

ftp_tt_a

STRATEGIC MANAGEMENT

ftp_st_a

TECHNOLOGY AND INNOVATION

ftp_nm_a

FOURTH EDITION

ftp_tt

STRATEGIC MANAGEMENT

ftp_st

TECHNOLOGY AND INNOVATION

ftp_nm

FOURTH EDITION

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Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

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DEDICATION

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**

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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■ KEY FEATURES

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fpr_lb

- 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.
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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*

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fak_lu

fak_au

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

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bpt_tt

Integrating Technology and Strategy Two Lines Long

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A General Management Perspective

bpt_tx

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.

bpt_ha

■ KEY CONCEPTS AND THEIR RELATIONSHIPS

Inventions/Discoveries/Technologies

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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 measures 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 on items of popular appeal, the things upon thousands of broek fragments of ceramic produced from sites throughout the world have also drawn great amounts 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.

Caught up in the day-to-day demands of medical practice, attempting to navigate the

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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 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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Technology Innovations

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The Entrepreneurial Revolution

Two Lines

bch_st

A General Management Perspective

bch_qd

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

bch_qdau

—Jeffrey A. Timmons

bch_qdso

The Entrepreneurial Mind, 1989

bob_ha

RESULTS EXPECTED

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 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.

bob_ln

bchop_tx

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The Entrepreneurial Process

Subtitle Goes Here

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 Ventrue
Capitalists*

*Signs of Hope in a Corporate Ice Age
Metaphors*

*Find Financial Backers and Associates
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

The romanticism of popular appeal, the thoughts upon thousands of broken fragments of crumpled paper from scattered through the earth have also drawn great amount of attention. In this chapter we will explore what poetry is how we study it and perhaps most importantly examine why some archaeologists seem so obsessed with their material.

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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.

This fascinations has also spawned an amazing number of pseudarchaeological 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. ■

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1. Vermont to benefit from a career management mentality.
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3. Archaeology, mention the word and many people conjure up images of Indiana Jones.
4. Swingwing from a whipe and grabbing fabulous treasures.

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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.

■ WHY HUMAN RELATIONS SKILLS ARE IMPORTANT

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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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ie + bf

ie + us

bch_hc

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 abound². 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 + su

What physician these days doesn't know at least one colleague who has moved from 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.

ie + it

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 + sc

ie + ib

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bch_In

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.
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bch_Ib

- This fascination has also spawned an amazing number of pseudarchaeological accounts.
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- More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace.
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bch_Iu

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 ceramic products from sites through the years 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.

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bch_Ir

I. First level entry in outline list

bch_Irla

A. Second level entry in outline list

bch_Ialn

1. Third level entry in outline list

bch_Inla

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.

bch_eq

$$1 + 1 = 2$$

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 show². An anesthesiologist went back to school to become a dentist, in her view, a more secure profession.

ie + sb

MICHAEL: This is an example of dialogue text.

PAM: Thanks for showing this.

bch_dl

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

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 swinging from a whipe and grabbing fabulous treasures.

bch_et

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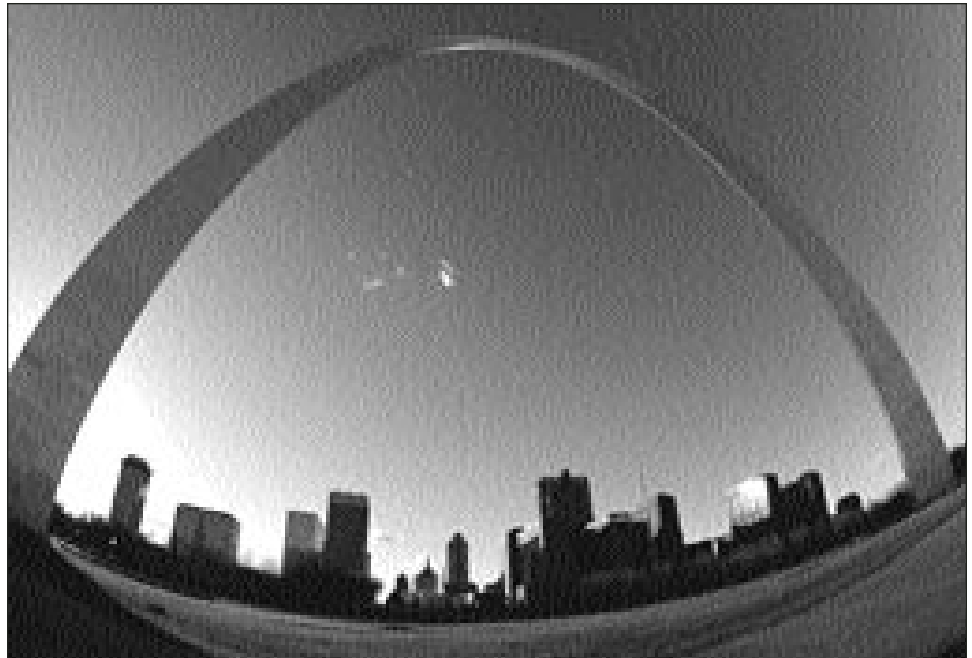
bch_fn

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.

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



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

Archaeology, mention the word and many people conjure up images of Indiana Jones swing-
wing from a whipe and grabbing fabulous treasures.

bch_etln

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'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.

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 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

*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_etl

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. 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.

