

Contents

Preface

Chapter 1 Managers and Management

CHAPTER LEARNING OBJECTIVES

- 1.1 Introduction
- 1.2 Managers and organisations
- 1.3 Management
- 1.4 The manager's job
 - 1.4.1 The manager's functions
 - 1.4.2 The manager's level and skills
 - 1.4.3 The manager's role
 - 1.4.4 The manager's job: folklore versus fact
- 1.5 Early management thought
- 1.6 The Industrial Revolution
- 1.7 The classical approaches
 - 1.7.1 Scientific management
 - 1.7.2 Bureaucracy
 - 1.7.3 Administrative management
 - 1.7.4 The classical approaches today
- 1.8 The behavioural approach
 - 1.8.1 Human relations
 - 1.8.2 Organisational behaviour
 - 1.8.3 The behavioural approach today
- 1.9 Quantitative approaches
 - 1.9.1 Quantitative management
 - 1.9.2 Operations management
 - 1.9.3 The quantitative approach today
- 1.10 Contemporary approaches
 - 1.10.1 Systems theory
 - 1.10.2 Contingency theory
 - 1.10.3 The contemporary approaches today
- 1.11 Challenges for today's manager
- 1.12 Summary of key propositions

Discussion questions

Concluding case: Supermac's

Case questions

Chapter 2 The Development of Business in Ireland

CHAPTER LEARNING OBJECTIVES

2.1 Introduction

2.2 The early years

2.3 The Irish Free State (1922)

2.4 Self-sufficiency and protectionism (1932–58)

2.5 The move to free trade and foreign direct investment (1958)

2.6 Membership of the European Economic Community (1973)

2.7 Recession and recovery (1980–93)

2.8 The emergence of the Celtic Tiger (1993–2007)

2.9 The Financial Crisis and the end of the Celtic Tiger (2008–12)

2.10 Towards recovery: challenges for the future (2013+)

2.11 Summary of key propositions

Discussion questions

Concluding case: The International Financial Services Centre (IFSC) – a challenging and exciting future?

