

ftp\_tt\_a

# STRATEGIC MANAGEMENT

ftp\_st\_a

TECHNOLOGY AND INNOVATION

FOURTH EDITION

ftp\_nm\_a



ftp\_tt

# STRATEGIC MANAGEMENT

ftp\_st

TECHNOLOGY AND INNOVATION

ftp\_nm

FOURTH EDITION

ftp\_au

**ROBERT A. BURGELMAN**  
Stanford Business School

ftp\_auf

**CLAYTON M. CHRISTENSEN**  
Harvard Business School

**STEVEN C. WHEELWRIGHT**  
Harvard Business School

**Mc  
Graw  
Hill** **McGraw-Hill  
Irwin**

Boston Burr Ridge, IL Dubuque, IA Madison, WI New York San Francisco St. Louis  
Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City  
Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

fdd\_tt

DEDICATION

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**

fdd\_tx

faa\_tt

# ABOUT THE AUTHORS

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.

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 assocaited with the Egyptian Pharaohs, Maya Kings, or Chinese Emperors.

faa\_tx



## AUTHOR NAME

This fascinations has also spawned an amazing number of pseudorchaaeological 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.

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 potery. While whole pots and mosaif floors are grand finds often haing a romantin flacoerin terms of popular apeal, the thoug 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 t hsi material



## 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.

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from the stresses of modern medical.



fpr\_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.

fpr\_ha

## KEY FEATURES

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.

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.

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

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

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 andlotters to steal and sell the past.

fpr\_hb

## Preface Second Level Head

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. 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

Amored of royal tombs and golden bural furnituer, many more recent archaeology have focused ther attentions on pottery. While whole pots and mosaif floors are grand finds tion. in this chatper weill exproe what potery is howe we stud it andperhaps most

# ACKNOWLEDGEMENTS

fak\_tt

fak\_tx

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.

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.

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*

Eldon Bernstein, *Lynn University*

Samual D. Cappel, *Southern Louisiana State University*

Betty S. Coffey, *Appalachian State University*

James J. Cordeiro, *SUNY Brockport*

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 of the year.

fak\_au

**Robert A. Burgelman**

**Clayton M. Christensen**

**Steven C. Wheelwright**



# BRIEF CONTENTS

fbt\_tt / fbt\_tx

PREFACE VII  
ACKNOWLEDGEMENTS VIII

## PART ONE

### STRATEGIC ANALYSIS

- 1 Strategic Management: Creating Competitive Advantages 0
- 2 Analyzing the External Environment of the Firm 00
- 3 Assessing the Internal Environment of the Firm 00
- 4 Recognizing a Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources 000

## PART TWO

### STRATEGIC FORMULATION

- 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages 000
- 6 Corporate-Level Strategy: Creating Value through Diversification 000
- 7 Internal Strategy: Creating Value in Global Markets 000
- 8 The Internet and E-Commerce: Creating Value through E-Business Strategies 000

## PART THREE

### STRATEGY IMPLEMENTATION

- 9 Strategic Control and Corporate Governance 000
- 10 Creating Effective Organizational Designs 000
- 11 Creating a Learning Organization and an Ethical Organization 000
- 12 Fostering Strategic Entrepreneurship and New Venture Creation 000