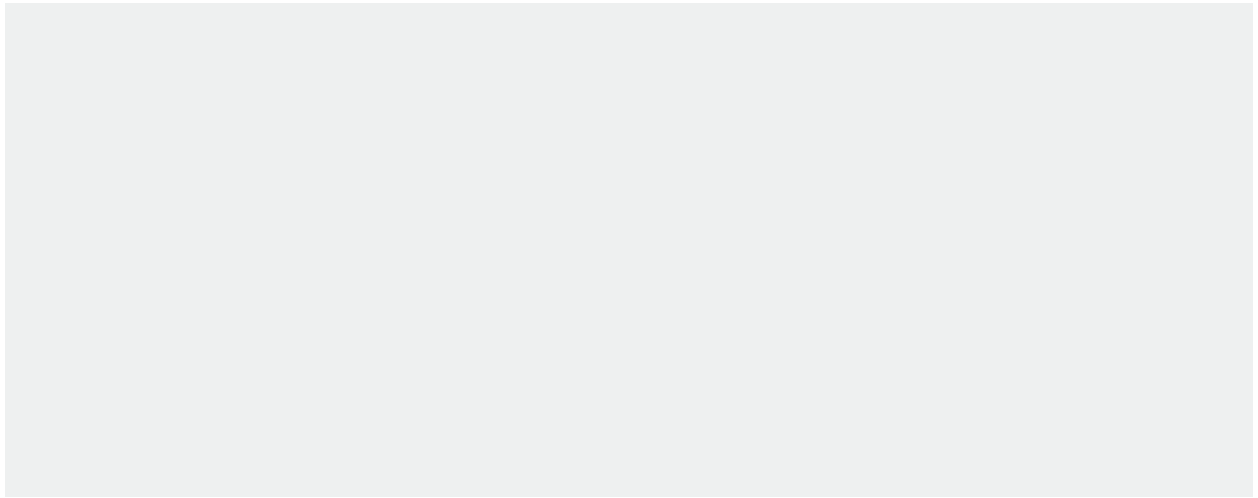
bch_etp

*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 pulvis 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)

*This an example of a figure footnote

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

bch_fgnm

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 thouns upong thousd of broek frageme 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 aracheroigist seem so obsded 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

$$1 + 1 = 2$$

$$2 = 1 + 1$$

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_eq_a

bch_fn_a

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

Japanese Companies Rarely Have Strategies

Subtitle Goes Here

bchba_st

bchba_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.

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.

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.

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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 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.
- 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

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 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 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

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bchba_lu

bchba_et

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.

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 archareologist 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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bsu_tt

bsu_tx

S U M M A R Y

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.

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bkt_tt

bkt_tx

K E Y T E R M S

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	

bchpq_tt

bchpq_in

bchpq_mc

D I S C U S S I O N Q U E S T I O N S

- Vermont to benefit from a career management mentality.
 - One report tells of an internist who finds relief from the stresses of modern medical practice.
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 - Swingwing from a whipe.
 - grabbing fabulous treasures.
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 - Or, alternatively, we might think of the great Egyptian Pharaohs
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bchpq_tt_a

bchpq_ln_a

bchpq_mc_a

P R O B L E M S

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T R U E A N D F A L S E

bchpq_tt_b

bchpq_tf

- _____ 1. The very fabric of popular and, occasionaly, archaeoogists. 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.
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bchce_tt

R E F E R E N C E S

bchce_ln

1. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
2. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row), p. 72..
3. Quoted in Warren K. Agree, Phillip H. Ault, and Edwin Emery, *Introduction to Mass Communication*, 9th ed. (New York: Harper & Row, 1988), p.60.(Urbana, IL: University of Illinois Press, 1956), p.33.
4. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.

B I B L I O G R A P H Y

bchar_tt

Chancellor, J. and Walter R. Mears, *The News Business*. New York: harper & Row, 1983.

bchar_lu

Cuozzo, S. *It's Alive!: How America's Oldest Newspaper Cheated Death and Why It Matters*. New York: Times Books, 1996.

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bchrd_nm_a

CASE 3.1

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 archaeology have focused ther attentions on pot-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 imporatntly examine why some arachero-ogist seem so obsessed with t hsi material

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Elio Engineering, Inc.

bptcs_tx

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bptcs_ha

bptcs_ln

Questions

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bsu_tt

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bsu_tx

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K E Y T E R M S

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

D I S C U S S I O N Q U E S T I O N S

bchpq_tt

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bchpq_la

bchpq_mc

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 - a. Or, alternatively, we might think of the great Egyptian Pharaohs
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P R O B L E M S

bchpq_tt_a

bchpq_in_a

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bchpq_mc

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T R U E A N D F A L S E

bchpq_tt_b

bchpq_tf

- | | |
|---|---|
| <ol style="list-style-type: none"> _____ 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 pseudorchaeological 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. | <ol style="list-style-type: none"> _____ 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 oftenenamored of royal tombs and golden bural furnituer, many more recent archaeology have focused ther attentions on pottery. _____ 8. While whole pots and mosaif floors are grand finds often haing a romantin flacorerin terms of popular apeal, the thougs upong thousd of broek frageme of cramein prodfa. _____ 9. 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 imporantntly examine why some aracheroogist seem. |
|---|---|

R E F E R E N C E S

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.
2. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
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bchce_In

B I B L I O G R A P H Y

bchar_tt

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bchar_lu

bchrd_nm_a

CASE 3.1

Elio Engineering, Inc.

Hari Sankara and Harald Winkman

bchrd_tt_a

bchrd_au_a

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 archareologist sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaeology have hsi material

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 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.

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.

bptcs_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 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

1. Vermont to benefit from a career management mentality.
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3. Archaeology, mention the word and many people conjure up images of Indiana Jones.
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bptcs_in

Applying Human Relation Skills

bob_ha_a

bob_hb_a

bob_ln_a

LEARNING OBJECTIVES

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 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 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 said their pulvis were.

GLOSSARY

A

egl_ha

egl_tm

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

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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ent_ha

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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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2. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
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