Contents

	Preface	ix
	Foreword by Warren G. Bennis	xi
Part I	Management's New Realities	1
	-	1
Case Number 1	Yuhan-Kimberly's New Paradigm:	
	Respect for Human Dignity	3
Part II	Business Performance	9
Case Number 2	What Is OUR Business?	- 11
Case Number 3	What Is a Growth Company?	15
Case Number 4	Success in the Small Multinational	17
Case Number 5	Health Care as a Business	20
Part III	Performance in Service Institutions	23
Case Number 6	The University Art Museum:	
	Defining Purpose and Mission	25
Case Number 7	Rural Development Institute:	
	Should It Tackle the Problem of	
	the Landless Poor in India?	34

Case Number 8	The Future of Mt. Hillyer College	53
Case Number 9	The Water Museum	56
Case Number 10	Should the Water Utility Operate a Museum?	60
Case Number 11	Meeting the Growing Needs of the Social Sector	64
Case Number 12	The Dilemma of Aliesha State College: Competence versus Need	68
Case Number 13	What Are "Results" in the Hospital?	71
Case Number 14	Cost Control in the Hospital	74
Part IV	Productive Work and Achieving Worker	79
Case Number 15	Work Simplification and	
	the Marketing Executive	81
Case Number 16	The Army Service Forces	83
Case Number 17		
	Organize Knowledge Work?	89
Case Number 18	Can One Learn to Manage Subordinates?	93
Case Number 19	How to Staff the Dead-end Job?	96
Case Number 20	The New Training Director in the Hospital	99
Case Number 21	Are You One of "Us" or One of "Them"?	102
Case Number 22	Midwest Metals and the Labor Union	105
Case Number 23	Safety at Kajak Airbase	108
Part V	Social Impacts and Social Responsibilities	111
Case Number 24	Corporate Image to Brand Image:	
	Yuhan-Kimberly	113

	٠		
v	1	1	

Case Number 25	The Peerless Starch Company of	
	Blair, Indiana	116
Dowt \//	The Managed Made and Labo	100
Part VI	The Manager's Work and Jobs	123
Case Number 26	Alfred Sloan's Management Style	125
Case Number 27	Performance Development System at	
	Lincoln Electric for Service and	
	Knowledge Workers	128
Case Number 28	Internal and External Goal Alignment at	
	Texas Instruments	134
Case Number 29	Can You Manage Your Boss?	138
Case Number 30	Ross Abernathy and	
	the Frontier National Bank	142
Case Number 31	The Failed Promotion	147
	Managerial Skills	155
Part VII	Managerial Skills	155
Part VII	Managerial Skills Lyndon Johnson's Decision	155 157
Part VII Case Number 32	_	
Part VII Case Number 32 Case Number 33	Lyndon Johnson's Decision	157
Part VII Case Number 32 Case Number 33 Case Number 34	Lyndon Johnson's Decision The New Export Manager	157 161
Part VII Case Number 32 Case Number 33 Case Number 34 Case Number 35	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal	157 161 163
Part VII Case Number 32 Case Number 33 Case Number 34 Case Number 35	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision	157 161 163 167
Part VII Case Number 32 Case Number 33 Case Number 34 Case Number 35 Case Number 36	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision The Corporate Control Panel	157 161 163 167 170
Part VII Case Number 32 Case Number 33 Case Number 34 Case Number 35 Case Number 36	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision The Corporate Control Panel Innovation and Entrepreneurship	157 161 163 167 170
Part VII Case Number 32 Case Number 33 Case Number 34 Case Number 35 Case Number 36	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision The Corporate Control Panel	157 161 163 167 170
Part VII Case Number 32 Case Number 34 Case Number 35 Case Number 36 Part VIII Case Number 37	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision The Corporate Control Panel Innovation and Entrepreneurship	157 161 163 167 170
Part VII Case Number 32 Case Number 34 Case Number 35 Case Number 36 Part VIII Case Number 37	Lyndon Johnson's Decision The New Export Manager The Insane Junior High School Principal The Structure of a Business Decision The Corporate Control Panel Innovation and Entrepreneurship Research Strategy and Business Objectives	157 161 163 167 170

Case Number 39	Andy Grove of Intel: Entrepreneur Turned Executive	183
	_	10)
Case Number 40	The Chardack-Greatbatch	100
	Implantable Pacemaker	188
	•	
Part IX	Managerial Organization	191
Case Number 41	The Invincible Life Assurance Company	193
Case Number 42	The Failed Acquisition	200
Case Number 43	Banco Mercantil: Organization Structure	203
Case Number 44	The Universal Electronics Company	210
Case Number 45	Research Coordination in	
	the Pharmaceutical Industry	215
Case Number 46	The Aftermath of Tyranny	218
Case Number 47	What Is the Contribution of Bigness?	220
Part X	New Demands on the Individual	225
Case Number 48	The Function of the Chief Executive	227
Case Number 49	Drucker's Ideas for School Reform	230
Case Number 50	What Do You Want to	
	Be Remembered For?	240