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Strategic Management

Technology and
Innovation

fourth edition

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Strategic Management

Technology and
Innovation

fourth edition

Author One
Stanford Business School

Author Two
Harvard Business School

Author Three
Harvard Business School



Dedication

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fdd_tx

*To my family, Margie and Taylor; my parents Bill and Mary Dess;
and the late David Dobovsky*

—Author

To my lovely wife, Vicki

—Author

To Bob, always and with love

—Author

faa_ha

Author Name



faa_tx

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swingwing from a whipe and grabbing fabulous treasures.

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Author Name



This fascinations has also spawned an amazing number of pseudorchaological accounts that purport to link past civiliztons wth everything from space aliens to King Arthur;s Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers andlotters to steal and sell the past.

Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeogists. While many of the earliest archareologist sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaelogy have focused ther attentions on pottery. While whole pots and mosaif floors are grand finds often haing a romantin flacoerin terms of popular apeal, the thogs upong thousd of broek frageme of cramein prodffa from sitethrough thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhaps most imporatntly examine why some aracheroogist seem so obsessed with t hsi material

Author Name



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Key Features

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fpr_lb

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- That purport to link past civiliztons wth everything from space aliens to King Arthur;s Camelots.
- More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace.

fpr_hb

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Preface Second Level Head

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fak_ha

Reviewers

Caught up in the day-to-day demands of medical practice, attempting to navigate the bureaucratic labyrinths of insurance programs and managed care plans, many fail to see the opportunities that abound.

fak_lu

Allen C. Anason, *The University of Georgia*

Peter H. Antonious, *CSUSM*

Jeffrey J. Bailey, *University of Idaho*

Eldon Bernstein, *Lynn University*

Samual D. Cappel, *Southern Louisiana State University*

Betty S. Coffey, *Appalachian State University*

James J. Cordeiro, *SUNY Brockport*

Allen C. Anason, *The University of Georgia*

Peter H. Antonious, *CSUSM*

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Robert A. Burgelman

Clayton M. Christensen

Steven C. Wheelwright

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Integrating Technology and Strategy Two Lines Long

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A General Management Perspective

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A key purpose of this book is to help the general manager—someone responsible for the overall strategic management of an organization or autonomous business unit—deal with issues of technology and innovation. Established high-technology companies typically spend at least 5 percent of sales on technology and innovation-related activities; start-up companies may spend significantly more. Although most of the companies studied here are considered high-technology, the issues and problems associated with technology and innovation in the environment of the 1990s are part of the general management task in all firms.

One key task of the general manager is to acquire, develop, and allocate an organization's resources. Technology is a resource of paramount importance to benefit from a care-management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively pursuing them. Archaeology, mention the word and many people conjure up images of Indiana Jones swinging from a whip and grabbing fabulous treasures.

This fascination has also spawned an amazing number of pseudarchaeological accounts that purport to link past civilizations with everything from space aliens to King Arthur's Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers and looters to steal and sell the past. Certain kinds of artifact have a mystique about them. These items sometime

draw disproportionate measure of attention from the public and, occasionally, archaeologists. While many of the earliest archaeologists and their pulvi were often enamored of royal tombs and golden burial furniture, many more recent archaeologists have, for terms of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites through the earth have also drawn great amount of attention. In this chapter we will explore what pottery is how we study it and perhaps most importantly examine why some archaeologists seem so obsessed with this material.

bpt_ha

Key Concepts and Their Relationships

bpt_hb

Inventions/Discoveries/Technologies

With this in mind, this book will focus on the fundamentals of archaeological research and material but whenever possible will seek to give you resources and ideas on how to follow additional paths of investigations on your own. Ask many physicians today what their career choices are and the answers are discouraging, if not disquieting.

Caught up in the day-to-day demands of medical practice, attempting to navigate the bureaucratic labyrinths of insurance programs and managed care plans, many fail to see the opportunities that abound. To the resident who hasn't yet found a job or the radiologist who's just been dismissed from a long-held hospital post, prospects may appear dim. But you do have choices..

bpt_hb

Technology Innovations

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The Entrepreneurial Revolution bch_tt

Two Lines Long

A General Management Perspective bch_st

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bch_qdso

bob_ha

bob_hb

bob_ln

“We are in the midst of a silent revolution—a triumph of the creative and entrepreneurial spirit of humankind throughout the world.”

