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## UNIT 1 Managers, Performance, and the Environment

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### Part A. Management Classic

1. **The Manager's Job**, Henry Mintzberg, *Harvard Business Review*, March/April 1990

In this classic essay Henry Mintzberg replaces the traditional view of management functions—to plan, coordinate, organize and control—with a look at what managers really do.

2

### Part B. Management Skills, Roles, and Performance

2. **Why Emotional Intelligence Should Matter to Management: A Survey of the Literature**, Kerry S. Webb, *SAM: Advanced Management Journal*, Spring 2009

Emotional intelligence (EI) is different from other forms of intelligence, notably IQ. Research has discovered that it can be far more important to a manager's success than just being smart. It also means having the ability to lead.

12

3. **The Science and Art of Managing**, W. H. Weiss, *Supervision*, October 2007.

Management is not only a science, but also an art. It combines the formal and informal organizational structures and procedures, along with the functions and authority to generate results that will lead to the success of the enterprise.

17

### Part C. The Environment

4. **Trends Shaping Tomorrow's World: Economic and Social Trends and Their Impacts**, Marvin J. Cetron and Owen Davies, *The Futurist*, May/June 2010

Some of the trends and some of the things that are likely to happen in the next twenty to forty years are discussed in this article from the *Futurist*. They are interesting, informing, and some of them alarming.

20



## UNIT 2 Planning

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### Part A. Management Classic

5. **Planning**, Henri Fayol, *Management Classics*, Goodyear Publishing Co., 1977

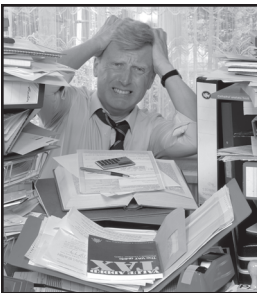
Planning has been recognized as one of the basic activities of managers for well over a hundred years. This article was written by Henri Fayol, one of the earliest management writers. He was a successful businessman, writer and, in many ways, the Peter Drucker of his day.

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The concepts in bold italics are developed in the article. For further expansion, please refer to the Topic Guide.

## Part B. Strategic Analysis

- 6. Going Green: The Challenges and the Solutions**, Kevin M. Kelly, *Automotive Design and Production*, January 2008  
There are many challenges that face the U.S. auto industry. Chief among these challenges are the demands that cars be more efficient in the use of carbon-based fuels. The article presents how the industry is approaching it, and also explains how it involves more than just emissions. 40
- 7. Renewing Your Will to Compete**, Tom FitzGerald, *Strategic Finance*, October 2009  
One of the most important things concerning a company is not the patents, the equipment, or the supply chain, but the desire of the employees to compete in the marketplace. Some might call it morale or esprit de corps, but it all means the same thing. Are the employees willing to put in the extra time and effort to make the company a success? 45
- 8. A Strategic Framework for Governance, Risk, and Compliance**, Mark L. Frigo and Richard J. Anderson, *Strategic Finance*, February 2009  
Organizations often become silos where finance never talks to sales and sales never talks to human resources and so on. This article is about stopping that and getting them to coordinate with one another through a “Strategic Risk and Compliance Framework.” 49
- 9. 11 Critical Areas of Phenomenal Success**, Howard Partridge, *ICS Magazine*, February 2010  
What is it that makes a small business successful? What is it that sets it apart from other small businesses? Here are eleven things that can make the difference between success and failure. 52
- 10. Embracing Confusion**, Barry C. Jentz and Jerome T. Murphy, *Phi Delta Kappan*, January 2005  
In a rapidly changing environment, confusion is likely to be the norm rather than an exception. How a leader handles a situation can turn what seems to be a threat into a strength and a learning experience for the entire organization. 54



## UNIT 3 Organizing

### Unit Overview 62

#### Part A. Management Classic

- 11. Classifying the Elements of Work**, Frank B. Gilbreth and Lillian M. Gilbreth, *Management Classics*, Goodyear Publishing Company, 1977  
Time and motion studies were among the earliest results of Frederick W. Taylor’s work. In this selection, two of the pioneers in these studies discuss the ideas upon which time and motion studies are based. 64