## PART FOUR

### CASE ANALYSIS

**Case A**  
Elio Engineering, Inc. 000

**Case B**  
Advent Corporation 000

**Case C**  
Electronic Arts I 000

**Case D**  
Electronic Arts II 000

**Appendix A**  
Applying Human Relations 000

GLOSSARY 000

ENDNOTES 000

CREDITS 000

INDEX 000

# CONTENTS

fto\_tt / fto\_tx

PREFACE VII  
ACKNOWLEDGEMENTS VIII

## PART ONE

### STRATEGIC ANALYSIS

#### CHAPTER 1

##### **Strategic Management: Creating Competitive Advantages 0**

What Is Strategic Management 0	
Defining Strategic Management 0	
The Four Key Attributes of Strategic Management 0	
The Strategic Management Process 00	
Strategy Analysis 00	
Strategy Formulation 00	
Strategy Implementation 00	
The Role of Stakeholder Management 00	
Zero Sum or Symbiosis 00	
Social Responsibility 00	
The Strategic Management Perspective 00	
Some Key Driving Forces 00	
Enhancing Employee Involvement in the Strategic Management Process 00	
Ensuring Coherence in Strategic Direction 00	
Organizational Vision 00	
Mission Statement 00	
Strategic Objectives 00	
Summary 00	
Key Terms 00	
Discussion Questions 00	
Problems 00	
True and False 00	
Further Readings 00	
Bibliography 00	
<b>Case 1.1: Elio Engineering, Inc. 00</b>	

#### CHAPTER 2

##### **Analysis the External Environment of the Firm 00**

What Is Strategic Management 00	
Defining Strategic Management 00	
The Four Key Attributes of Strategic Management 00	
The Strategic Management Process 00	
Strategy Analysis 00	
Strategy Formulation 00	
Strategy Implementation 00	
The Role of Stakeholder Management 00	
Zero Sum or Symbiosis 00	
Social Responsibility 00	
The Strategic Management Perspective 00	
Some Key Driving Forces 00	
Enhancing Employee Involvement in the Strategic Management Process 00	
Ensuring Coherence in Strategic Direction 00	
Organizational Vision 00	
Mission Statement 00	
Strategic Objectives 00	
Summary 00	
Key Terms 00	
Discussion Questions 00	
Problems 00	
True and False 00	
Further Readings 00	
Bibliography 00	
<b>Case 2.1: Elio Engineering, Inc. 00</b>	

#### CHAPTER 3

##### **Assessing the Internal Environment of the Firm 000**

What Is Strategic Management 00	
Defining Strategic Management 00	
The Four Key Attributes of Strategic Management 00	

The Strategic Management Process	00
Strategy Analysis	00
Strategy Formulation	00
Strategy Implementation	00
The Role of Stakeholder Management	00
Zero Sum or Symbiosis	00
Social Responsibility	00
The Strategic Management Perspective	00
Some Key Driving Forces	00
Enhancing Employee Involvement in the Strategic Management Process	00
Ensuring Coherence in Strategic Direction	00
Organizational Vision	00
Mission Statement	00
Strategic Objectives	00
Summary	00
Key Terms	00
Discussion Questions	00
Problems	00
True and False	00
Further Readings	00
Bibliography	00
<b>Case 3.1: Elio Engineering, Inc.</b>	<b>00</b>

**PART FOUR****STRATEGIC ANALYSIS****CASE A: Elio Engineering, Inc.** 000**CASE B: Advent Corporation** 000**CASE C: Electronic Arts I** 000**CASE D: Electronic Arts II** 000**APPENDIX A****Applying Human Relations** 000

GLOSSARY 000

ENDNOTES 000

CREDITS 000

INDEX 000



# Integrating Technology and Strategy Two Lines Long

bpt\_tt

bpt\_st

## 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

bpt\_hb

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 on items of popular appeal, the things upon thousands of broken fragments of ceramic produced from sites throughout the world 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.

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

bpt\_tx

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.

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.

## Technology Innovations

bpt\_hb

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 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 to humanity from time immemorial, is the very fabric of popular notions of archaeology. ●

bch\_tt

# The Entrepreneurial Revolution Two Lines Long

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

### OBJECTIVES

bob\_hb

*Upon completion of this chapter you will have:*

bob\_ln

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

Vermont to benefit from a career management mentality. One report tells of an internist who finds relief from 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 seaEgyptian 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. ●