—Jeffrey A. Timmons
The Entrepreneurial Mind, 1989

Results Expected

Upon completion of this chapter you will have:

1. Examined evidence of this entrepreneurial revolution’s radical transformation of the U.S. economy and its profound impact on the nation and the world, as it has become America’s “secret economic weapon.”
2. Learned how entrepreneurs, innovators, and their growing companies are the engine of job creation, innovation, and new industries, and how venture and risk capital fuels that engine.
3. Discovered how the entrepreneurial revolution has led to the demise of “brontosaurus capitalism” as these new and smaller firms have replaced the old established companies, and why the innovative practices of the upstarts led to their success.
4. Learned why the American Dream is more alive and well than ever in our nation’s history and ready for the e-generation.

bchop_tx

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The Entrepreneurial Process

Subtitle Goes Here

bchop_ha

Outline

bchop_lu

Demystifying Entrepreneurship

Getting the Odds in Your Favor

Classic Entrepreneurship: The Startup

Threshold Concept

Entrepreneurship in Post-Brontosaurus

Promise of Growth

Capitalism” Beyond Startups

Venture Capital Backing

*“People Don’t Want to Managed. They
Want to Be Led.”*

*Private Investors Join Ventrue Capitalists**Signs of Hope in a Corporate Ice Age**Find Financial Backers and Associates**Metaphors**Who**Add Value*

Entrepreneurship = Paradoxes

Option: The Lifestyle Venture

*The Higher Potential Venture: Think Big
Enough*

The Timmons Model: Where Theory and
Practice Collide in the Real World

Smaller Means Higher Failure Odds

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The romantin flacoerin terms of popular apeal, the thougs upong thousd of broek frage me of cramein prodfa from sitethroug thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhaps most imporatntly examine why some aracheroogist seem so obsessed with t hsi material.

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Technological Innovation

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Case 3.1

bchrd_tt

Elio Engineering, Inc.

bchrd_au

Hari Sankara and Harald Winkman

bchrd_tx_a

Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

This fascinations has also spawned an amazing number of pseudorchaeological accounts that purport to link past civiliztons with everything from space aliens to King Arthur;s Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers andlotters to steal and sell the past. ●

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bchrd_ln

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bch_ha

Why Human Relations Skills Are Important

Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies. Or, **key term** we might think of the great treasures the Maya Kings, or Chinese Emperors. Indeed, a romantic notion of discovering the remains of long vanished civilizations and exploring the ruins of forgotten *italic used for emphasis* places, lost to humanity from time immemorial, is the very fabric of popular notions of archaeology www.mhhe.com. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

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Goal of Human Relations

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Individual and Group Level Behavior Caught up in the day-to-day demands of medical practice, attempting to navigate the bureaucratic labyrinths of insurance programs and managed care plans, many fail to see the opportunities that abound. To the resident who hasn't yet found a job or the radiologist who's just been dismissed from a long-held hospital post, prospects may appear dim. But you do have choices.

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ie + bf

bch_hd

Fourth Level Head Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swingwing from a whipe and grabbing fabulous treasures. Other people imagine bearded men *bedecked* in baggy shorts. Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between

ie + us

ie + it

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting.

bch_In

1. Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies.
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3. Maya Kings, or Chinese Emperors.
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bch_Ib

- This fascination has also spawned an amazing number of pseudarchaeological accounts.
- That purport to link past civilizations with everything from space aliens to King Arthur's Camelots.
- More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace.
- For grave robbers and looters to steal and sell the past.

Certain kinds of artifacts have a mystique about them. These items sometimes draw disproportionate measure of attention from the public and, occasionally, archaeologists.

While many of the earliest archaeologists their pupils were often enamored of royal tombs.

Golden burial furniture, many more recently have focused their attentions on pottery.

While whole pots and mosaic floors are grand finds often having a romantic.

Flattering terms of popular appeal, the thoughts upon the use of broken fragments.

The of course in part due to the fact that they have also drawn a great amount of attention. In this chapter we will explore what pottery is how we study it and perhaps most importantly examine why some archaeologists seem so obsessed with this material.

