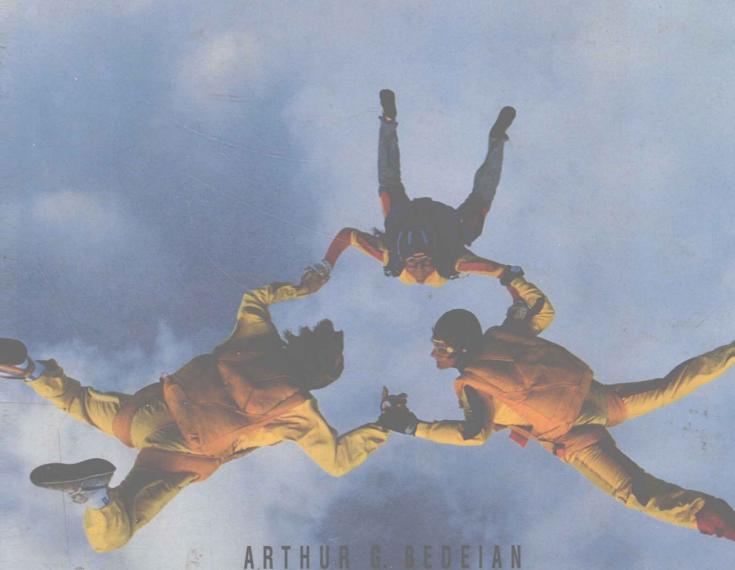
## MANAGEMENT

THIRD EDITION



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THIRD EDITION

## ARTHURG.BEDEIAN

LOUISIANA STATE UNIVERSITY

#### THE DRYDEN PRESS

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gain for Lynda, Katherine, and Tab

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Third Edition



We live in a volatile world marked by domestic uncertainty and ever-increasing global competition. Old ways are virtually useless, as foreign competitors are becoming tougher, employees are clamoring to be empowered, and customers are demanding the highest quality products at minimum prices. Now, more than ever, no job is more vital to our future success than that of manager. Rarely, if ever, in human history has a job proven so indispensable so quickly.

This book has been written in response to the pressing need for world-class managers. It is designed for a one-semester or one-quarter course and for students who may or may not go on to take further management classes. Each chapter is intended to be a lively, enjoyable experience for both students and instructors. No previous academic knowledge of the subject is assumed.

In preparing this new edition, every attempt was made to maintain the readability and informal tone of the previous edition and to preserve an emphasis on management as an interdisciplinary field. Whenever possible, likely questions were anticipated and answered in such a way as to address the more significant and provocative issues that confront practicing managers. Every chapter has been thoroughly updated to convey the excitement and dynamism of management today. Contemporary examples are abundantly employed to illustrate the most current research and theories. Each example was carefully chosen on the basis of its significance and interest.

Designed to stimulate inquiry and clear thinking about management, the text is organized around the five major functions of management—planning, organizing, staffing and human resource management, leading and interpersonal influence, and controlling. Its style and content reflect extensive input from teaching colleagues, students, practicing managers, and leading researchers throughout the world. To the over 10,000 students whom

I've had the pleasure of instructing in the last 24 years, a special thanks for reporting favorably (and occasionally not so favorably) on their experiences with previous editions and for providing excellent ideas for how the text might be made even better.

Like its predecessors, the goal of *Management*, 3/e, is to enhance student learning by providing the most current, challenging, readable, and exciting survey of management knowledge possible. Every facet of its preparation has been guided by this ultimate purpose. While there is no simple substitute for direct experience for learning to be a manager, over two decades of teaching experience have bolstered the author's firm belief that a thorough understanding of the management process helps develop the perspective necessary for becoming a successful manager.

# Like its predecessors, the part and chapter sequence of *Management* is consistent with the traditional management process. Each part is designed as a separate and virtually self-contained unit of study; substantial cross-referencing provides coherence and a central unifying theme. This format allows considerable latitude in scheduling class assignments, as well as in determining course coverage.

Part I, "Understanding the Managerial Task," introduces the reader to the world of professional management. The functions of management are identified, and the various levels of the management pyramid are examined. This section also presents a historical review of approaches to management, explores the changing environment of a typical contemporary organization, and examines management's ethical and social responsibilities.

