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He specialises in strategic management and organisational theory and is well known for his research which applies transaction cost analysis to explain many forms of strategic and organisational behavior. He is currently interested in strategy process, competitive advantage, and information technology issues. He is also investigating the relationships between ethics, trust, and organisational culture and studying the role of affect in the strategic decision-making process.

Professor Jones has published many articles in leading journals of the field and his recent work has appeared in the *Academy of Management Review*, *Journal of International Business Studies*, and *Human Relations*. An article on the role of information technology in many aspects of organisational functioning was recently published in the *Journal of Management*. One of his articles won the Academy of Management Journal best paper award and he is one of the most prolific authors in the *Academy of Management Review*. He has served on the editorial boards of the *Academy of Management Review*, the *Journal of Management*, and *Management Inquiry*.

Professor Jones has developed his academic knowledge to write leading textbooks on management, covering organisational behavior, organisational theory, and strategic management. His books are widely recognised for their innovative, contemporary content, and for their clear discussion of complex, real-world issues, which are relevant to students.

JENNIFER M GEORGE is the Mary Gibbs Jones professor of management and professor of psychology in the Jesse H Jones Graduate School of Management at Rice University, Texas. She received her BA in psychology/sociology from Wesleyan University, her MBA in finance from New York University, and her PHD in management and organizational behavior from New York University. Prior to joining the faculty at Rice University, she was a professor in the Department of Management at Texas A & M University.

Professor George specialises in organizational behavior and is well known for her research on mood and emotion in the workplace, their determinants, and their effects on various individual- and group-level work outcomes. She is currently exploring how individual and contextual characteristics interact to promote or inhibit creativity in organisations. She is the author of many articles in leading peer-reviewed journals such as the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, and the *Psychological Bulletin*. One of her papers won the Academy of Management's Organizational Behavior Division Outstanding Competitive Paper Award and another paper won the Human Relations Best Paper Award. She is on the editorial review boards of the *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Management*, *Organizational Behavior and Human Decision Processes*, *International Journal of Selection and Assessment*, and *Journal of Managerial Issues*. She was also a consulting editor for the *Journal of Organizational Behavior*; and was a member of the SIOP Organizational Frontiers Series editorial board. She is a fellow in the American Psychological Association, the American Psychological Society, and the Society for Industrial and Organizational Psychology and a member of the Society for Organizational Behavior. Professor George is currently an associate editor for the *Journal of Applied Psychology*.

DIANNE WADDELL is an associate professor in management/HR programs at Deakin University, Burwood campus, Melbourne. She is responsible for the development, implementation and evaluation of postgraduate and undergraduate courses and teaches in the areas of quality management, change management and strategic management. These subjects are offered both on-campus and off-campus. She holds a PHD (Monash University), Master of Education and Administration and Bachelor of Education (both from the University of Melbourne) and a Bachelor of Arts (La Trobe University). She has published and presented many papers on topics such as resistance to change, leadership, e-business, quality management and family businesses as well as being on the editorial boards for *The Learning Organisation* and *The TQM Magazine*. Her publications also include four books, *Organisation Development and Change* (Thomson Learning), *E-business in Australia: concepts and cases* (Pearson Publishing), *Managing the Family Business* (Heidelberg Press) and *E-business innovation and change management* (IDEA Publishing). Dianne has taught in both public and private education systems for many years, as well as presenting specifically designed industry-based courses. She is also the vice president of the Australian Organisation for Quality (VIC).



JENNY DEVINE has taught management at Edith Cowan University in Perth, Western Australia for five years. Her teaching focuses on introductory management to both undergraduate and postgraduate students, in addition to areas of leadership and communication. Her teaching efforts have been recognised by many faculty awards, as well as the university Vice Chancellor's Award for Teaching Excellence. She has been involved in the development of innovative programs for small businesses, leadership and a new approach to preparing business students for the workplace.

She has developed her management skills through a long career in running her own businesses as well as managing in medium sized organisations and has been successful in imparting a combination of theory and experience to students. She has successfully mentored many student groups in developing businesses and competing in business competitions.

Jenny's research focuses on a range of management aspects including learning in organisations, entrepreneurship and leadership, and she has presented at international management conferences. She has been involved in developing teaching programs to small business and recently, has consulted to many large and medium organisations including the Western Australian Police, City of Wanneroo, Skywest Airlines, and the Western Australian Health Department.



Preface

Writing a book about management is a challenge, as is the task of management itself. The world of managing people and processes continues to change dramatically. Managers are faced with the conflicting challenges of understanding and motivating an increasingly diverse workforce, being open and accountable to a wide range of stakeholders, planning for the future in an increasingly changing environment, considering the ethical implications of decision making and many more.

Management is a complex and multi-faceted process with often ill-defined goals and objectives. It would be an oversimplification if the role and responsibilities of managers could be divided into neat, simple and succinct stages that follow sequentially. In reality this is not the case. Management is an integrated and sometimes intricate balance of dealing with people within an organisational context. Functions, such as 'planning, leading, organising and controlling,' cannot be easily delineated from each other. It is more of an interdependency of functions that, once started, is ongoing and evolving. These tasks may often be unpredictable, but indisputably the demand on managers today is that they be 'all things to all people at all times' in a chaotic and volatile environment.

For students studying any discipline, the prospect of managing others may be daunting. While it is interesting and somewhat straightforward to become a specialist in a specific field, the added pressure of supervising or managing staff can be stressful. *Contemporary Management* is written with students in mind, preparing them for the challenges that lay ahead. With many current case studies, exercises and support material, the challenges of management are presented in a real life manner. There is no 'one method fits all' panacea for managing, so this book discusses management successes and failures.

The authors of this book merge their vast experience in teaching management at university with their first hand management experience and consulting to a wide variety of organisations. Students are the beneficiaries of this experience, as *Contemporary Management* draws these groups together, with the emphasis on heightening the learning experience for students. Students entering a management position or contemplating management will be exposed to a variety of management issues in this text. Lessons learnt will provide a strong grounding for our future managers.

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Di Waddell and Jenny Devine