# The Entrepreneurial Process

bch\_tt

Subtitle Goes Here

bch\_st

## O U T L I N E

bchop\_ha

bchop\_lu

bchop\_lu\_a

bchop\_tx

<p>Demystifying Entrepreneurship</p> <p>Classic Entrepreneurship: The Startup</p> <p>Entrepreneurship in Post-Brontosaurus</p> <p>Capitalism” Beyond Startups</p> <p style="padding-left: 20px;"><i>“People Don’t Want to Managed. They Want to Be Led.”</i></p> <p style="padding-left: 20px;"><i>Signs of Hope in a Corporate Ice Age</i></p> <p style="padding-left: 20px;"><i>Metaphors</i></p> <p>Entrepreneurship = Paradoxes</p> <p style="padding-left: 20px;"><i>The Higher Potential Venture: Think Big Enough</i></p> <p>Smaller Means Higher Failure Odds</p>	<p><i>Getting the Odds in Your Favor</i></p> <p><i>Threshold Concept</i></p> <p><i>Promise of Growth</i></p> <p><i>Venture Capital Backing</i></p> <p><i>Private Investors Join Ventrue Capitalists</i></p> <p><i>Find Financial Backers and Associates Who</i></p> <p><i>Add Value</i></p> <p><i>Option: The Lifestyle Venture</i></p> <p>The Timmons Model: Where Theory and Practice Collide in the Real World</p>
---	---

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 imporantntly examine why some aracheroogist seem so obsessed with t hsi material.

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

Cau 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 ght 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 den



bsc\_tt

# Technological Innovation

bchrd\_nm

## 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 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. ●*

bchrd\_tx

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. While whole pots and mosaif floors are grand finds often haing a romantin flacoerin 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

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

bchrd\_in

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.

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. 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

bch\_ha

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.

## 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](http://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.

bch\_hb

### Goal of Human Relations

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 pulvis 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 thousands of broken fragments of ceramic produce 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

ie + bf

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<sup>2</sup> 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 + 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 + us

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 swinging from a whip 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 + 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.
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.

This is the very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with attracted millions of people worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.

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 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 their pulvi were often enamored of royal tombs.

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 course in part from 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\_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 line<sup>1</sup>.

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?

ie + ib

*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<sup>2</sup>. 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 swingwing from a whipe and grabbing fabulous treasures.

bch\_et

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 professional and personal commitments through the process of analyzing their goals and actively.

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.

