

**The
Management
Process:
Theory,
Research,
and
Practice**

Second Edition

John B. Miner

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Preface

This second edition of *The Management Process* is a combination of something old and something new. The something old is well expressed in the preface to the previous edition:

In writing *The Management Process* I had two primary objectives. One was to achieve an *integration* of the diverse literature and thought in the management field. The goal was not to present the student and the practicing manager with the classical management view, the behavioral science view, or some other view, but to pull all these approaches together to see what, in total, they have to contribute to solutions in the many problem areas that constitute the management process.

The second objective was to put major emphasis on findings from *scientific research*. It seems to me that it is only through extensive and well-controlled research that we are going to achieve anything approaching lasting solutions to the problems that dot the management landscape. This book represents an attempt to report and synthesize as much research relevant to each problem area as possible.

In years past there was a tendency to draw heavily on the subject matter of other fields of business administration in writing basic management books. I feel it is desirable to avoid this dependency and thus to deal with the management field as a separate and distinct entity concerned primarily with problems related to *human resources*. *The Management Process* largely reflects this viewpoint.

The something new introduces a major departure from the previous edition. I have tried to continue to present an authoritative, comprehensive treatment of the management field. The fact that over 65 per cent of the citations are to publications that have appeared since the earlier edition was written provides some indication of the extensive updating that has been carried out. Furthermore, there has been a major expansion in topical coverage, to reflect the *extended management process* model now used as a framework for the presentation. Subjects either newly introduced or newly elevated to chapter-level treatment are

Organizational goals
Organizational environments
Systems concepts
Role concepts
Integrative concepts
Contingency concepts
The value system of science
Management information systems
Bargaining and negotiation
Management by objectives
Forecasting
Boards of directors
Horizontal integrating systems
Professional organizations
Technological change
Managerial characteristics
Managerial behaviors
Methods of coordinating
Performance control
Auditing and accounting control
Input and output processes in staffing
Mediator processes in staffing
Social responsibility
International management
Managerial career choice

The role of the decision-making, communicating, and bargaining functions is given a much expanded treatment, and a contingency approach to the inducement of organizational efforts is used to explain many differences in the research findings. No effort has been made to separate the literatures of management and of organizational behavior as they bear on the matters considered here. The focus is on problems, rather than artificial disciplinary boundaries. As a result many will consider this as much a book on organizational behavior as on management. In this assessment I believe they are correct. I can find no meaningful way to separate the two subjects other than in terms of theoretical and value orientations. Thus I can best describe this volume as providing an introduction, a first course, in the understanding and managing of human behavior in organizations.

Yet perhaps the greatest departure that this edition provides from the previous one relates to the matter of managing. I believe that earlier texts in this field dealing with *principles* of management were often wrong in content, but correct in concept. It is appropriate to marshal our knowledge to provide whatever guides we can for the

practicing manager in the conduct of his or her daily work. I have tried to do so in this book, drawing on the available research evidence. What emerges differs in many respects from previous prescriptive statements. Yet I believe that it is as correct as we can be at this stage of the development of knowledge, and that it can be of tremendous practical value, if effectively put to use. There is no doubt in my mind that on balance any manager who follows the guidelines set forth here will be far more effective than one who does not, and that his or her company will benefit as a result. I say this simply because there are hard research data behind the guidelines presented.

In this revision, as in writing the first edition, I have benefited from the substantive and editorial comments of my wife, Mary Green Miner. My administrative assistant, Barbara Williams, has proved invaluable in getting the book through the lengthy production process. I thank them both.

J. B. M.

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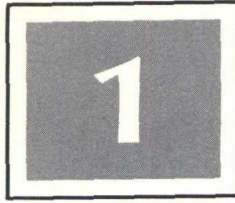
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**Theoretical
and
Historical
Orientations**



Organization Goals and Environments

The Problem of Segmentation

*Dealing with Segmentation
The Nature of Models*

Organizational and Corporate Goals

*Defining Organizations
The Nature of Goals
Official Goals
Operative Goals
Task and Maintenance Goals*

Constraining and Facilitating Forces

Capitalism as a Goal-Setting Process

*The Societal Environment
Resource Availability
Internal Constraints and Facilitators*

The Key Role of the Environment

*The Nature of Company-Environment Interaction
The Uncertain Role of Uncertainty*

Guidelines for Management Practice

Most managers, and all good ones, have a set of working assumptions about their organizations and how they function. Many managers would be aghast to hear these working assumptions called theories, but they often have so much in common with theories as to be indistinguishable from them. In fact, as we shall see later, the working assumptions of certain managers of the past have become some of the best-known theories of the management field.

The objective in the first few chapters of this book is to set forth the working assumptions, or theories, that underlie the subsequent presentation. Setting forth these assumptions and making them explicit at the outset should serve to reduce misunderstanding. It will also provide the building blocks from which the reader later can construct his or her own working theory of organizations and their management.

The Problem of Segmentation

A major reason why it is necessary to be very explicit about assumptions is that the management field has contained a number of not entirely compatible schools of thought, each with its own concepts, terms, and values; in many ways these schools appear to be speaking different languages (1). Although this segmentation into schools of thought seems to be paling somewhat, it still is a major source of misunderstanding, especially for practicing managers who are concerned primarily with the very pragmatic matter of what will *work*, and who care little about the vicissitudes of academic controversy.

Dealing with Segmentation

Against this backdrop, it seems desirable that a book that purports to provide an introduction to the management field do two things:

1. It should utilize a logical framework or model to weave together the diverse strands of management theory, research, and practice.
2. It should bring a value system to bear on its subject matter so as to differentiate between what is significant and important and what is not.

In this book these requirements are handled as follows:

1. An input-output model is used to provide a framework for organizing the field. This model draws its parts or constructs from a number of theoretical approaches; yet it maintains its own logical consistency.
2. The value system of science is used as a basis for selecting what is to be emphasized. Wherever possible the results of original scientific research are presented, and these results guide the formulation of conclusions.

The objective in using theory and research in this way is to achieve sufficient integration of the various approaches and contributions to the study of management so that improvements in management practice can in fact be made. Thus the rationale for placing practice last, after theory and research, in this book is not to minimize its importance, but to emphasize the fact that effective management practice is an outgrowth of sound working theory and valid research.