Part II, "Planning," examines goal setting, strategy formulation and implementation, and managerial decision making.

Part III, "Organizing," covers how jobs are grouped to form work units and the design and analysis of individual jobs. Because change is a universal aspect of all organization, conditions for successfully introducing change are explained, as well as the reasons why people resist change, tactics for overcoming resistance to change, and different methods for introducing change. A new chapter on power and authority covers the types of power; line and staff authority; employee empowerment; management resistance to delegation; and types of coordination.

Part IV, "Staffing and Human Resource Management," focuses on how organizations can identify, hire, train, and retain employees. A new chapter on human resource development has been added. This chapter includes extensive coverage of employee training, performance appraisal, compensation programs, employee wellness, and labor relations. It also explains how an organization develops a managerial team, how to plan a managerial career, and what types of unique challenges managers encounter.

Part V, "Leading and Interpersonal Influence," discusses the interpersonal talents a manager must develop to be effective. It explains various approaches to motivation, different leadership theories, the nature of work group behavior, and the essence of managerial communication.

Part VI, "Controlling," concentrates on various methods of control and presents control guidelines for interpreting operating results. It also examines both the nature of information systems, as well as operations management and productivity.

Part VII, "Contemporary Challenges," examines the unique demands of international management and the so-called quality imperative.

#### **EARNING-ORIENTED FEATURES**

An effort has been made throughout Management to combine both a theoretical and a practical perspective in the belief that neither is sufficient alone. Thus, the following learning-oriented features have been incorporated into each chapter in order to strike a proper balance between the presentation of management theory and the application of that theory.

#### **LEARNING OBJECTIVES**

Each chapter begins with a clear and attainable set of learning objectives. Keyed to main topics, the learning objectives are intended to serve as study guidelines as well as an introduction to the chapter. Any current study of management principles must include global competitiveness and the special challenges presented by crossing national boundaries. International aspects of managing are integrated throughout the textual material, in boxed features, and in a stand-alone chapter. Examples of global management issues are found throughout the text and are identified by a globe icon like the one on the margin of this page.



#### **OPENING VIGNETTES**

Chapter-opening vignettes capture student interest by applying ensuing material to a real-world organization or situation. They also provide relevant examples for classroom discussion and highlight topics such as international joint ventures, employee empowerment, valuing diversity, and quality improvement.

#### ART AND PHOTO PROGRAM

Each opening vignette is illustrated with a full-color supporting photograph. To further stimulate student interest and imagination, additional full-color photographs, as well as tables, figures, and other graphics of various types, are used extensively throughout the book. All artwork is specially designed to reiterate essential chapter material while creating a visually pleasing presentation. The photographs are accompanied by in-depth captions that provide additional examples of concepts discussed in the text.

#### **CLOSE UP**

Emerging issues such as valuing diversity, quality improvement, social responsibility, and international dimensions of management have been highlighted throughout the text in Close Up features. These thematic presentations provide additional examples to emphasize important concepts. Examples of topics addressed include:

- The need for Euro-managers
- Cultural barriers to communication
- Ringi: Japanese decision making techniques
- New career and business opportunities based on environmental preservation

#### SMART MANAGEMENT

These boxed features appear in every chapter and are carefully crafted to highlight the application of key managerial concepts, as well as provide additional examples. Smart Management features include:

- Corporate espionage
- Telecommuting advantages
- Race norming

#### THE MANAGEMENT EXPERIENCE

An experiential exercise at the end of each chapter encourages in-depth evaluation and discussion of special topics. Intended to move learning from "seeing" and "listening" to "doing," these exercises can also be used as class assignments.

These exercises include:

- Job search checklist
- What employees want most
- Leadership potential
- Ethics in the trenches

#### **SUMMARIES**

Each chapter concludes with a concise summary. By repeating and providing a response to the "Learning Objectives" that open each chapter, summaries reiterate main topics in a logical and thorough manner.

