challenging aspects of teaching. If students find that the time they spend reading is both rewarding and enjoyable, they will read more. This basic premise formed one of the authors' major goals with *Management*: to provide lively, interesting prose.

ENHANCES THE LEARNING PROCESS WITH AN EFFECTIVE DESIGN

The visual appeal of a textbook has a lot to do with the success of the student's learning efforts. *Management* offers a design that is both inviting and contemporary without trivializing the study of management principles and practices. Every exhibit includes a complete caption and is closely integrated with related text. Photos were carefully chosen to demonstrate management in action, rather than simply to entertain the reader. The open, attractive layout complements the

lively writing to ensure a high level of interest and retention.

SUPPORTS THE TEACHING PROCESS WITH A FULL COMPLEMENT OF FEATURES

The *Management* text is only one part of a comprehensive teaching package. To meet the challenges of large classes, heavy teaching loads, and limited preparation time, instructors need a complete program of pedagogical resources and support features. Moreover, demands on the student's time call for a textbook that makes the learning process both efficient and effective. Here are the ways *Management* supports both groups.

Instructor Supplements

- *Instructor's Resource Manual*. Each chapter in the Instructor's Manual contains annotated learning objectives, key terms, chapter outline, lecture notes (with references to specific overhead transparencies), and answers to all questions and exercises. In addition, there are numerous lecture update items (all new material, not in the text) for each chapter and numerous suggestions for class discussions.
- *Acetate Transparency Program*. This set of color transparencies presents additional visual material, beyond the exhibits provided in the text. These informative diagrams illuminate text material and give students fresh perspectives on management issues. Each transparency is supported by information in the Instructor's Manual that is integrated into the lecture outlines and includes a discussion of the concept that the transparency illustrates, and class discussion questions (with answers).
- *Test Bank*. This manual is organized by text chapters and includes a mix of true/false, multiple-choice, fill-in, and short essay questions for each chapter—more than 2,000 overall. The questions are coded by question type and text page. The test bank has been carefully screened by reviewers to ensure that questions and answers are correct, relevant, and appropriate for the course. The test bank is available both in hard copy and on disk (Macintosh and IBM formats).
- *Testing Services*. Two major programs are available:
 - *Computerized Test Bank*. A powerful micro-computer program allows the instructor to create customized tests using questions from the test

bank, self-prepared items, or a combination. This versatile program incorporates a broad range of test-making capabilities, including editing and scrambling of questions to create alternative versions of a test. This program is available for both Apple and IBM-compatible computers.

Customized Test Service. Through its Customized Test Service, McGraw-Hill will supply adopters of *Management* with custom-made tests consisting of items selected from the test bank. The test questions can be renumbered in any order. Instructors will receive an original test, ready for reproduction, and a separate answer key. Tests can be ordered by mail or by phone, using a toll-free number.

- *Classroom Management Software.* This program helps with grading and recordkeeping.

Student Supplements

- *Study Guide.* Each chapter in the Study Guide includes an outline of the text chapter with learning objectives keyed to the outline, a pretest, a chapter overview, key-term matching, concept application exercises utilizing key terms, a posttest, and skill-practice exercises involving decision making and creativity. The Study Guide provides an effective learning experience that makes the most of the student's time.
- *Software.* To further enhance the student's learning experience, McGraw-Hill provides several software packages for use with *Management*. For further information on prices and availability of our supplements, please contact your local McGraw-Hill representative.

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inclinations helped give this text its hands-on, real-world feel. Doug Hampton's diverse experiences truly broadened the book's organizational perspective, Colleen Pang's ability to analyze vast amounts of research data and synthesize meaningful information was an enormous help, and Claire Rigodanzo's insights into the close relationship between systems and organizational performance made an invaluable contribution.

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Courtland L. Bovée
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George P. Dovel

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