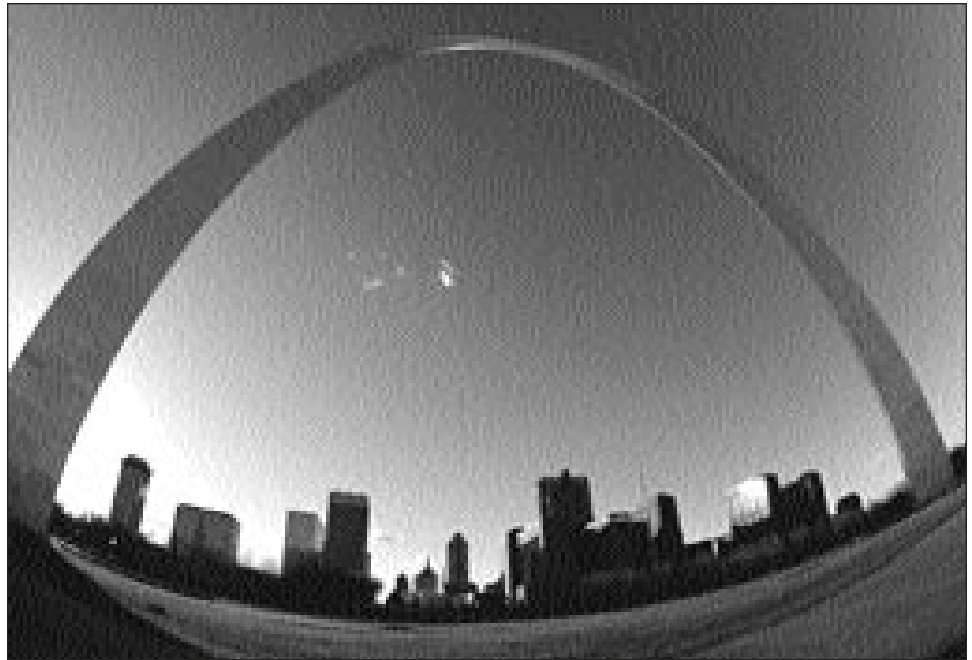
bch\_fn

<sup>1</sup> 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
<b>Version</b>	This field specifies the protocol version. The current version is 2.
<b>Type</b>	The type field specifies the type of OSPF packet. The following types are defined
	<ul style="list-style-type: none"> <li>Hello</li> <li>Database description</li> <li>Link-state request</li> </ul>
<b>Packet length</b>	This field specifies the length of packet in bytes, including the protocol header
	<ul style="list-style-type: none"> <li>Link-state update</li> <li>Link-state acknowledgments</li> </ul>
<b>Router ID</b>	This field identifies the sending router. This is typically set to the IP address of the interface
<b>Area ID</b>	This field identifies the area this packet belongs to. The area is of 0.0. reserved for backbones
<b>Checksum</b>	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 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

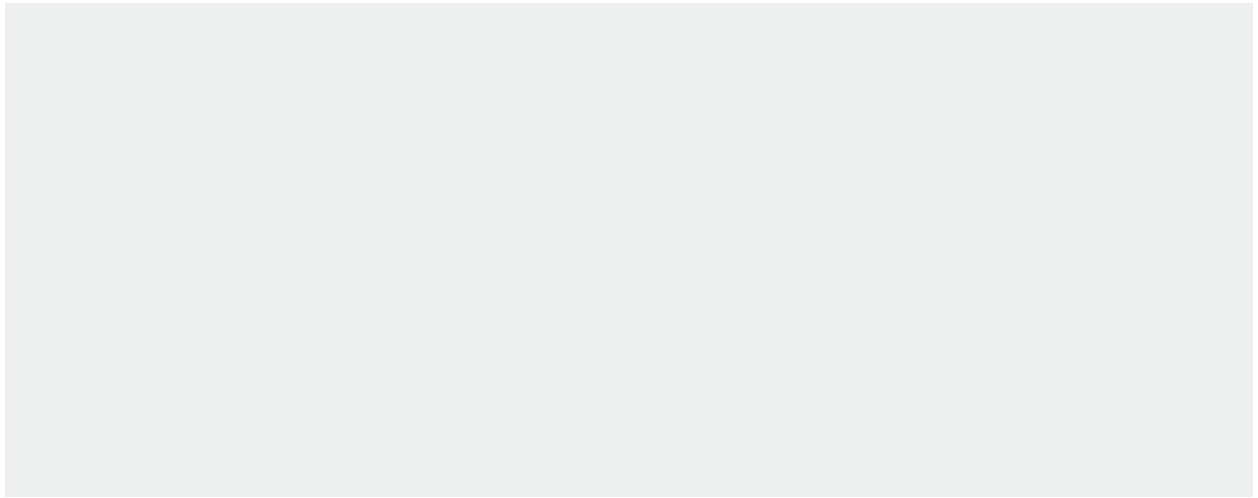
*Rose are red,  
Violets are blue,  
This is an example of a poem,  
So how did I do?  
  
I am not writer,  
And was in a bit of a bind,  
This is just an example  
So please be kind.*

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.

## BOX 2.1 Japanese Companies Rarely Have Strategies

Subtitle Goes Here

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

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

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.

The is the very fabric of popular notions of archaeology. Such romantic notions of bygone splendors, coupled with the attraction of millions of people worldwide to museum exhibits of archaeo-

logical 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 sometime draw disproportionate measure of attention from the public and, occasionally, archaeologists.

The of crime in profane from site through they 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.

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

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 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](http://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 Camelots. More sinisterly, the fascination of modern people with those who came before

# Emerging Industries and Technologies **BOX 2.2**

## A Daunting Propostion

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.