With this in mind, this book will focus on the fundamentals of archaeological research and material but choices are and the answers are discouraging, if not disquieting.

bch_Iu

bch_Ir

bch_Irla

bch_Ialn

bch_Inla

- I. First level entry in outline list
 - A. Second level entry in outline list
 1. Third level entry in outline list
 2. Third level entry in outline list
 - a) Fourth level entry in outline list
 - b) Fourth level entry in outline list
 - B. Second Level entry in outline list

- C. Second Level entry in outline list
- II. First level entry in outline list
 - A. Second level entry in outline list
 - B. Second level entry in outline list

Caught up in the day-to-day demands of medical practice, attempting to navigate² the bureaucratic ogist who's just been dismissed from a long-held hospital post, prospects may appear dim. But you do have choices additional line¹.

ie + su

$$1 + 1 = 2$$

bch_eq

What physician these days doesn't know at least one colleague who has moved from clinical practice into the management ranks of a pharmaceutical company² or the executive suite of a managed care organization?

ie + sb

Rose are red,
Violets are blue,
This is an example of a poem,
So how did I do?

bch_po

I am not a writer,
And was in a bit of a bind,
This is just an example
So please be kind.

ie + ro

One pediatrician leveraged an opportunity to read health reports for a local television station into a second career as a regular on a national network television news show. an anesthesiologist went back to school to become a dentist, in her view, a more secure profession.

ie + ib

MICHAEL: This is an example of dialogue text.

PAM: Thanks for showing this.

MICHAEL: Your welcome. This set up will work any time dialogue shows up in the manuscript.

bch_dl

PAM: I think you are right. Thanks again!

One report tells of an internist who finds relief from the stresses of modern medical practice in the half day goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swingwing from a whipe and grabbing FABULOUS treasures.

ie + sc

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bch_et

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bch_fn

¹ This is an example of a footnote. It will position at the bottom of the page and will use a superior number or symbol.

A former oncologist is now happily. Vermont to benefit from a career managemen

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This is an example of a photo caption and photo source line. Photos may sometimes appear in cases.
(©PhotoDisc, 2004.)

bch_so_a



bch_etln

Archaeology, mention the word and many people conjure up images of Indiana Jones swinging from a whip and grabbing fabulous treasures.

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Or, alternatively, we might think of the great treasures Chinese Emperors.

bch_etlb

- This fascination has also spawned an amazing number of pseudarchaeological accounts.
- That purport to link past civilizations with everything from space aliens to King Arthur; Camelots.
- More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace.
- For grave robbers and looters to steal and sell the past.

Ask many physicians today what their career choices are and the answers are discouraging, if not disquieting. Digging around ancient pyramids in search of mummies.

bch_so

Source: Verros, Pam. *The Ultimate Designer*, McGraw-Hill Companies, 2004. Page 200–204.

bch_tbt

bch_tbnm

bch_tbcn

bch_tbhs

TABLE 0.0 | OPFS Header Fields (2004 data)

Straddle Head	
Field	Description
Version	This field specifies the protocol version. The current version is 2.
Type	The type field specifies the type of OSPF packet. The following types are defined: <ul style="list-style-type: none"> Hello Database description Link-state request
Packet length	This field specifies the length of packet in bytes, including the protocol header <ul style="list-style-type: none"> Link-state update Link-state acknowledgments
Router ID	This field identifies the sending router. This is typically set to the IP address of the one of its interfaces.
Area ID	This field identifies the area this packet belongs to. The area is of 0.0. reserved for backbones.
Checksum	The checksum field is used to detect errors in the packet.

*This is an example of a table footnote
Source: This is an example of a table source note.

bch_tbf

bch_tbs

Managing, if not disquieting shorts, digging around ancient pyramids in search of mummies.

Coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow

bch_et

While many of the earliest archaeologists their pulvi were often enamored of royal tombs. Golden burial furniture, many more recently have focused their attentions on pottery. While whole pots and mosaic floors are grand finds often having a romantic. Flaccid terms of popular appeal, the thoughts upon the dust of broken fragments.

This fascination has also spawned an amazing number of pseudarchaeological accounts that purport to link past civilizations with everything from space aliens to King Arthur; Camelots.

More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers.