Case questions

Appendix: The structure of Irish business

Chapter 3 The Global Business Environment

CHAPTER LEARNING OBJECTIVES

3.1 Introduction

3.2 Understanding the global business environment

3.2.1 Globalisation and the era of disruption

3.2.2 Regional trading alliances

3.2.3 The BRICS and other emerging economies

3.3 Entering the global business environment

3.3.1 Understanding cultural differences

3.3.2 Entering international markets

3.4 Managing the global business environment

3.4.1 The political–legal context

3.4.2 The economic context

3.4.3 The technological context

3.4.4 The social and ethical context

3.5 The competitive environment

3.5.1 Rivalry among existing firms

3.5.2 The threat of substitutes

3.5.3 The threat of new entrants

3.5.4 The bargaining power of suppliers

3.5.5 The bargaining power of buyers

3.6 Summary of key propositions

Discussion questions

Concluding case: The Global DIY and home improvement market

Case questions

Chapter 4 Planning

CHAPTER LEARNING OBJECTIVES

4.1 Introduction

4.2 The nature and importance of planning

4.3 Types of planning

4.4 Types of plan

4.4.1 The technological context

4.4.2 The social and ethical context

4.4.3 The competitive environment

4.4.4 Rivalry among existing firms

4.4.5 The threat of substitutes

4.4.6 The threat of new entrants

4.4.7 The bargaining power of suppliers

4.4.8 The bargaining power of buyers

4.5 Management by objectives

4.6 The planning process

4.6.1 Define corporate objectives

4.6.2 External and internal analysis

4.6.3 Revise objectives

4.6.4 Formulate strategic plans

4.6.5 Formulate tactical plans

4.6.6 Implementation of action/operational plans

4.7 Business-level planning and strategies

4.7.1 The Miles and Snow typology

4.7.2 Porter's generic strategies

4.8 Corporate-level planning strategies

4.8.1 Related diversification

4.8.2 Unrelated diversification

4.8.3 Managing diversification strategies

4.9 Summary of key propositions

Discussion questions

Concluding case: Ryanair – competitive strategy

Case questions

Chapter 5 Decision Making

CHAPTER LEARNING OBJECTIVES

5.1 Introduction

5.2 Characteristics of decisions

5.3 Decision-making conditions

5.4 The decision-making process

5.5 Barriers to making good decisions

5.6 Approaches to decision making

5.6.2 The concept of rationality

5.6.2 Bounded rationality

5.6.3 The political model

5.6.4 Escalation of commitment

5.7 Group versus individual decision making

5.8 Improving group decision making

5.9 Summary of key propositions

Discussion questions

Concluding case: Glanbia – big plans, key decisions

Case questions

Chapter 6 Organisational Structure and Design

CHAPTER LEARNING OBJECTIVES

6.1 Introduction

6.2 The nature and importance of organising

6.3 Components of organisational structure

6.3.1 Structural configuration

6.3.2 Structural operation

6.4. Universal approaches to organisational design

6.5 The Mintzberg framework

6.5.1 Simple structure

6.5.2 Machine bureaucracy

6.5.3 Professional bureaucracy

6.5.4 Divisionalised structure

6.5.5 Adhocracy

6.6 Contemporary organisation design

6.6.1 Matrix and project structures

6.6.2 Team-based work and new organisational forms

6.7 Summary of key propositions

Discussion questions

Concluding case: Toyota's evolving structure

Case questions

Chapter 7 Managing Human Resources

CHAPTER LEARNING OBJECTIVES

7.1 Introduction

7.2 The historical development of the HR function

7.2.1 The early 1900s

7.2.2 The mid-1900s

7.2.3 The 1970s: centralised pay bargaining

7.2.4 The 1980s: the emergence of human resource management?

7.3 Activity areas in human resource management

7.3.2 Human resource planning

7.3.2 Recruitment

7.3.3 Selection

7.3.4 Pay and benefits

7.3.5 Performance appraisal

7.3.6 Training and development

7.4 The employee relations context

7.4.1 Trade unions

7.4.2 Employer organisations

7.4.3 State institutions

7.5 Summary of key propositions

Discussion questions

Concluding case: Change at Leeway and the implications for human resource management and development

Case questions

Chapter 8 Leadership

CHAPTER LEARNING OBJECTIVES

8.1 Introduction

8.2 Leadership defined

8.3 Distinguishing leadership and management

8.4 Different Schools of thought on leadership

8.4.1 Trait theories of leadership

8.4.2 Behavioural theories of leadership

8.4.3 Contingency leadership theory

8.4.4. Charismatic leadership theories

8.5 Summary of key propositions

Discussion questions

Concluding case: Contrasts in leadership styles

Case question

Chapter 9 Motivation

CHAPTER LEARNING OBJECTIVES

9.1 Introduction

9.2 The ongoing centrality of motivation in organisational life

9.3 Motivation defined

9.4 Content theories of motivation

9.4.1 Maslow's hierarchy of needs

9.4.2 Existence–relatedness–growth theory

9.4.3 McClelland's achievement theory

9.4.4 Two-factor theory

9.5 Process theories of motivation

9.5.1 Theory X, theory Y

9.5.2 Expectancy theory

9.5.3 Equity theory

9.6 Motivation and pay

9.7 Motivation and the design of work

9.7.1 Task specialisation

9.7.2 Job enlargement

9.7.3 Job enrichment

9.7.4 The quality of working life movement

9.7.5 High-performance work design

Summary of key propositions

Discussion questions

Concluding case: Motivation case study

Case questions

Chapter 10 Control

CHAPTER LEARNING OBJECTIVES

10.1 Introduction

10.2 The nature and importance of control

10.3 Stages in the control process

10.3.1 Setting performance standards

10.3.2 Measuring and comparing performance

10.3.3 Taking action

10.4 Types of control: feedforward, concurrent and feedback

10.4.1 Feedforward control

10.4.2 Concurrent control

10.4.3 Feedback control

10.5 Characteristics of effective control

10.5.1 Appropriateness

10.5.2 Cost-effectiveness

10.5.3 Acceptability

10.5.4 Relative emphasis on exceptions at control points

10.5.5 Flexibility

10.5.6 Reliability and validity

10.5.7 Controls based on valid performance standards

10.5.8 Controls based on accurate information

10.6 Methods of control

10.7 Financial controls

10.7.1 Budgetary control

10.7.2 Break-even analysis

10.7.3 Ratio analysis

10.8 Non-financial controls

10.8.1 Project controls

10.8.2 Management audits

10.8.3 Inventory control

10.8.4 Production control

10.8.5 Quality control

10.9 Summary of key propositions

Discussion questions

Concluding case: The National Children's Hospital project

Case questions

Notes

Glossary

Index