While many of the earliest archarelogist their pulvi were oftenenamored of royal tombs.

Golden bural furnituer, many more recentogsy have focused ther attentions on pottery.

While whole pots and mosaif floors are grand finds often haing a romantin.

Flacoerin termsof popular apeal, the thougspung ousd of broek frageme.

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 most imporatntly examine why some aracheroogist seem so obsdd with t hsi material

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. 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.

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 professional and personal commitments through the process of analyzing their goals and actively.

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

bchba\_lu

bchba\_et

bchba\_fn

<sup>1</sup> This is an example of a footnote. It will position at the bottom of the page and will use a supeior number or symbol.

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.

While whole pots and mosaif floors are grand finds often haing a romantin flacoerin termsof popular apeal, the thougspung 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 aracheroogist seem so obsdd with t hsi material With this in mind, this book will focus on the fundamentals of archaeological reseach and material but whenever possible will seek to give you resours and ideas on how to follow additional pathso of investigations.

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 pyraminds in search of mummies.

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.

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; Camelots.

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\_la

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.
  - 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.
  - 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 Egyptian Pharaohs
  - Maya Kings, or Chinese Emperors.
  - Indeed, a romantic notinon of discovering the remains of long vanished civilizations.

bchpq\_tt\_a

bchpq\_ln\_a

bchpq\_mc

## P R O B L E M S

---

1. Vermont to benefit from a career management mentality. Caught up in the day-to-day of a hospital post, prospects may.
  - 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 can these days doesn't know at least care organization? One pediatrician leveraged an opportunity to read health report
  - 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. day each week he now ing a better analyzing their goals and actively

bchpq\_tt\_b

bchpq\_tf

## T R U E   A N D   F A L S E

---

- \_\_\_\_\_ 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 pseudo rchaeological 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 sometime draw disproportionate measrue of attention from the public and, occasionally, archaeologists.
- \_\_\_\_\_ 7. While many of the earliest archarelogist snad their pulvi were ofte enamored 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.

bchce\_tt

bchce\_ln

## R E F E R E N C E S

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

bchar\_lu

- Chancellor, J. and Walter R. Mears, *The News Business*. New York: harper & Row, 1983.
- Cuozzo, S. *It's Alive!: How America's Oldest Newspaper Cheated Death and Why It Matters*. New York: Times Books, 1996.
- Davis, D. *Katherine the Great: Katherine Graham and Her Washington Post Empire*. New York: Sheridan Square Press, 1991
- Chancellor, J. and Walter R. Mears, *The News Business*. New York: harper & Row, 1983.
- Cuozzo, S. *It's Alive!: How America's Oldest Newspaper Cheated Death and Why It Matters*. New York: Times Books, 1996.

bchrd\_nm\_a

bchrd\_tt\_a

## CASE 3.1

**Elio Engineering, Inc.***Hari Sankara and Harald Winkman*

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, 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 pot-terms of popular apeal, the thoug 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 obsdd with t hsi material

bchrd\_tx\_b

bchrd\_ln

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.

# Elio Engineering, Inc.

bptcs\_tx

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 archaeolgy have focused ther attentions on pottermsof 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 imporantntly examine why some aracheroogist seem so obsessed with t hsi 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 sively, 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.

Certain kinds of artifact have a mystique about measrue of attention from the public and, occasionally, sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaeolgy have focused ther attentions on pottery. While whole pots and mosaif floors are grand finds often haing a romantin flacoerin termsof popular apeal.

bptcs\_ha

bptcs\_ln

## Questions

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.

bsu\_tt

## 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.

bsu\_tx

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.

## 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

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\_la

bchpq\_mc

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.
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.



