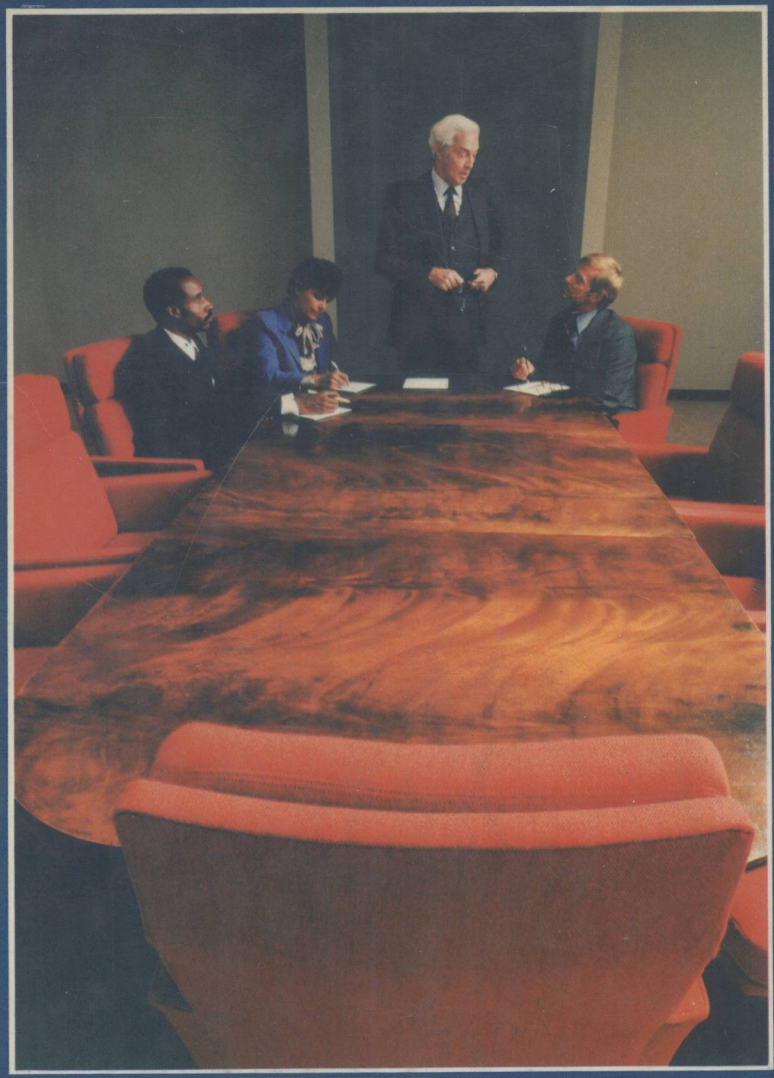
MANAGEMENT: Concepts, Methods, and Applications

SECOND EDITION



Howard M. Carlisle

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Howard M. Carlisle
Utah State University

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Preface

Organizations in recent years have provided us with more rapid transportation, inproved health care, all forms of electronic gadgetry, and conveniences far beyond anything imagined even a decade ago. However, management continues to be one of the greatest challenges to society. There have been many ominous signs of weakness in national and international organizations and their management. The growth rate of productivity in the United States is on the decline, the automotive and other major industries are suffering gigantic losses (primarily due to foreign competition), national student test scores indicate that our educational systems need revamping, the quality of work life in organizations is improving too slowly, gigantic corporations seem to be losing their creativity, and conflict among nations threatens the whole of humanity. These needs urgently demand a greater understanding of how to manage organizations—the power elements of a society. The book is devoted to aiding in this process.

This edition is intended to overcome the common complaints that students make about the introductory management course; i.e., that the concepts and principles are too abstract and general. However, management is an eclectic discipline that integrates knowledge from many sources, including the behavioral, quantitative, and traditional sciences. On top of all this diversity, we assume that management is generic. It encompasses all organizations from public to private. When in addition, it is assumed that all organizations are involved in common planning, organizing, staffing, directing, and controlling processes, the level of abstraction becomes extremely high, with limited meaning for the novice.