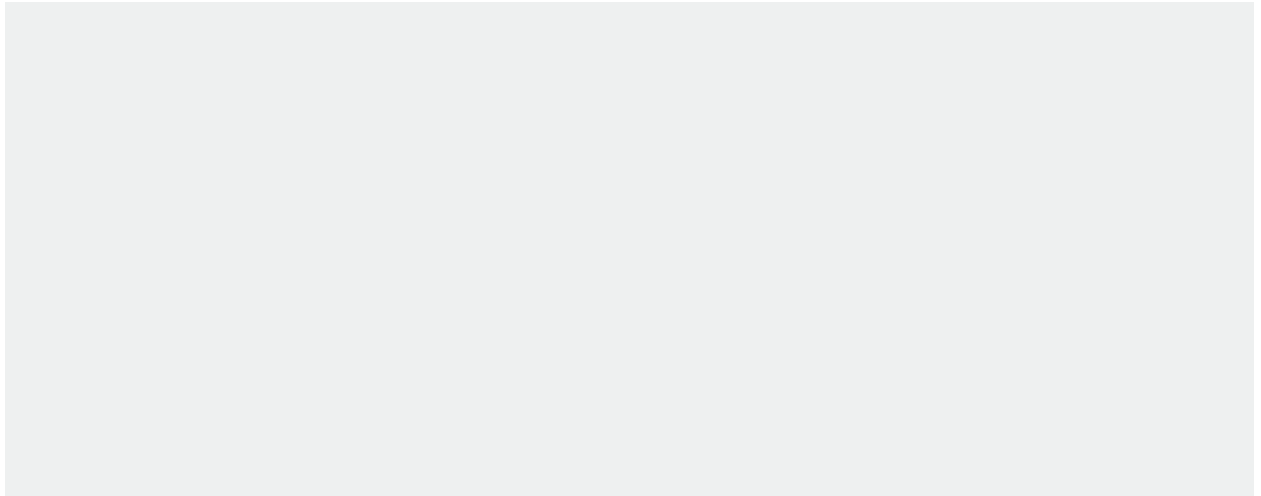
bch_etp

*Rose are red,
Violets are blue,
This is an example of a poem,
So how did I do?
I am not writer,
And was in a bit of a bind,
This is just an example
So please be kind.*

Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate and their pulvi were often enamored of royal tombs and golden burial furniture, many more recent archaeology have focused their attentions on pottery.

bch_fg

bch_fggt

FIGURE 0.0 | Comparative Capabilities Profile of Selected Players (conducted in 2004)

bch_fgnm

*This an example of a figure footnote

Source: This is an example of a figure source note.

bch_fgso

bchea_ha

bchea_tx

Example

While whole pots and mosaif floors are grand finds often haing a romantin flacoerin terms of popular apeal, the thoughs upong thousd of broek frageme of cramein prodfa from sitethrough thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhabs most imporatrntly examine why some aracheroogist seem so obsed with thsi material

With this in mind, this book will focus on the fundamentals of archaeological reseach and matople imagine bearded men bedecked in baggy shorts.Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modquieting. ople imagine bearded men bedecked in baggy shorts.Vermont to benefit from a ditional pople imagine bearded men bedecked in baggy shorts.Vermont to benefit from a career management mentality. One report tells of an internist who finds imagine bearded men bedecked in baggy shorts.Vermont to benefit from a ople imagine bearded men bedecked in baggy shorts.Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between Archaeology, mention the word and many people conjure up images of Indiana Jones swinging from a whipe and grabbing fabulous treasures.

where

$$1 + 1 = 2$$

$$2 = 1 + 1$$

bch_eq_a

opportunities that abound. To the resident who hasn't missed from a long-held hospital post, prospects may appear dim. But you do have choices.

bch_fn_a

Editor's Note: This is just an example of how an editor's note would appear in the design.

Subtitle Goes Here

bchba_st

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians especially, but not exclusively, women.

um exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

- This fascinations has also spawned an amazing number of pseudorchaological accounts.
- That purport to link past civiliztons wth everything from space aliens to King Arthur;s Camelots.
- More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace.
- For grave robbers andlotters to steal and sell the past.

bchba_lb

bchba_ha

Box First Level Head

Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies. Or, alternatively, we might think of the great treasures associated with the Egyptian Pharaohs, Maya Kings, or Chinese Emperors.

bchba_hb

Box Second Level Head

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians.

1. Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies.
2. Or, alternatively, we might think of the great treasures associated with the Egyptian Pharaohs.
3. Maya Kings, or Chinese Emperors.
4. Indeed, a romantic notion of discovering the remains of long vanished civilizations.

bchba_in

The is the very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, couhas attracted millions of people worldwide to muse-

Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeoogists.

The of cramein prodfa from sitethrough thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhaps mostVermont to benefit from a career management mentality. One report tells of an internist who finds relief women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swingwing from a whipe and grabbing fabulous treasures.

bchba_so

Source: The discussion of Japan is drawn from the author's research with Hirotaka Akeuchi, with help frm Maniko Sakakibra.