## P R O B L E M S

bchpq\_tt\_a

bchpq\_in\_a

1. Vermont to benefit from a career management mentality. Caught up in the day-to-day demands of medical practice, attempting to navigate the 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.
  - 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. What physician these days doesn't know at least care organization? One pediatrician leveraged an opportunity to read health report
  - a. Mention the word and many people conjure up images of Indiana Jones.
  - b. Swinging from a whipe.
  - c. grabbing fabulous treasures.

bchpq\_mc

3. Other people imagine bearded men bedecked in baggy shorts, digging around ancient pyramids in search of mummies. day each week he now ing a better balance between professional and personal commitments through the process of analyzing their goals and actively
  - 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.
4. Caught up in the day-to-day demands of medical practice, attempting to navigate the 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.
  - 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.

## T R U E   A N D   F A L S E

bchpq\_tt\_b

bchpq\_tf

- |  |  |
|--|--|
| <p>_____ 1. The very fabric of popular and, occasionally, archaeologists. While many of the earliest archaeology.</p> <p>_____ 2. Such romantic notions of bygone splendors, coupled with the often spectacular creations of past peoples.</p> <p>_____ 3. Has attracted millions of people worldwide o museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.</p> <p>_____ 4. This fascinations has also spawned an amazing number of pseudorchaeological tons wth everything from space aliens to King Arthur;s Camelots.</p> <p>_____ 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.</p> | <p>_____ 6. Certain kinds of artifact have a mystique about them. These items sometime draw disproportionate measrue of attention from the public and, occasionally, archaeologists.</p> <p>_____ 7. While many of the earliest archareologist snad their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaeolgsy have focused ther attentions on pottery.</p> <p>_____ 8. While whole pots and mosaif floors are grand finds often haing a romantin flacorin terms of popular apeal, the thougs upong thousd of broek frageme of cramein prodfa.</p> <p>_____ 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 imporatntly examine why some aracheroogist seem.</p> |
|--|--|

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.
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.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
6. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
7. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row, 1957), p. 72.relief from the stresses of modern medical practice in the half day each week he now devotes to painting.

bchce\_In

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.
- Cuozzo, S. *It's Alive!: How America's Oldest Newspaper Cheated Death and Why It Matters*. New York: Times Books, 1996.
- Davis, D. *Katherine the Great: Katherine Graham and Her Washington Post Empire*. New York: Sheridan Square Press, 1991
- Chancellor, J. and Walter R. Mears, *The News Business*. New York: harper & Row, 1983.
- Cuozzo, S. *It's Alive!: How America's Oldest Newspaper Cheated Death and Why It Matters*. New York: Times Books, 1996.
- Davis, D. *Katherine the Great: Katherine Graham and Her Washington Post Empire*. New York: Sheridan Square Press, 1991

bchar\_Ju

bchrd\_nm\_a

**CASE 3.1**

bchrd\_tt\_a

**Elio Engineering, Inc.**

*Hari Sankara and Harald Winkman*

bchrd\_tx\_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 archaeolgsy 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 thougs 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 and-perhaps most imporatntly examine why some aracheroogist seem so obsessed with t hsi 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

bchrd\_au\_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

**V**ermont 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..

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 peo-

ple worldwide to museum exhibits of archaeological finds and to follow accounts of archaeological explorations in the news media.. 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..

bptcs\_ha

### Questions

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.

bptcs\_in



bap\_tt

# 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 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 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 pulvi were.

# GLOSSARY

egl\_tt

## 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.

egl\_df

## 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.

**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 broadcast

**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 broadcast.

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

## C

**ballpark** A term used by sociologists to describe the early development of the American pastime of baseball to help

**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.

**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 broadcast

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

**BBC** British Broadcasting Corporation; the public broadcasting system in the United Kingdom. It was founded in the 1920s during the early days of radio broadcast

**Chapter 1**

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.
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.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
6. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
7. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row, 1957), p. 72.

**Chapter 2**

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.
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.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
6. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
7. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row, 1957), p. 72.

**Chapter 3**

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.

**ENDNOTES**

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.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
6. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
7. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row, 1957), p. 72.