I have attempted to overcome this vagueness and the feeling that management consists of a group of often unrelated principles in three ways:

1. I have used a series of models that serve as a framework to integrate the basic processes and concepts of management. The value and use of models are explained in Chapter 3, followed by a paradigm encompassing the primary internal and external elements of an organization. This holistic systems approach is coupled with the traditional management framework (planning, organizing, staffing, directing, and controlling) as a basis for subdividing the general topic into smaller pieces for analysis in separate chapters. Every major topic in the book is supported by an integrative model that ties together the knowledge relating to the subject under consideration. Models are presented on decision making, planning, human behavior, motivation, communication, staffing, organization structure, leadership, and even control. The integrative control model (see Figure 10-1) is the first one that I have seen in a management text.

Most management texts report the research findings, common management practices, and approaches of major contributors to the field with limited analysis

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or integration. Since many of these are conflicting or not obviously interrelated, the student cannot readily see how they fit together and what relevance they have, which results in a disjointed collection of principles with few application guidelines. This approach ignores the value of models which can serve as "walking sticks" to help the learner along the path to understanding.

2. I have included in each chapter of this text specific implications on how the theoretical concepts should be applied so as to close the link between theory and practice. These implications are presented in boxes throughout the book and listed at the end of each chapter in place of the typical summary. The theoretical material in the chapter provides the underpinning for the practical propositions contained in the conclusion. The common practice is, again, to present findings derived from a variety of sources. Too frequently the student is left with the task of determining what meaning these findings have for how he or she can function as a manager. Also, following each chapter are two short cases so students can practice applying the concepts.

3. I have made finite distinctions in management methods and processes based on the level of the organization and the responsibilities of the managers involved. One reason many management texts are so abstract is that planning, organizing, staffing, directing, and controlling are presented as if these same concepts have the same significance for all managers or supervisors. Little distinction is made between the planning methods, concepts, and responsibilities of top management versus the same methods, concepts, and responsibilities for a first-line supervisor. Taking planning as an example, Chapter 8 covers the strategic planning of top management, and Chapter 9 deals with the concepts and methods of internal planning that are normally the responsibility of middle managers. Distinguishing the types of environments, categories of organizations, levels of management, and how these call for the use of different methods and approaches adds specificity and reality to what can otherwise be highly generalized concepts.

In this edition, I have made several outline changes. After a trial and error process extending over nearly 20 years, I have become convinced that the broader macro responsibilities of the manager (planning, implementation, and control) need to be presented before looking at more micro concepts (motivation, staffing, groups, and other aspects of human behavior). For this reason, after the framework for the course is developed in the first three chapters, the next eight cover decision making, planning, implementation, and control, which are at the heart of how a results-oriented manager functions in an organization. How to use human resources more effectively in attaining goals is covered in Chapters 12 through 16 followed by three chapters on organization structure and two on leadership. The final two chapters deal more directly with the reader by providing guidelines on management careers and changes likely to occur in the future.

In this edition, the following new chapters or major concepts are introduced:

- The basic responsibilities of a manager are viewed as obtaining results through a continuing "management cycle" involving planning, implementation, and control.
- A separate chapter is included on staffing, or the management of human resources. This chapter clarifies the responsibilities of the line manager and the personnel department in handling the staffing functions, with the emphasis being on how managers can improve their performance in this area.
- Many of the more recent approaches covering organization structure and management methods are included. Japanese management practices, such as the use of quality circles, are examined in detail. Also, the rational approach to management, which views organizations as unified, goal-oriented entities, is tempered by including the views of writers such as Jeffrey Pfeffer who consider organizations as power arenas where the ebb and flow of coalitions determine what is done rather than any overriding management logic.
- Considerable effort has been devoted to providing a realistic chapter on careers. The purpose is to aid students in making better career decisions, to acquaint them with what life will be like in work organizations, and to assist them in making career plans.
- The final chapter covering management and the future examines conditions that are likely to exist in the next 30 years and the implications these will have for planning, organizing, staffing, directing, and controlling in the years ahead.

Completing a book provides a feeling of accomplishment that somehow compensates for the hundreds of hours involved in putting it together. It is truly an organizational team effort, as many people besides the author are responsible for the final outcome. Michael Zamczyk, SRA's acquisition editor, provided valuable advice and kept me on track. Ann Wood did a thorough, professional job of copyediting and met unbelievable time schedules. Jim Rosenzweig and Monty Kast provided expert guidance and assistance in the overall outline of the book and the editing of the early chapters. Barbara Marinelli and Teresa Breinholt typed most of the manuscript. And my wife demonstrated her usual patience and understanding while I was holed up on evenings and weekends in my basement office.

