

industrial setting. Statistics are presented in the appendixes to the book and in the footnotes; the text itself contains descriptions of research findings made by us and others. The book also contains many suggestions and conclusions made on the basis of our evaluation of the relevant research on this topic. Thus, we hope that the book will be of practical value as well as contribute to future research.

In the academic setting, we see the book used primarily as a supplementary text in a variety of personnel and management courses. In the industrial setting, this book should be of value to all the managers in any firm with an MBO program as well as serve as the textbook in courses on this topic. We have found that most individual managers in organizations with an MBO program need and want guidance in how actually to carry out the MBO process. We hope we have provided this in these pages.

Many individuals have made different types of contributions to this book. At Black & Decker, C. Allen Kozelski, Vice-president of Personnel, Jay Jacobs, Director of Management Planning and Development, and Mary Lou Garrison, Personnel Assistant, were actively involved in the research that we carried out in the firm and contributed much to our thinking about what MBO was and ought to be. Dr. John Rizzo of Western Michigan University made very significant contributions to Chapter 4 in the book. Early reviews of the manuscript by John Miner of the University of Maryland and Stuart Klein of the University of Kentucky were very helpful. Several graduate assistants also contributed to various analyses of the data, including Dennis Cintron of the University of Maryland and Rod Chesser, James Tartar, and Richard Walters of Michigan State University. We also deeply appreciate all the help we received from our former editor, John C. Neifert, of The Macmillan Company. Finally, we would like to thank our various typists, especially Isabel Thompson and Dorothy Vance.

Each of us has contributed equally to this book and to our joint research efforts. We hope that our slight difference in perspectives has enhanced our research.

S. J. C.  
H. L. T.

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