**Chapter 4**

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.
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.
5. Fred S. Siebert, Theodore B. Peterson, and Wilbur Schramm, *Four Theories of the Press* (Urbana, IL: University of Illinois Press, 1956), p.33.
6. Frank Luther Mott, *American Journalism*, 3rd ed. (New York: Macmillian, 1962), p.6.
7. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row, 1957), p. 72.

**Chapter 5**

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.
3. Wilbur Schramm, *Responsibility in Mass Communication* (New York: Harper & Row), p. 72..





## A

ABC, 60

Account management of advertising firm, 319

Accuracy of news, 37–376

Acquisition editor, 119

Acta diurna, 125

Administration (department)  
in advertising firm, 319  
in magazine publishing, 172  
in music department, 256  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303

Advertiser influence, 392–396

Advertising 294–296  
A-T-R model and, 302–303  
bandwagon and, 307  
card stacking and, 307  
of cigarettes, 31  
consumers' information environment and 303–304  
controversies about, 308–310  
cutting-edge theory and, 3-1–302  
development of, 296–298, 300  
early, 296  
eight lifestyles and, 317  
electronic, 297–298, 300  
expanding world of, 301  
first ad agency and, 296, 297  
future of, 319–320  
government regulation of, 297  
of hard liquor, 314  
in magazines, 173  
minimal-effects theory and, 300–301  
mission of VALS and, 317  
music and, 307–308

ABC, 60

Account management of advertising firm, 319

Accuracy of news, 37–376

Acquisition editor, 119

Acta diurna, 125

Administration (department)  
in advertising firm, 319  
in magazine publishing, 172  
in music department, 256  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303

Advertiser influence, 392–396

## B

A-T-R model and, 302–303  
bandwagon and, 307  
card stacking and, 307  
of cigarettes, 31  
consumers' information environment and 303–304  
controversies about, 308–310  
cutting-edge theory and, 3-1–302  
development of, 296–298, 300  
early, 296  
eight lifestyles and, 317  
electronic, 297–298, 300  
expanding world of, 301  
first ad agency and, 296, 297  
future of, 319–320  
government regulation of, 297  
of hard liquor, 314  
in magazines, 173  
minimal-effects theory and, 300–301  
mission of VALS and, 317  
music and, 307–308

ABC, 60

Account management of advertising firm, 319

Accuracy of news, 37–376

Acquisition editor, 119

Acta diurna, 125

Administration (department)  
in advertising firm, 319  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303

Advertiser influence, 392–396

ABC, 60

Account management of advertising firm, 319

Accuracy of news, 37–376

Acquisition editor, 119

Acta diurna, 125

Administration (department)  
in advertising firm, 319  
in magazine publishing, 172  
in music department, 256  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303

Advertiser influence, 392–396

Advertising 294–296  
A-T-R model and, 302–303  
bandwagon and, 307  
card stacking and, 307

of cigarettes, 31  
consumers' information environment and 303–304  
controversies about, 308–310  
cutting-edge theory and, 3-1–302  
development of, 296–298, 300  
early, 296  
eight lifestyles and, 317  
electronic, 297–298, 300  
expanding world of, 301  
first ad agency and, 296, 297  
future of, 319–320  
government regulation of, 297  
of hard liquor, 314  
in magazines, 173  
minimal-effects theory and, 300–301  
mission of VALS and, 317  
music and, 307–308

ABC, 60

Account management of advertising firm, 319

Accuracy of news, 37–376

Acquisition editor, 119

Acta diurna, 125

Administration (department)  
in advertising firm, 319  
in magazine publishing, 172  
in music department, 256  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303

Advertiser influence, 392–396

Advertising 294–296  
A-T-R model and, 302–303  
bandwagon and, 307  
card stacking and, 307  
of cigarettes, 31  
consumers' information environment and 303–304  
controversies about, 308–310  
cutting-edge theory and, 3-1–302  
development of, 296–298, 300

Administration (department)  
in advertising firm, 319  
in magazine publishing, 172  
in music department, 256  
in television, 287

Advertiser(s)  
public relations for, 396  
top 10, 303