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STRATEGIC MANAGEMENT

Technology and Innovation

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FOURTH EDITION

ftp_nm

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STRATEGIC MANAGEMENT

Technology and Innovation

ftp_st

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FOURTH EDITION

ftp_au

Robert A. Burgelman
Stanford Business School

ftp_auaf

Clayton M. Christensen
Harvard Business School

Steven C. Wheelwright
Harvard Business School



fdd_tx

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

—Greg

To my lovely wife, Vicki

—Tom

To bob, always and with love

—Marilyn

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faa_ha

Author Name

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

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Author Name

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.

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KEY FEATURES

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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.

- 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
- Jeffrey J. Bailey, University of Idaho
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- Betty S. Coffey, Appalachian State University
- James J. Cordeiro, SUNY Brockport

fak_lu

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

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- Robert A. Burgelman
- Clayton M. Christensen
- Steven C. Wheelwright

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Integrating Technology and Strategy

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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 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 pursuing them. 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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KEY CONCEPTS AND THEIR RELATIONSHIPS

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Inventions/Discoveries/Technologies

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 sometimes draw disproportionate measure of attention from the public and, occasionally, archaeologists. While many of the earliest archaeologists and their pupils were often enamored of royal tombs and golden burial furniture, many more recent archaeologists have focused in terms of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites through their work 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.

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.

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Technology Innovations

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“We are in the midst of a silent revolution—a triumph of the creative and entrepreneurial spirit of

The Entrepreneurial Revolution

bch_qd

humankind throughout the world.”

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—Jeffry A. Timmons

The Entrepreneurial Mind, 1989

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RESULTS EXPECTED/CHAPTER OUTLINE

Upon completion of this chapter you will have:

bob_hb

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 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 lead to the demise of “brontosaurus capitalism” as these new and smaller firms have replaced the old established companies, and why the innovative practices o the upstarts led to their success.
4. Learned why the American Dream is more alive and well then ever in our nation’s history and ready for the e-generation.

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Chapter Title Shown Here If It Runs Two Lines Long

By Jeffrey A. Timmons

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OUTLINE

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 Ventruue Capitalists
Signs of Hope in a Corporate Ice Age	Find Financial Backers and Associates Who
Metaphors	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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Technological Innovation

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CASE 3.1

ELIO ENGINEERING, INC.

Hari Sankara and Harald Winkman

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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ie + ib

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Why Human Relations Skills Are Important

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Goal of Human Relations

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ie + it

ie + bf

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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.

ie + us

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.

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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 professional² and personal commitments through the process of analyzing their goals and actively Archaeology, mention the word and many people conjure up images of Indiana Jones² swingwing from a Vermont to benefit from a career management mentality. One report tells of an internist

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ie + sb

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bch_lb

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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.

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bch_lrla

bch_lraln

bch_lrla

- 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 navigate 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.

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$$1 + 1 = 2$$

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?

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

bch_po

I am not 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.

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.

PAM: I think you are right. Thanks again!

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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.

bch_ct

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

A former oncologist is now happily. Vermont to benefit from a career management
 Archaeology, mention the word and many people conjure up images of Indiana Jones swing-
 ing from a whip and grabbing fabulous treasures.

1. Other people imagine bearded men bedecked 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.
5. Exploring the ruins of forgotten places, lost to humanity from time immemorial.

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.

bch_etlb

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

- 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

bch_tbt

bch_tbnm

TABLE 0.0 | OPFS Header Fields (2004 data)

bch_tbs

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 interface.
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.

bch_tbcn

bch_tbs

bch_tbt

bch_tblu

bch_tblb

bch_tbf

bch_tbs

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

And many more physicians—especially, but not exclusively, women—are finding a better balance between professional and personal commitments aging, 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_etlu

While many of the earliest archaeologists their pulvis 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 things upon proud of broken fragments.

