## Contents

part one General Management		2
1.	Management: An Introduction	5
	Managing: A Universal Activity, 7 Managing: By and Through People, 9 Several Approaches to Studying Management, 11 Basic Theme, 16 Major Parts and Topics, 21 What You Can Expect to Learn, 23	
	Supplement 1A: Definitions of Management, 26	
	Supplement 1B: Two Management Radicals, 29	
	Supplement 1C: The Bob Kelly Case, 38	
2.	Goals	43
	Basic Goal Concepts, 44 Goals Are Important, 48 Goal Systems, 50 Criteria Goals Should Meet, 54 Goal Overemphasis, 57	
	Supplement 2A: Profit, 61	
	Supplement 2B: Social Responsibility, 69	
3.	Making Goals Operational	79
	The Goal Setting Process, 80 Management by Objectives, 84 Personal "versus" Organizational Goals, 93	
4.	A Performance System Model	103
	What Is a System, 103 What Is a Model, 105 A Performance System Model, 107 Using the Performance System Model, 115	

5.	Managerial Decision Making	121
	What Is a Decision, 123 The Quality of Decisions, 124 Group Decision Making, 131 The Decision-Making Process, 133 A Decision Framework, 137	
	Supplement 5A: An Introduction to Linear Programming, 142	
	Supplement 5B: An Introduction to Quantitative Decision Criteria, 153	
6.	Managerial Planning	165
	Planning: Definitions and Importance, 166 The Formal Planning Process, 169 Planning Premises, 175 Characteristics of Plans, 177 Finding Time to Plan, 179	
7.	Managerial Controlling	185
	The Controlling Process, 186 What Can Managers Control, 189 Cost/Benefits of Controlling, 192 The Idea of Control Tolerances, 193 Control: Ends versus Means, 195 Overcontrol and Undercontrol, 196	
	Supplement 7A: Planning and Controlling with Network Analysis, 200	
part two Organizations		
8.	Foundations of Contemporary Theory about Organizations	219
	Theory about Organizations, 220 What Is an Organization, 221 Theories about Organizations: Three Observations, 223 Social Darwinism and the New Thought Movement, 225 Scientific Management, 229 Administrative Management, 232 Bureaucracy, 234 The Hawthorne Studies, 238 Cooperation, 241	
	Supplement 8A: The Evolving Concept of Authority in Organizations, 245	
9.	Contemporary Theories about Organizations	259
	Equilibrium Theories, 259 Conflict Theory, 263	

33

## Contents

	Open-System Theory, 269 The Contingency View: "It All Depends," 279	
10.	Designing Organizations—Part 1	285
	Visualizing Organization Designs, 286 Defining Jobs, 288 Grouping Jobs, 295	
11.	Designing Organizations—Part 2	307
	Span of Management, 307 Organizational Levels, 309 Line and Staff, 314 Communication in Organization Designs, 318 Designing Organizations: A Recap, 322	
12.	Changing Organizations	325
	Change, 326 Response to Change, 329 Approaches to Introducing Change, 335 Change as a Process, 337 OD, 339	
	t three avior in Organizations	346
13.	Perception and Values	351
	Perception and Managers, 351 Perceptual Selectivity, 354 Perceptual Organization, 357 Perception and Behavior, 360 Values and Managers, 362 Values are Changing, 363 The "Study of Values," 365	
14.	Attitudes	371
	Attitudes and Common Sense, 372 What Is an Attitude, 374 Attitude Characteristics, 377 Determinant Attitudes, 378 Forming Attitudes, 379 Measuring Attitudes, 383 Changing Attitudes, 384	
	Attitudes and Behavior, 389	
15.	Attitudes and Behavior, 389	405

	Contingencies of Reinforcement, 409 Factors Influencing Reinforcement, 414	
	Supplement 15A: Motives, 421	
	Supplement 15B: Behavioral Consequences: A Brief Critique, 433	
16.	Job Performance and the Motivation Process	441
	Situational Factors, 442 Role Perceptions, 443 Abilities and Skills, 444 The Motivation Process, 448 Pay and the Motivation Process, 454 An Organizational Perspective, 457	
	Supplement 16A: Job Satisfaction, 462	
17.	Managerial Leadership	477
	Management and Leadership, 478 Leadership Theories, 480 Leadership Styles, 493	
18.	Managerial Communication	505
	Communication, Information, and Data, 506 The Communication Process, 508 A Model of the Communication Process, 515 Improving Personal Communication, 518	
19.	Interpersonal Behavior and Groups at Work	525
	Interpersonal Response Traits, 525 Interpersonal Attraction, 528 Interpersonal Congruence and Self-Disclosure, 531 Interpersonal Conflict, 536 Groups at Work, 538 Performance in Groups, 539 Homan's Model for Describing Behavior in Groups, 543 Intergroup Competition, 545	
20	. Epilogue: Organizations as Human Communities	549
Inc	dex	557