

TEXT AT A GLANCE

Management: A Pacific Rim Focus 4e is a pedagogically rich learning resource. The features laid out on these pages are especially designed to encourage and enhance your acquisition of the principle tenets of management.

CHAPTER OPENER

Chapter Openers present a summary of the subheadings in the chapter you are about to study and a list of Learning Objectives that set out what you should be able to achieve after completing that chapter.

CHAPTER 1

THE CHALLENGE OF MANAGEMENT

CHAPTER OUTLINE

Management: An overview	Managerial knowledge, skills, and performance
What is management?	Knowledge base
The management process	Key management skills
	Performance
What managers actually do	
Work methods	Managing in the 21st century
Managerial roles	Managing change and innovation
Managerial work agendas	Managing diversity: The workforce of 2000 and beyond
Managerial job types	Managing diversity: The workforce of 2000 and beyond
Vertical dimension: Hierarchical levels	Developing a global perspective
Differences among hierarchical levels	The quest for total quality and continuous improvement
Forming innovation: The entrepreneurial role	
Horizontal dimension: Responsibility areas	

LEARNING OBJECTIVES

- After studying this chapter, you should be able to:
- Explain four functions of management and other major elements in the management process.
 - Describe three common work methods managers use and their 10 major roles.
 - Identify the main factors influencing work agendas and how managers use such agendas to channel their efforts.
 - Delineate three major managerial skill types.
 - Distinguish between effectiveness and efficiency in regard to organisational performance.
 - Explain how managerial jobs differ by hierarchical level and responsibility areas.
 - Explain how managers at different hierarchical levels can use the entrepreneurial role to foster innovation.
 - Describe how management education and experience prepare managers.
 - Identify four significant 21st century management trends.



STRIVING FOR EXCELLENCE

Each Chapter opens with a BRW profile that showcases a successful manager who has made an impact on the industry in which they operate.

KEY TERMS

Key terms supplied in the margin allow you easy access to the language of management. They are highlighted in the text and also presented in an alphabetical glossary at the end of the book.



QUESTIONS FOR DISCUSSION AND REVIEW

These short-answer discussion questions give you an opportunity to think about and discuss different situations directly related to the chapter you have just read.

CRITICAL THINKING QUESTIONS

Over 100 critical thinking questions challenge you to diagnose specific management issues so that you learn to analyse problems and make decisions. These questions aim to improve your ability to think at a higher level and hone your critical abilities.

ON THE RIM CASE

These end-of-chapter cases look closely at the management activities of different organisations conducting business on the Pacific Rim. They are important because they highlight the management behaviours of Australia's main trading partners. Business conduct varies markedly in different parts of the Asia-Pacific region, particularly in terms of motivation and reward. The PowerWeb icon appears here as a reminder that you may search for more related articles and cases online. To access please see the registration card at the front of this book.

FURTHER READING RECOMMENDATIONS

At the end of every chapter a list of Further Reading is provided that encourages and steers you to extend your reading on the theme of that particular chapter.

GRADUATE GLIMPSE

This new feature examines the many and varied paths which graduates in management have taken. Read and be inspired by their career trajectories and the endless future possibilities that a management degree may offer you.

GOING GLOBAL CASE

These extended end-of-part cases focus on companies that are doing something notable on the world stage, be they Pacific Rim organisations with an international focus or overseas multinationals operating in the region. Read the case and build your critical thinking skills by undertaking the activities for discussion, analysis and further research.

END-OF-PART MATERIAL



GRADUATE GLIMPSE

CHRIS BLANEY

Chris Blaney graduated from the Bachelor of Engineering (Honours) Mechanical degree program at UNSW in 1996. He is currently a senior design engineer at the engineering firm of GHD in Sydney.

What did you do to achieve a double degree?

As a high-achieving student, I was able to complete my Bachelor of Engineering (Honours) Mechanical degree in 1996. I then completed my Master of Engineering (Honours) Mechanical degree in 1997. This allowed me to graduate with a double degree in Engineering (Honours) Mechanical and Master of Engineering (Honours) Mechanical.

What have you done since graduation?

Since graduating from the program, I worked for two years at a small business named Reaction Consulting. My role was to provide technical support to the company's clients. I then worked for a large engineering firm for five years, where I was responsible for the design and development of mechanical systems. I am currently a senior design engineer at GHD, where I am responsible for the design and development of mechanical systems for a wide range of clients.

How do you see your future?

I see my future in the engineering industry. I am currently a senior design engineer at GHD, and I am looking forward to continuing to work in this field. I am also interested in pursuing a PhD in the future.