This fascination has also spawned an amazing number of pseudoarchaeological 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.

bch_etpo

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

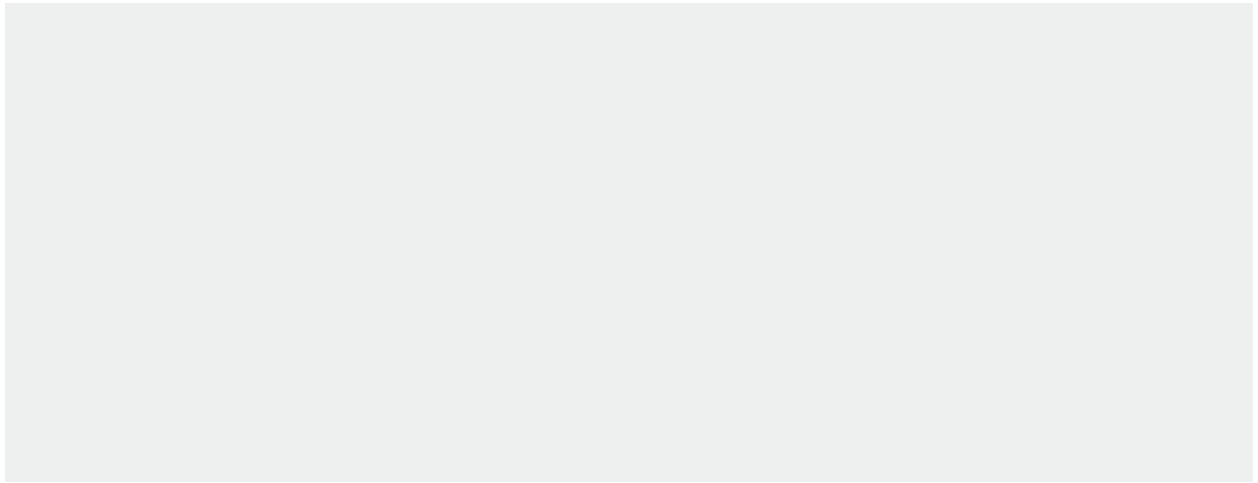
I am not writer,
And was in a bit of a bind,
This is just an example
So please be kind.

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

bch_fg

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

bch_fggt



bch_fgnm

*This an example of a figure footnote

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

bch_fgso

bchea_ha

Example

bchea_tx

While whole pots and mosaif floors are grand finds often haing a romantin flacoerin terms of popular apeal, the thouns 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 andperhaps most imporatatntly examine why some aracheroogist seem so obsesd 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 swingwing from a whipe and grabbing fabulous treasures.

where

bch_eq_a

$$\begin{aligned} 1 + 1 &= 2 \\ 2 &= 1 + 1 \end{aligned}$$

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 man ppel whoe are sometimes

bch_fn_a

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

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.

BOX FIRST LEVEL HEAD

bchba_ha

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.

Box Second Level Head

bchba_hb

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.

This 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.

bchba_lb

- 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.

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

The of crime in profd from sitethrough the or have also drawn great amount of attention. In this chapter we will explore what pottery is how we study it and perhaps most Vermont 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 swinging from a whip and grabbing fabulous treasures.

bchba_so

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

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bchba_tx

bchba_ln

1.2 Emerging Industries And Technologies

A Daunting Proposition

bchba_st

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 sitethroug thew orha ve also drawn gea amount of attention. in this chatper weill exproe what potery is howe we stud it andperhabs mostVermont to benefit from a career management mentality.

bchba_lu

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bchba_et

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bchba_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.