January, 1982

Howard M. Carlisle

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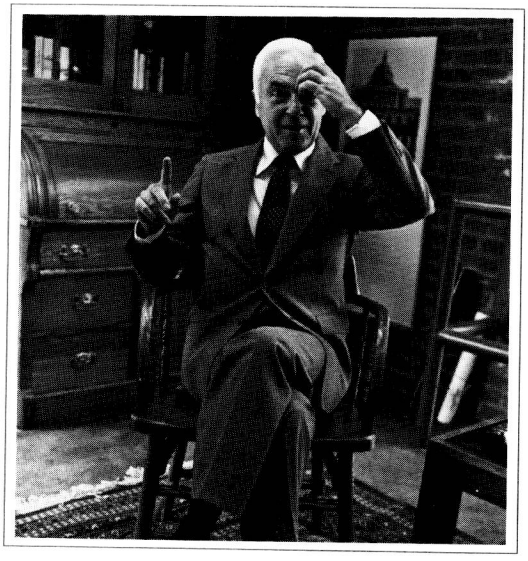

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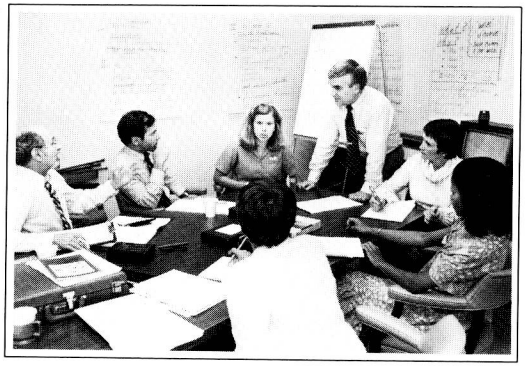

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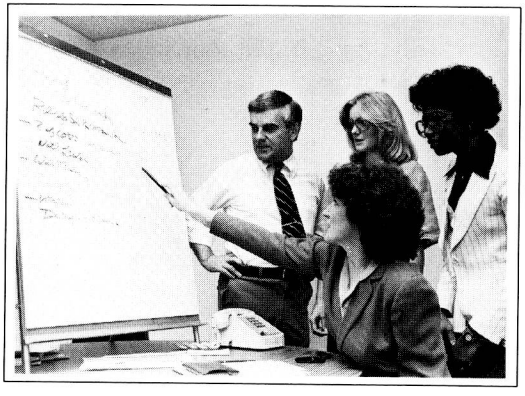

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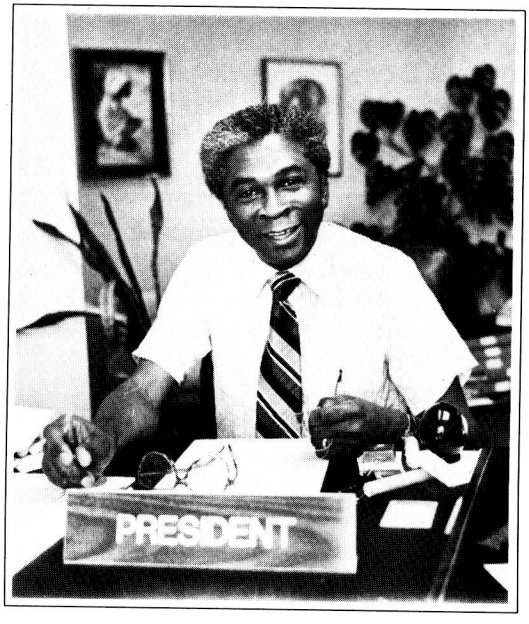

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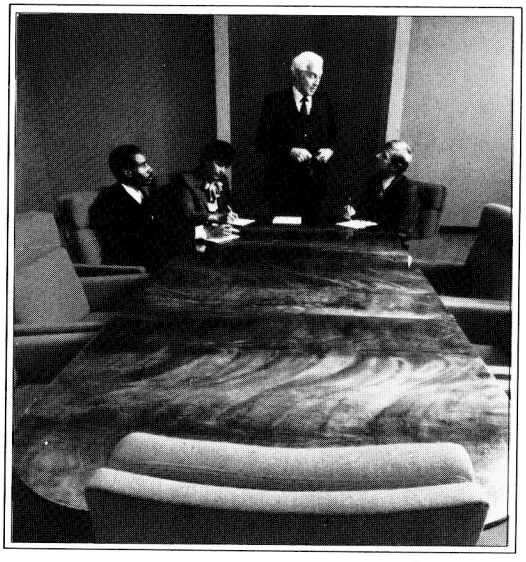