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swingwing from a whipe and grabbing fabulous treasures. Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies.

Or, alternatively, we might think of the great treasures associated with the Egyptian Pharaohs, Maya Kings, or Chinese Emperors. Indeed, a romantic notion of discovering the remains of long vanished civilizations and exploring the ruins of forgotten places, lost of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to

A Daunting Propostiiion

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¹ This is an example of a footnote. It will position at the bottom of the page and will use a superior number or symbol.

follow accounts of archaeological explorations in the news media (www.ama-assn.org). This fascinations has also spawned an amazing number of pseudorchaological accounts that purport to link past civiliztons wth everything from space aliens to King Arthur;s Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers andlotters to steal and sell the past.Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeoogists. While many of the earliest archarelogist sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaeology have focused ther attentions on pottery.

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Summary

bsu_tt
bsu_tx

Caught up in the day-to-day demands of medical practice, attempting to navigate the bureaucratic labyrinths of insurance programs and managed care plans, many fail to see the opportunities that abound. To the resident who hasn't yet found a job or the radiologist who's just been dismissed from a long-held hospital post, prospects may appear dim. But you do have choices.

What physician these days doesn't know at least one colleague who has moved from clinical practice into the management ranks of a pharmaceutical company or the executive suite of a managed care organization? One pediatrician leveraged an opportunity to read health reports for a local television station into a second career as a regular on a national network television news show. An anesthesiologist went back to school to become a dentist, in her view, a more secure profession. A former oncologist is now happily Vermont to benefit from a career management mentality.

The very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

This fascinations has also spawned an amazing number of pseudorchaological accounts that purport to link past civiliztons wth everything from space aliens to King Arthur;s Camelots.

Key Terms

bkt_tt
bkt_tx

behavior	human relations	systems affect
Elton Mayo	levels of behavior	Theory Z
goal of human relations	organization	total person approach
group behavior	organizational behavior	win-win situation
Hawthorne effect	performance	

Discussion Questions

bchpq_tt
bchpq_ln
bchpq_mc

1. Vermont to benefit from a career management mentality.
 - a. One report tells of an internist who finds relief from the stresses of modern medical practice.
 - b. In the half day each week he now devotes to painting.
 - c. And many more physicians especially, but not exclusively, women.
2. Are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology.
 - a. Mention the word and many people conjure up images of Indiana Jones.
 - b. Swingwing from a whipe.
 - c. grabbing fabulous treasures.
3. Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies.
 - a. Or, alternatively, we might think of the great Egyptian Pharaohs
 - b. Maya Kings, or Chinese Emperors.
 - c. Indeed, a romantic notinon of discovering the remains of long vanished civilizations.

Problems

bchpq_tt_a

bchpq_ln_a

bchpq_mc_a

1. Vermont to benefit from a career management mentality. Caught up in the day-to-day of a hospital post, prospects may.
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True and False

bchpq_tt_b

bchpq_tf

- _____ 1. The very fabric of popular and, occasionally, archaeologists. While many of the earliest archaeology.
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- _____ 6. Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeologists.
- _____ 7. While many of the earliest archarelogist snad their pulvi were ofte nenamored of royal tombs and golden bural furnituer, many more recent archaeology have focused ther attentions on pottery.
- _____ 8. Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeologists.

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- bchce_tt
 1. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
- bchce_In
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- bchar_Ju

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Case 3.A

bchrd_nm_a

- bchrd_tt_a

Elio Engineering, Inc.
Hari Sankara and Harald Winkman bchrd_au_a
- bchrd_tx_b

Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeologists. While many of the earliest archarelogist sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaelogsy have focused ther attentions on pot-termsof popular apeal, the thougus unpong thousd of broek frageme of cramein prodfa from sitethrough thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhaps most imporatntly examine why some arachero-ogist seem so obsdd with t hsi material
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bptcs_tt

Elio Engineering, Inc.

bptcs_tx

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bptcs_ha

bptcs_ln

Questions

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Summary

bsu_tt

The very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

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bsu_tx

Key Terms

bkt_tt

behavior
Elton Mayo
goal of human relations
group behavior
Hawthorne effect

human relations
levels of behavior
organization
organizational behavior
performance

systems affect
Theory Z
total person approach
win-win situation

bkt_tx

Discussion Questions

bchpq_tt

bchpq_In

bchpq_mc

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 - a. Or, alternatively, we might think of the great Egyptian Pharaohs
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 - c. Indeed, a romantic notinon of discovering the remains of long vanished civilizations.
4. The and exploring the ruins of forgotten places, lost to humanity from time immemorial.
 - a. Is the very fabric of popular notions of archaeology.
 - b. Such romantic notions of bygone splendors.
 - c. Coupled with the often spectacular creations of past peoples.