#### Part B: Designing and Changing the Organization

- 12. Understanding the Root Causes of Change and the Emerging Chaos**, Otto J. Loewer, *Resource*, March 2009  
What causes change and how do people and organizations react to that change? Here is a model to help to understand the macro changes in society and how they will affect the world that managers will have to deal with in the future. 73

13. **The Dark Side of Change**, G. Neil Karn and Donna S. Highfill, *Across the Board*, March/April 2004  
 Sometimes when a new manager comes on board, they have a need to put their stamp on the organization. They often do that by instituting unnecessary changes. 77



## UNIT 4 Directing

### Unit Overview 80

#### Part A. Management Classic

14. **A Theory of Human Motivation**, Abraham H. Maslow, *Management Classics*, Goodyear Publishing Company, 1977  
 Abraham Maslow's theory of motivation is well known. This is the classic article in which it was proposed. 82

#### Part B. Leadership

15. **Implementing Sustainability: The Role of Leadership and Organizational Culture**, Marc J. Epstein, Adriana Rejc Buhovac, and Kristi Yuthas, *Strategic Finance*, April 2010  
 This article provides a model for corporate sustainability and describes how the four companies Home Depot, Nissan USA, Procter & Gamble, and Nike all are successful in their corporate sustainability efforts. 92

16. **Learn Change Leadership from Two Great Teachers**, Michael Maccoby, *Research Technology Management*, March/April 2010  
 What would two of the great management thinkers of the past fifty years, W. Edwards Deming and Russel Ackoff, think of change leadership in today's environment? How their insights can help corporate leaders, today, as they attempt to manage changes in their organizations is discussed here. 97

17. **The True Measure of a CEO**, James O'Toole, *Across the Board*, September/October 2005  
 What makes a great CEO? Aristotle argued that a leader's task is to create conditions under which all the followers can reach their full human potential. How many do that? How many even try? 99

#### Part C. Performance

18. **Improving Unit-Level Performance through Better People-Practices**, Dan Hawthorne, *Franchising World*, January 2010  
 The steps that are necessary to build an effective organization of qualified personnel are selection, training, and performance. These principles apply to large organizations just as they apply to the hamburger stand down the street. 103

#### Part D. Communication

19. **Let's Be Clear: How to Manage Communication Styles**, Jada Edmondson, *Training and Development*, September 2009  
 Being able to communicate well is one of the most important skills of a manager. But, everyone is different and skilled in different ways. The four basic styles of personal communication, namely expressive, systematic, sympathetic and direct, and the situations where they are appropriate are presented here. 106



## UNIT 5 Controlling

### Unit Overview

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#### Part A. Management Classic

**20. An Uneasy Look at Performance Appraisal**, Douglas McGregor, *Harvard Business Review*, May/June 1957

In this classic article, Douglas McGregor, who has also written about the X and Y theories of management, looks at how performance appraisals can be effectively used to help management and control the enterprise.

111

#### Part B: Financial Control

**21. Beyond Compliance: The Value of SOX**, Marianne Bradford, Eileen Z. Taylor, and Joseph F. Brazel, *Strategic Finance*, May 2010

Sarbanes-Oxley, commonly known as SOX, was passed by Congress after the accounting scandals at the beginning of this century. Many executive complained about the rules and regulations included in SOX, but now it seems that SOX also has benefits in controlling the organization.

115

#### Part C. Security

**22. Corporate Security Management: What's Common? What Works?**, Security Director's Report, August 2005

This is a report of a survey conducted by *Security Director's Report* that analyzed security operations at hundreds of companies. This report tells what companies do to try to protect themselves from possible thefts and other security threats.

119

#### Part D. Total Quality Management and the Supply Chain

**23. Six Sigma's Growing Pains**, Steve Minter, *Industry Week*, May 2009

Six Sigma is a quality control system that has been successfully used by a number of companies, especially in their manufacturing operations. Some have attempted to apply it to their non-manufacturing areas, but this application has had only limited success.

