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
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 managing their careers.

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.

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 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 thoughts upon thousands of broken fragments from sites through the ages 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.

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

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

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**KEY FEATURES**

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**Preface Second Level Head**

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**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*
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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.

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

STRATEGIC ANALYSIS

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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

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Case B
Advent Corporation 000
Case C
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The Strategic Management Process 0
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Enhancing Employee Involvement in the Strategic Management Process 0
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Further Readings 0
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Problems
True and False
Further Readings
Bibliography

Case 3.1: Elio Engineering, Inc.
Integrating Technology and Strategy Two Lines Long

A General Management Perspective

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

KEY CONCEPTS AND THEIR RELATIONSHIPS

Inventions/Discoveries/Technologies

This fascinations has also spawned an amazing number of pseudarchaeological accounts that purport to link past civiliztions wth everything from space aliens to King Arthur;s Camelots. More sinisterly, the fascination of modern people with those who came before has generated a thriving marketplace for grave robbers andlotters to steal and sell the past. Certain kinds of artifact have a mystique about them. These items sometime draw dis-proportionate measrue of attention from the public and, occasionaly, archaeologists. While many of the earliest archareologist sna d their pulvi were oftenenamored of royal tombs and golden bural furnituer, many more recent archaeologsy have fcoerin termsolf popular apeal, the thous 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 pottery is howe we stud it andperhaps most imporatntly examine why some arachertoogist seem so obssed with t hsi material

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**Technology Innovations**

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The Entrepreneurial Revolution
Two Lines Long
A General Management Perspective

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

—Jeffry A. Timmons
The Entrepreneurial Mind, 1989

OBJECTIVES

Upon completion of this chapter you will have:

1. Examined evidence of this entrepreneurial revolution’s radical transformation of the U.S. economy and its profound impact on the nation and the world, as it has become America’s “secret economic weapon.”

2. Learned how entrepreneurs, innovators, and their growing companies are the engine of job creation, innovation, and new industries, and how venture and risk capital fuels that engine.

3. Discovered how the entrepreneurial revolution has lead 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 then ever in our nation’s history and ready for the e-generation.

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The Entrepreneurial Process

Subtitle Goes Here

OUTLINE

Demystifying Entrepreneurship
Classic Entrepreneurship: The Startup
Entrepreneurship in Post-Brontosaurus
"People Don’t Want to Managed. They Want to Be Led."
Signs of Hope in a Corporate Ice Age
Metaphors
Entrepreneurship = Paradoxes
The Higher Potential Venture: Think Big Enough
Smaller Means Higher Failure Odds

Getting the Odds in Your Favor
Threshold Concept
Promise of Growth
Venture Capital Backing
Private Investors Join Venture Capitalists
Find Financial Backers and Associates
Who
Add Value
Option: The Lifestyle Venture
The Timmons Model: Where Theory and Practice Collide in the Real World

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

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Technological Innovation

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 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 their attention on pottery. While whole pots and mosaic floors are grand finds often having a romantic flavor, they also draw a great amount of attention. In this chapter we will explore what pottery is, how we study it, and perhaps most importantly examine why some archaeologists seem so obsessed with this material.

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**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.

**Goal of Human Relations**

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**Individual and Group Level Behavior**

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

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**Fourth Level Head**

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3. Maya Kings, or Chinese Emperors.

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I. First level entry in outline list

A. Second level entry in outline list

   1. Third level entry in outline list

   2. Third level entry in outline list

      a) Fourth level entry in outline list

      b) Fourth level entry in outline list
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\(^1\).

\[1 + 1 = 2\]

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?

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

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\(^2\). An anesthesiologist went back to school to become a dentist, in her view, a more secure profession.

**MICHAEL:** This is an example of dialogue text.

**PAM:** Thanks for showing this.

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

**PAM:** I think you are right. Thanks again!

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.

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\(^1\) This is an example of a footnote. It will position at the bottom of the page and will use a superior number or symbol.
A former oncologist is now happily Vermont to benefit from a career managemen
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Example

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\[
\begin{align*}
1 + 1 &= 2 \\
2 &= 1 + 1
\end{align*}
\]

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.

*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

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.

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 lost vanished civilizations has a mystique about them. These items sometime draw disproportionate measure of attention from the public and, occasionally, archaeologists.

The 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.

Source: The discussion of Japan is drawn from the author's research with Hirotaka Akeuchi, with help from Maniko Sakakibra.
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1 This is an example of a footnote. It will position at the bottom of the page and will use a supeior number or symbol.
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What physician these days doesn't know at least one colleague who has moved from clinical practice into the management ranks of a pharmaceutical company or the executive suite of a managed care organization? One pediatrician leveraged an opportunity to read health reports for a local television station into a second career as a regular on a national network television news show. An anesthesiologist went back to school to become a dentist, in her view, a more secure profession. A former oncologist is now happily Vermont to benefit from a career management mentality.

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

Discussion Questions
1. Vermont to benefit from a career management mentality.
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2. Are finding a better balance between professional and personal commitments through the process of analyzing their goals and actively Archaeology.
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   b. Swingwing from a whipe.
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What physician these days doesn’t know at least one colleague who has moved from clinical practice into the management ranks of a pharmaceutical company or the executive suite of a managed care organization? One pediatrician leveraged an opportunity to read health reports for a local television station into a second career as a regular on a national network television news show. An anesthesiologist went back to school to become a dentist, in her view, a more secure profession. A former oncologist is now happy.

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Applying Human Relation Skills

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.

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GLOSSARY

A

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

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

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

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

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

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

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

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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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Chapter 4

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