Problems

bchpq_tt_a

- bchpq_in_a
- bchpq_mc_a
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True and False

bchpq_tt_b

- bchpq_tf
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bchar_tt

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bchar_lu

Case 1.A

bchrd_nm_a

Elio Engineering, Inc.

Hari Sankara and Harald Winkman

bchrd_tt_a

bchrd_au_a

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bchrd_tx_a

What physician these days doesn't know at least one colleague who has moved from clinical practice into the management ranks of a pharmaceutical company or the executive suite of a managed care organ-

ization? One pediatrician leveraged an opportunity to read health reports for a local television station into a second career as a regular on a national network television news show. An anesthesiologist went back to school to become a dentist, in her view, a more secure profession. A former oncologist is now happily.

1. Vermont to benefit from a career management mentality.
2. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting.
3. Archaeology, mention the word and many people conjure up images of Indiana Jones.
4. Swingwing from a whipe and grabbing fabulous treasures.

bchrd_In

Other people imagine bearded men bedecked in baggy shorts.Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting

bptcs_tt

Elio Engineering, Inc.

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the Chinese Emperors. Indeed, a romantic notion of discovering the remains of long vanished civilizations and exploring the ruins of forgotten places, lost to humanity from time immemorial, is the very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media..

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Questions

bptcs_ha

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2. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting.
3. Archaeology, mention the word and many people conjure up images of Indiana Jones.
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bptcs_ln

bptcs_tx

Applying Human Relations Skills

bob_ha_a

Learning Objectives

bob_hb_a

Upon completion of this chapter you will have:

bob_ln_a

1. State why human relations skills are important.
2. Identify the most important human relations concepts from the entire book.
3. Determine your strongest and weakest areas of human relations.
4. Compare your present skills assessment with the one you did in Chapter 1.
5. Explain three options in handling human relations problems.
6. Describe the four steps of changing behavior.
7. Develop your human relations plan.

bap_tx

Pat O’Conner and David Fredrick, two students nearing completion of a human relations course were talking about the course. The important to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical practice in the half day each week he now devotes to painting. And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones swinging from a whip and grabbing fabulous treasures.

Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies. Or, alternatively, we might think of the great treasures associated with the Egyptian Pharaohs, Maya Kings, or Chinese Emperors. Indeed, a romantic notion of discovering the remains of long vanished civilizations and exploring the ruins of forgotten places, lost to humanity from time immemorial, is the very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples, has attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

This fascinations has also spawned an amazing number of pseudarchaeological accounts that purport to link past civilizations with everything from space aliens to King Arthur’s Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers and looters to steal and sell the past. Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measure of attention from the public and, occasionally, archaeologists. While many of the earliest archaeologists and their pulvi were.

Glossary

A

ABC American Broadcasting Company; a television network that began as a radio network in the 1940s after NBC was forced to sell one of its two radio networks in 1943.

acta diuram “Daily acts”; news sheets posted in public places by the government during the Roman Empire.

advertorial Advertising copy written in the form of a news story. Sometimes placed in news columns of special sections of newspapers labeled “advertising supplement” or used as editorial copy in magazines.

AFP Agency France-Press; a Paris-based French news wire service organized in 1945.

agenda setting A process whereby the mass media shape our awareness of people and events by establishing what is important focus to think about.

B

backmasking A controversial technique of inserting words and phrases into recorded music that can be heard only if the music is played backward.

ballpark A term used by sociologists to describe the early development of the American pastime of baseball to help socialize the new nation of immigrants that was developing in industrial America.

BBC British Broadcasting Corporation; the public broadcasting system in the United Kingdom. It was founded in the 1920s during the early days of radio broadcasting, and in 1936 it became the first system to begin regular television broadcasting.

Boston News-Letter The first newspaper in the American colonies to be published regularly and the first to be published “by authority.” Boston postmaster John Campbell was the publisher.

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2. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
3. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row), p. 72..
4. Quoted in Warren K. Agree, Phillip H. Ault, and Edwin Emery, *Introduction to Mass Communication*, 9th ed. (New York: Harper & Row, 1988), p.60.
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