

Contents

Introduction: The Tasks and Tools of General Management—An Overview, 1

Part One Policy Formulation

Section One. *The Job of the General Manager: Perspective, Function, Role, and Skills*

1. Prelude Corporation, 26
2. Merlin-Microwave, Inc., 50
3. Sturm, Ruger & Company, Inc., 80

Section Two. *Establishing Objectives and Formulating Strategies for Accomplishment*

1. Note on the Mechanical Writing Instrument Industry, 112
2. BIC Pen Corporation (A), 131
3. BIC Pen Corporation (B), 157
4. Scripto, Inc., 161
5. Note on the Security Services and Equipment Industry, 188
6. Allied Security, Inc., 214
7. American District Telegraph Company (ADT), 229
8. The Boston Symphony Orchestra, 251
9. Tensor Corporation, 287

Part Two Policy Administration

Section Three. *Designing the Overall Organization*

1. The Adams Corporation (A), 320
2. Barclay, Inc. (A), 325

3. Westinghouse Electric Corporation (A), 328
4. Westinghouse Electric Corporation (B₁), 338
5. Westinghouse Electric Corporation (B₂), 340
6. The Rose Company, 343
7. The Larger Company (A), 346
8. The Larger Company (B), 350
9. The Lincoln Electric Company, 352

Section Four. Managing the Overall Organization

1. Kampgrounds of America, Inc., 386
2. Proprietary Health Systems, Inc., 417
- 3. Hawaii Best Company (A), 440
4. Midway Foods Corporation (D₂ Revised), 451
5. Consolidated Drugs, Inc., 462
6. Blow-Mold Packers, Inc., 487
7. John Adams, 520

Part Three
Policy Formulation and Administration in Diversified Firms

1. CIBA-GEIGY Corporation (A), 537
2. CIBA-GEIGY Corporation (B), 549
3. CML Group, Inc., 571
4. Fuqua Industries (A), 604
5. Fuqua Industries (C), 626
6. Sybron Corporation (E), 635

Part Four
Corporate Response to Social Change

1. Albert Manufacturing Company, 651
2. Corporate Performance and Private Criticism—Campaign GM Rounds I and II, 659
3. The Real Paper, Inc. (A), 698

◦ Denotes non-Harvard cases