#### REVIEW AND DISCUSSION QUESTIONS

Every chapter is supplemented with relevant questions to assess student understanding of the main topics examined. Each question calls for an analysis or practical application of what has been learned, thus serving as a mechanism for self-teaching.

#### KEY TERMS AND GLOSSARY

A four-way glossary helps to identify and define key terms. Each key term is boldfaced and defined in the text where it first appears. The term is also placed in the margin of that page for emphasis and easy study. There is a complete glossary at the end of the text. Additionally, key terms are listed at the end of each chapter, along with page references, as a study tool.

#### **CHAPTER CASES**

Cases at the end of each chapter help students learn how to use course material to solve an actual management challenge.

#### **VIDEO CASES**

Written cases pertinent to each part are presented at the end of the text and are accompanied by videos. The videos are intended to enhance class discussions by visually profiling a company and illustrating managerial concepts presented in the text. Additional videos coordinated with specific chapters are available for text adopters.

## COMPREHENSIVE LEARNING PACKAGE

*Management* is supported by a comprehensive learning package designed to ensure the lively presentation warranted by this dynamic subject. Materials available to instructors include the following:

#### **INSTRUCTOR'S MANUAL**

Co-authored with F. David Alexander of Angelo State University, this guide contains detailed lecture outlines, learning objectives, responses to review and discussion questions, notes for end-of-chapter cases, and additional teaching examples.

#### COMPUTERIZED INSTRUCTOR'S MANUAL

A disk will be available to text adopters that contains most elements of the *Instructor's Manual*. These elements can be electronically cut and pasted together to create customized lecture outlines.

#### **TEST BANK**

The most important part of the teaching package is the Test Bank. The Test Bank accompanying the third edition was given special attention because test questions must accurately and fairly assess student competence in subject material. Prepared by George Foegen of Metropolitan State College, the Test Bank provides approximately 2,500 multiplechoice, true/false, matching, and essay test items. New multiple-choice items based on self-contained mini-cases are a great time-saving substitute for essay questions, combining the comprehensive testing of concepts and applications with the ease of an objective test.

#### COMPUTERIZED TEST BANK

A Computerized Test Bank with versions for IBM, Apple, and Macintosh computers is available free to text adopters. The Computerized Test Bank allows instructors to select and edit test items from the printed Test Bank as well as add an unlimited number of their own items. Up to 99 versions of each test can be custom printed.

#### **VIDEO INSTRUCTOR'S MANUAL**

This manual contains video cases and teaching notes for each chapter and part of the text. It lists the title, running time, teaching objectives, and a detailed outline for each video case. It also provides page references for chapter concepts highlighted in the videos and video warm-ups, as well as answers to both case questions and video recap discussion questions. A multiple-choice test is also available for each video. The manual was developed by William D. Schulte of George Mason University.

#### TRANSPARENCY MASTERS AND ACETATES

More than 150 transparency masters from text art and 100 all-new color acetates are available to text adopters. Acetates are accompanied by detailed teaching notes that include summaries of key concepts and discussion questions for in-class use.

#### COMPUTER SIMULATION

This management simulation, written by Eugene Calvasina, James L. Barton, Jr., Ava Honan, Richard Calvasina of Auburn University-Montgomery, and Gerald Calvasina of University of North CarolinaCharlotte, places students in the role of a manager and requires them to make decisions about key operational areas. This is an interactive simulation designed to offer students the opportunity to learn how decisions affect all aspects of an on-going organization.

#### SUPPLEMENTAL MODULES

Supplemental course modules in the areas of organizational behavior, operations management, and small business/entrepreneurship are available. These are designed to supplement text coverage and to address the needs of schools whose management principles courses emphasize these areas.

#### STUDY GUIDE

Co-authored with Sally A. Coltrin and Lawrence R. Jauch, this guide contains chapter outlines, learning objectives, key terms and concepts, chapter summaries, and sample true/false, multiple-choice, and essay test items. Answers to the sample test items are given at the end of each chapter, along with page designations in the text for student reference.