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PART 1
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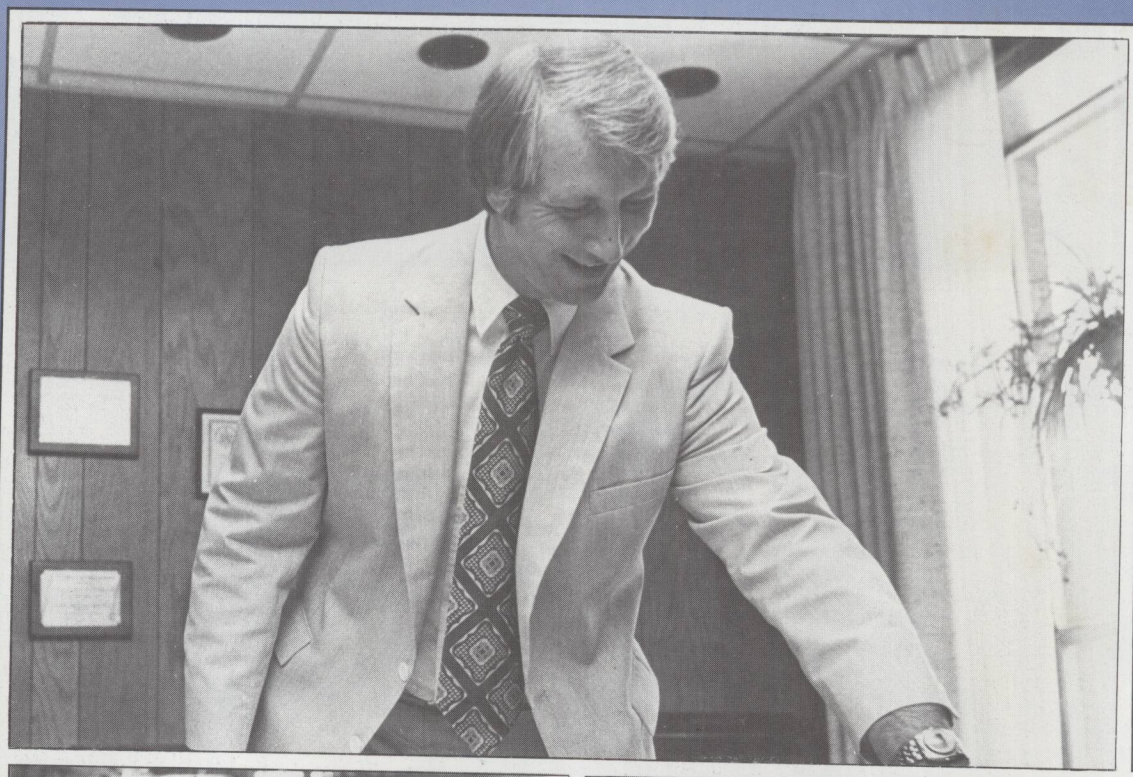

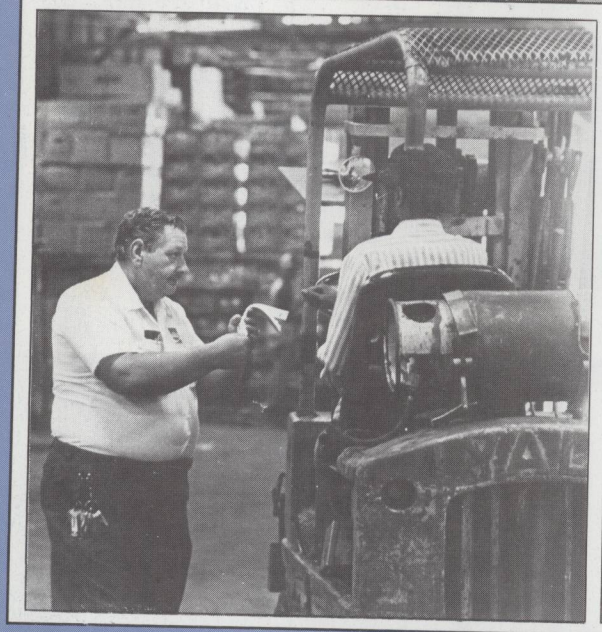

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