

# MANAGEMENT

**Skills and Application**

**Eighth Edition**

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# MANAGEMENT



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# PREFACE

We are proud that this book is now in its eighth edition. Much has transpired in the field of management since the book's inception. Through each edition we have attempted to keep pace with the times and adapt to change. This edition is no exception. We continue to emphasize the skill-building approach that was first introduced in the fifth edition.

Since the last edition, the field of management has continued to grow and mature. Interest has continued to expand particularly in the areas of international business, small business management, and the management of diversity. Relying on the suggestions of other professors, reviewers, students, and our own thoughts, we have attempted to retain the strongest parts of the previous editions and strengthen the weaker parts. As a result of the extensive input received, we have updated and revised some material, added new material, and eliminated some material. The major changes and features of this edition are summarized below.

## Major Changes and Features in This Edition

This eighth edition is the first soft-cover version of the text. In response to overwhelming numbers of requests for good books at a good value, we have invested in a solid revision of the text to be offered to students at a good price in this new format.

As mentioned earlier, the skill-building approach first introduced in the fifth edition has been emphasized in this eighth edition. The total number of chapters has been reduced to twenty, and they are still organized into six major sections.

Section I, "Foundations" serves as an introduction to and a foundation for studying management. Included in this

section are chapters covering introductory terms, management history, decision making, and communication. The decision-making and communication chapters occur early in the text because these chapters cover fundamental skills that are critical to the success of all managerial activities. Section II, "Contemporary Issues" includes chapters on ethics and social responsibility and international business. Section III, "Planning Skills," contains chapters on the basics of planning and strategic management, and operations management and planning. Section IV, "Organizing and Staffing Skills," has two chapters on organizing skills, one on work groups, one on staffing skills, and one on developing people. Section V, "Directing Skills," contains chapters on motivation and leadership, conflict and stress, and change, culture, and diversity. Section VI, "Controlling Skills," includes chapters on controlling, appraising and rewarding performance, operations control, and management information systems.

## Features

All chapters have been revised and updated significantly. Contemporary issues such as managing diversity, small business management, and international business have been integrated throughout the text. Sources throughout the text have been updated to reflect research and popular publications from the last few years, except in cases where the classic reference is most appropriate.

**Chapter Previews** The concept of chapter previews has been retained to introduce each chapter. These previews are real life, up-to-date vignettes that illustrate one or more of the



major points covered in the respective chapter. Preview analysis questions are presented at the end of each chapter. These questions are designed to help the student relate the chapter material to the preview vignette.

**Management Illustrations** With the third edition, we began including brief, chapter-related corporate examples in the body of the text. Each of these examples presents a realistic and up-to-date illustration of a point made in the chapter. This edition contains more than 50 of these illustrations, most of which are new to this edition.

**Corporate/Organization References** In this edition there are over 250 references to actual corporations and organizations. These references appear in the text itself, chapter previews, section cases, or Management Illustrations features. We are extremely proud of this large number of real-world references and believe that it illustrates our commitment to bridging the gap between theory and practice.

**Margin Glossary** The practice of defining key terms in the margins started in the fourth edition and has been expanded in this edition. This feature is especially helpful to students when reviewing the chapter material.

**Review Questions** Chapter-ending review questions tie directly back to the learning objectives. These questions test student understanding of chapter concepts and constructs. They are designed to evaluate recall of key issues.

**Skill-Building Questions** In addition to testing recall of key concepts, the end-of-chapter questions are designed to bring students to a deeper level of critical thinking. The skill-building questions ask students to apply, compare, contrast, evaluate, illustrate, and expand upon ideas presented in the chapter.

**Skill-Building Exercises** The most successful exercises have been retained and improved in this edition. The purpose of these exercises has been to provide an illustration of major points in the chapter. Many of these exercises can be assigned on the spot in class or as homework.

**Case Incidents** Case incidents appear at the end of each chapter and present lifelike situations requiring management decisions relating to the material covered in the respective chapters. The case incidents can be used within class or assigned as homework.

**Cases** Each of the six major sections concludes with a case featuring an actual company. These cases were selected to relate in some manner to each chapter in the respective section. The cases include: Home Depot, Ben and Jerry's,

Pep Boys, Mrs. Fields' Cookies, Southwest Airlines, and Harley-Davidson.

## The Supplements Package

A variety of support materials will help the instructor enrich the educational process. These are described below.

**Lecture Resource Manual** Prepared by John R. Brooks of Houston Baptist University, the Lecture Resource Manual is the instructor's tool box for enhancing student learning. The 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. An innovative new feature called "Barriers to Student Understanding" 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.

**Color Acetates** Approximately 70 two-color transparencies allow the instructor to present important charts and diagrams to the class. The transparencies consist mainly of original materials, supplemented by reproductions of key figures from the text.

**Electronic Acetates** For the first time, four-color acetates are captured in a PowerPoint electronic package. The PowerPoint disks, organized by chapter, contain text information and material created specifically for the electronic format.

**Test Bank** The test bank has been thoroughly revised by Thomas J. Quirk of Webster University. Many of the questions in this edition of the test bank are new, and all questions have been carefully evaluated and revised for clarity and accuracy. Each of the true-false, multiple choice, and essay questions is tied to the chapter learning objectives and classified according to level of difficulty.

**Computerized Testing Software** Irwin's computerized testing software includes advanced features such as allowing the instructor to add and edit questions on-line, save and re-load tests, create up to 99 versions of each test, attach graphics to questions, import and export ASCII files, and select questions based on type level of difficulty, or key word. The program allows password protection of saved tests and question databases, and is networkable.

**Teletest** Instructors can use Irwin's Teletest service to create their tests. The service provides a toll-free number for instructors to call in a test request. Test and answer keys are printed on a laser printer according to the specifications provided. Requests are completed the same day they are called in.

**Videos** A collection of educational videos, featuring familiar organizations, is also available. These videos allow the instructor to show how management works in the real world.

## Acknowledgments

We consider the Irwin sales force to be the best in the business and we thank them for their continued efforts on our behalf. All members of the Irwin staff have provided tremendous support throughout this revision.

One would think that each edition would require less help but we have found just the opposite. In our attempts to improve the text we seem to call on more and more people for assistance. We are indebted to our families, friends, colleagues, and students for the numerous comments, ideas, and support that they have provided. Unfortunately space limits us to mentioning only those most directly involved in the review and marketing research processes:

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In our continuing efforts to improve this text we earnestly solicit your feedback.

*Leslie W. Rue*  
*Lloyd L. Byars*

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Dr. Rue has just celebrated his 28th wedding anniversary. He has one daughter who is a practicing accountant, one daughter who is a teacher, and a son in college. His hobbies include the restoration of antique furniture and antique wooden speedboats.

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Dr. Byars has published articles in leading professional journals and is also the author of four textbooks which 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 27 years. He has two daughters in college and a son who is a senior in high school.





# MANAGEMENT



**Skills and Application**

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The Management Movement

3

Decision-Making Skills

4

Communication Skills