121

**24. Quality Is Easy**, David C. Crosby, *Quality Magazine*, January 2006

Zero Defects is one of the approaches to quality management. This article outlines the seven laws of defect prevention to achieve zero defects.

124

**25. Supply Chain Management: It's Just Good Business**, Joe Condon, *Orthopedic Design and Technology*, November/December 2009

Supply chain management is important for all industries including the professions. Here are some simple steps that can be used to make a supply chain better able to meet the needs of an organization and ultimately those of its customers/patents.

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## UNIT 6 Staffing and Human Resources

### Unit Overview

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#### Part A. Management Classic

**26. The Human Side of Enterprise**, Douglas M. McGregor, *Management Review*, American Management Association, Inc. 1957

Many people have heard of "*McGregor's Theory X and Theory Y.*" This article is Dr. McGregor's explanation of these principles.

133

## **Part B. Developing Human Resources**

- 27. Strategic Organizational Diversity: A Model?**, Frederick Tesch and Frederick Maidment, *International Journal of Diversity in Organizations, Communities and Nations*, February 2009

This article presents a model for a rationale of diversity in organizations. The legal justification for diversity is under attack and is slowly being reduced in the courts. An additional business justification for diversity is presented here.

138

- 28. Managing in the 'New' Workplace**, Bruce Tulgan, *Financial Executive*, December 2009

Managing generations is a difficult task as they have remarkably different ideas and expectations from their supervisors. How to go about motivating these workers and getting them to perform is the theme of this article.

142

## **Part C. Maintaining an Effective Workforce**

- 29. Preparing Workers for Successful Careers**, Susan Reese, *Technique*, May 2010

Workers need to be trained for the positions that are available in this changing economy. Here are several programs that are designed to do exactly that from high schools to colleges.

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# **UNIT 7**

## **Perspectives and Trends**

### **Unit Overview**

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#### **Part A. Management Classic**

- 30. The Discipline of Innovation**, Peter F. Drucker, *Harvard Business Review*, August 2002

In this classic article from the *Harvard Business Review*, Peter Drucker identifies several kinds of opportunities that can be used to help develop innovation.

150

#### **Part B. The Multinational Corporation**

- 31. TR50 2010: The World's Most Innovative Companies**, *Technology Review*, March/April 2010

What are the companies, both private and public, that are the most innovative. The ones that are most likely to develop the next big thing? Here is a list of at least some of the candidates that are likely to be the next Google.

155

#### **Part C. Corporate Culture**

- 32. 5 Simple Steps to Build a Winning Corporate Culture**, Gary Bradt, *Supervision*, March 2008

The author suggests five steps that the management of an organization may take to turn a culture around in an organization. They are not difficult to understand, but they may be hard to implement.

169

#### **Part D. Ethics and Social Responsibility**

- 33. Corporate 'Greening': Good for the Soul, But Is It Good for the Bottom Line?**, Scott Ladd, *Financial Executive*, March 2010

Today, in addition to all of the various market pressures, corporations are faced with the challenge of going green in their businesses. Going green can mean many things, but one of the sure things it will mean is that the company will pay more money. But it will perhaps not. Perhaps it might make up for it in sales or reduced utility costs.

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<b>34. The Road to Stronger Corporate Governance</b> , Linda Zong, <i>Corporate Board</i> , March/April 2004 The Sarbanes-Oxley Act of 2002 has mandated a stronger role for outside directors on the boards of corporations. This is particularly true in the financial and executive compensation aspects of the board's responsibilities.	<b>176</b>
<b>Part E: Small Business and Entrepreneurship</b>	
<b>35. Up to the Challenge</b> , Mark Henricks, <i>Entrepreneur</i> , February 2006 Here is the story of three entrepreneurs who got the opportunity to grow their businesses to the next level by getting some of the best advice possible. They still face challenges, yet continue to make great progress.	<b>181</b>
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