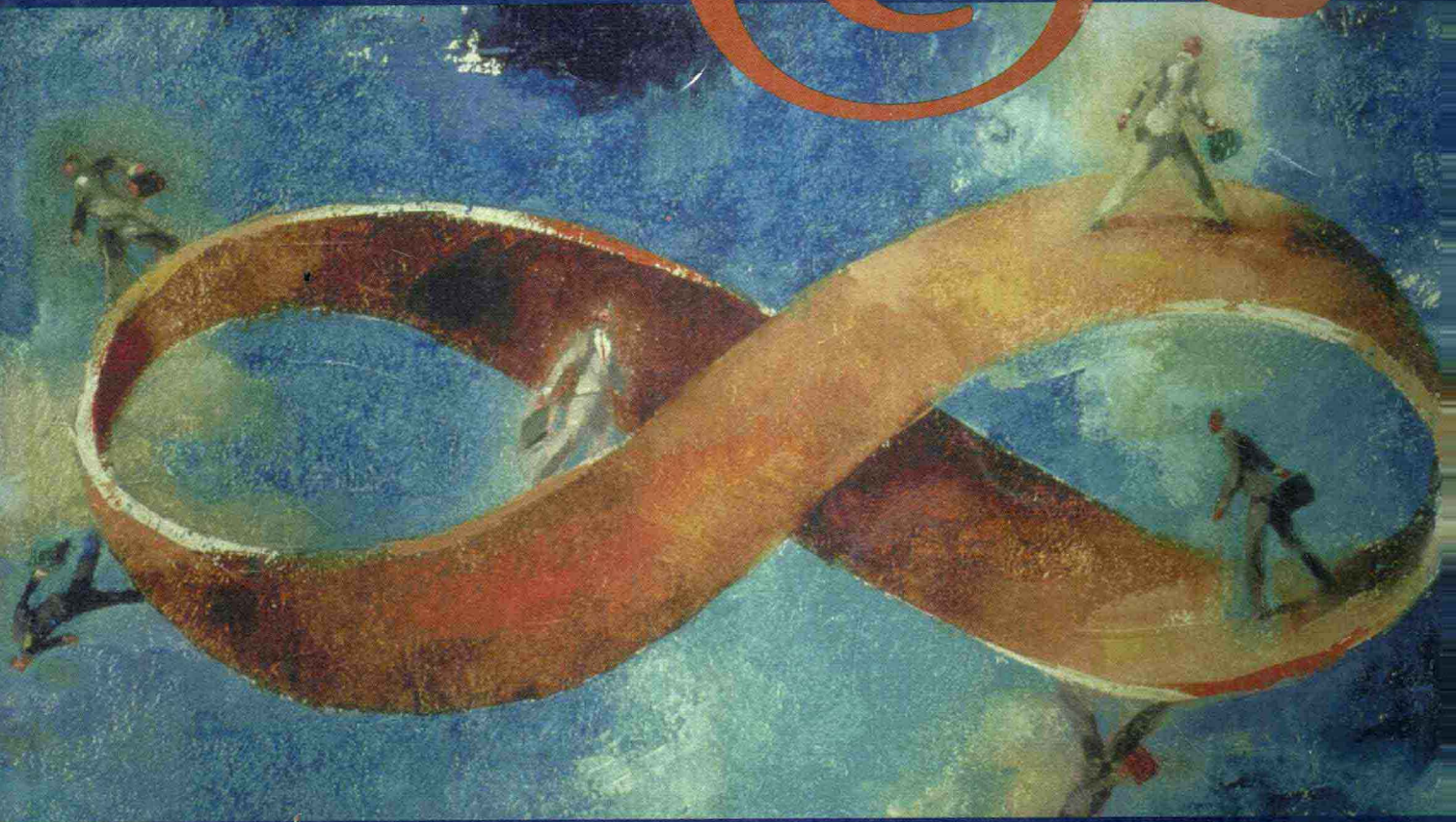


Management: Skills *and* Application

ELEVENTH EDITION



LESLIE W. RUE *and* LLOYD L. BYARS

Management

Skills and Application

Eleventh Edition

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MANAGEMENT: SKILLS AND APPLICATION

Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2005, 2003, 2000, 1997, 1995, 1992, 1989, 1986, 1983, 1980, 1977 by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

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This book is printed on acid-free paper.

3 4 5 6 7 8 9 0 QPD/QPD 0 9 8 7 6 5

ISBN 0-07-293593-6

Vice president and editor-in-chief: *Robin J. Zwettler*

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Senior digital content specialist: *Brian Nacik*

Cover design: *Jenny El-Shamy*

Cover illustration: © Getty Images

Typeface: *10/12 Palatino*

Compositor: *ElectraGraphics, Inc.*

Printer: *Quebecor World Dubuque Inc.*

Library of Congress Cataloging-in-Publication Data

Rue, Leslie W.

Management : skills and application / Leslie W. Rue, Lloyd L. Byars.— 11th ed.
p. cm.

Includes bibliographical references and index.

ISBN 0-07-293593-6 (alk. paper)

1. Management. I. Byars, Lloyd L. II. Title.

HD31.R797 2005

658—dc22

2004046600

To Penny and Linda, our wonderful wives of
36 and 34 years respectively.

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

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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.

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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.

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Foundations

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