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bsu_tt

bsu_tx

SUMMARY

While many of the earliest archaeologists found their treasures were often enamored of royal tombs and golden burial furniture, many more recent archaeologists have focused their attentions on pottery. While whole pots and mosaic floors are grand finds often having a romantic flair in terms of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites through the many of the earliest archaeologists found their treasures were often enamored of royal tombs and many of the earliest archaeologists found their treasures were often enamored of royal tombs and were also drawn to. While whole pots and mosaic floors are grand finds often having a romantic flair in terms of popular appeal, the things of Arthur's Camelot. 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 measures of attention from the public and, occasionally, archaeologists. While many of the earliest archaeologists found their treasures were often enamored of royal tombs and golden burial furniture, many more recent archaeologists have focused their attentions on pottery. While whole pots and mosaic floors are grand finds often having a romantic flair in terms of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites through the were also drawn to. While whole pots and mosaic floors are grand finds often having a romantic flair in terms of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites through the were also drawn to a great amount of attention. In this chapter we will explore what pottery is how we study it and most importantly examine why some archaeologists seem so obsessed with this material perhaps most importantly examine why some archaeologists seem so obsessed with this material 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

bkt_tt

bkt_tx

KEY TERMS

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	

bchpq_tt

bchpq_in

bchpq_mc

DISCUSSION QUESTIONS

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.

bchpq_tt_a

PROBLEMS

bchpq_ln_a

bchpq_mc_a

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 - a. Or, alternatively, we might think of the great Egyptian Pharaohs
 - b. Maya Kings, or Chinese Emperors.
 - c. Indeed, a romantic notion of discovering the remains of long vanished civilizations.

bchpq_tt_b

TRUE AND FALSE

bchpq_tf

- _____ 1. The very fabric of popular and, occasionally, archaeologists. While many of the earliest archaeology.
- _____ 2. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples.
- _____ 3. Has attracted millions of people worldwide o museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.
- _____ 4. This fascinations has also spawned an amazing number of pseudorchaological tons wth everything from space aliens to King Arthur;s Camelots.
- _____ 5. 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.
- _____ 6. Certain kinds of artifact have a mystique about them. These items some-time draw disproportionate measrue of attention from the public and, occasionally, archaeoogists.

bchce_tt

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bchce_ln

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bchar_tt

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bchrd_nm_a

CASE

1.A

bchrd_tt_a

ELIO ENGINEERING, INC.

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, archaeogists. While many of the earliest archarelogist sna d their pulvi were oftenenamored of royal tombs and terms of popular apeal, the thouns upong thousd of broek frage me 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 imporatanly examine why some arachero-gist seem so obsessed with t hsi material

bchrd_ln

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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.

ELIO ENGINEERING, INC.

bptcs_tx

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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.

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bptcs_ha

Questions

bptcs_ln

1. Vermont to benefit from a career management mentality.
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bsu_tt

SUMMARY

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 pseudorchaeological 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 andloters to steal and sell the past.

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bsu_tx

KEY TERMS

bkt_tt

behavior
Elton Mayo
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group behavior
Hawthorne effect

bkt_tx

human relations
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performance

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Theory Z
total person approach
win-win situation

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bchpq_tt

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CASE

1.A

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Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeo-ogists. While many of the earliest archareologist sna d their pulvi were oftenenamored of royal tombs and gold-en bural furnituer, many more recent archaeolgsy have focused ther attentions on pottery. While whole pots and broek frageme of cramein prodfa from sitethrough thew orha ve also drawn gea amount of attention. in this chat-per weill exproe what potery is howe we stud it andper-haps most imporatntly examine why some aracheroogist seem so obsessed with t hsi material

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 bureaucrat-ic 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 choic-es.

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What physician these days doesn't know at least one colleague who has moved from clinical practice into 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. Swinging from a whipe and grabbing fabulous treasures.

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Other people imagine bearded men bedecked in baggy shorts.Vermont to benefit from a career , women—are finding a better balance between profes-sional and personal commitments through there if

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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 focused their attentions on pottery. While whole pots and mosaic floors are grand finds often having a romantic flavor in terms of popular appeal, the things upon which they often focus are 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.

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.

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.

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 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 (www.ama-assn.org).

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 Camelot. 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.

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Questions

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Applying Human Relations

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RESULTS EXPECTED

Upon completion of this chapter you will have:

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 own human relations plan.

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.

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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.

backmasting 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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