#### THE MANAGERIAL EXPERIENCE: CASES AND EXERCISES, SIXTH EDITION

This companion volume to Management, co-authored by Lawrence R. Jauch and Sally A. Coltrin, supplements the study of management principles by using cases and exercises to develop student skills in the areas of leadership, communication, decision making, planning, organization design, dealing with individual and group behavior, staffing, resolving conflict, maintaining control, and implementing change.

#### INSTRUCTOR'S MANUAL FOR THE MANAGERIAL EXPERIENCE: CASES AND EXERCISES, SIXTH EDITION

This manual contains a cross-referencing grid that indicates where concepts from The Managerial Experience are covered in Management. A quick glance at the grid shows instructors which chapters in The Managerial Experience provide appropriate supplemental materials corresponding to the text. In addition, there are analyses for every case and exercise in The Managerial Experience.

### CASES AND EXERCISES TO ACCOMPANY MANAGEMENT

Two companion volumes, a case book and an exercise book, co-authored with Lawrence R. Jauch and Sally A. Coltrin, supplement *Management*, by providing additional classroom materials. Both follow the organization and content coverage of *Management* to provide a truly integrated perspective. These additional materials help develop student skills in the areas of leadership, communication, decision making, planning, organization design, dealing with individual and group behavior, staffing, resolving conflict, exercising control, and implementing change. An instructor's material is available for these supplements.

#### CAREER DESIGN EXERCISES

This manual contains career exercises based on the work of John C. Crystal, the man whom Richard N. Bolles credits as the major contributor to *What Color is Your Parachute?*—the best-selling career book of all time. The exercises and the accompanying software program have been praised by career and computer experts, including Joyce Lain Kennedy, careers columnist for the *Los Angeles Times Syndicate, The Wall Street Journal's National Business Employment Weekly,* and *PC Magazine*.

Career Design Exercises will help students to:

- Decide on a major
- Identify their best skills
- Discover what career direction to pursue
- Find out if starting a business may be the appropriate career path
- Determine key preferences for co-workers and working conditions
- Make personal contacts leading to job interviews
- Create custom resumes that will stand out from others
- Handle themselves in a professional manner during an interview
- Locate employers who are eager to hire people with their skills but who do not recruit on campus and do not advertise their job opportunities
- Develop communication skills by organizing their thoughts in writing

- Discover their personal leadership style
- Increase managerial effectiveness and sensitivity to cultural differences

#### ACKNOWLEDGMENTS

No book, fact or fiction, is ever exclusively the product of the individual whose name appears on its title page. Inevitably, an author is influenced by interactions with others.

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Arthur G. Bedeian Louisiana State University



Arthur G. Bedeian, D.B.A., is the Ralph and Kacoo Olinde Distinguished Professor of Management at Louisiana State University, where he specializes in the study of organization design and employee behavior.

A past-president of the Academy of Management, Professor Bedeian has also been president of the Allied Southern Business Association, the Southern Management Association, the Southeastern Institute for Decision Sciences, and the Foundation for Administrative Research. In 1987 he received the Distinguished Scholar Award from the Southern Management Association. He was elected a Fellow of the Academy of Management in 1979 and of the International Academy of Management in 1992.

A former editor of the *Journal of Management*, Professor Bedeian's work has appeared in the *Academy of Management Journal*, *Journal of Applied Psychol-*

ogy, Journal of Management, Journal of Vocational Behavior, Academy of Management Review, Behavioral Science, Personnel Psychology, Human Relations, Strategic Management Journal, and Organizational Behavior and Human Decision Processes. In addition to a leading principles text, he is the author of Organization Design: Structure, Strategy, and Environment (with Raymond F. Zammuto). Both texts have appeared in numerous international and foreign language editions.

Professor Bedeian is an active teacher and consultant. He has taught management, organization theory, organizational behavior, and the development of management thought. The 1991 recipient of the LSU Alumni Association Distinguished Faculty Award, he has also received several outstanding teaching awards. He has been involved in management development and consulting for the Veterans Administration, The Dryden Press, the United States Air Force, and the LSU Executive Program.

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An Invitation to Management

#### **CHAPTER 2**

The Evolution of Management Thought

#### **CHAPTER 3**

Managing in a Changing Environment

#### **CHAPTER 4**

Managerial Ethics and Social Responsibility



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