

Clayton R. Jones

Jennifer M. George

THE MCGRAW-HILL COMPANIES
FOR DONATION ONLY
NOT FOR RESALE
HIGHER EDUCATION
23-ASA-006

Essentials of Contemporary Management

Essentials of Contemporary Management

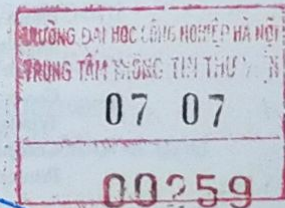
Gareth R. Jones

Texas A&M University

Jennifer M. George

Rice University

GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE
QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI



**Mc
Graw
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

For Nicholas and Julia



Irwin

ESSENTIALS OF CONTEMPORARY MANAGEMENT

Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2004 by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning. Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

4 5 6 7 8 9 0 WCK/WCK 0 9 8 7 6 5

ISBN 0-07-286519-9

Publisher: *John E. Biernat*
 Senior sponsoring editor: *Andy Winston*
 Managing developmental editor: *Laura Hurst Spell*
 Senior marketing manager: *Ellen Cleary*
 Producer, Media technology: *Mark Molsky*
 Lead project manager: *Mary Conzachi*
 Production supervisor: *Gina Hangos*
 Coordinator freelance design: *Artemio Ortiz Jr.*
 Photo research coordinator: *Judy Kausal*
 Photo researcher: *Sarah Evertson*
 Supplement producer: *Betty Hadala*
 Senior digital content specialist: *Brian Nacik*
 Cover and interior design: *Artemio Ortiz Jr.*
 Typeface: *10/12 Baskerville*
 Compositor: *Techbooks*
 Printer: *Quebecor World Versailles Inc.*

Library of Congress Cataloging-in-Publication Data

Jones, Gareth R.
 Essentials of contemporary management / Gareth R. Jones, Jennifer M. George.
 p. cm.
 Includes index.
 ISBN 0-07-286519-9 (alk. paper)
 I. Management. I. George, Jennifer M. II. Title
 HD31 J5974 2004
 658--dc21

2003044179

Brief Contents

PART ONE

Management

CHAPTER ONE

The Management Process	2
Appendix A: History of Management Thought	32

CHAPTER TWO

Who Are Managers and Entrepreneurs?	40
Appendix B: Career Development	70

PART TWO

The Environment of Management

CHAPTER THREE

Managing Ethics and Diversity	76
-------------------------------	----

CHAPTER FOUR

Managing in a Global Environment	112
----------------------------------	-----

PART THREE

Managing Planning and Decision Making

CHAPTER FIVE

Decision Making, Learning, Creativity, and Innovation	146
---	-----

CHAPTER SIX

Planning, Strategy, and Change	174
--------------------------------	-----

PART FOUR

Organizing

CHAPTER SEVEN

Organizing: Designing Organizational Structure	206
--	-----

CHAPTER EIGHT

Organizing: Control and Culture	240
Appendix C: Managing Organizational Change	274

PART FIVE

Leading Individuals and Groups

CHAPTER NINE

Motivation	278
------------	-----

CHAPTER TEN

Leadership and Management	310
---------------------------	-----

CHAPTER ELEVEN

Effective Team Management	340
---------------------------	-----

CHAPTER TWELVE

Effective Management of Human Resources	372
---	-----

PART SIX

Controlling Essential Operations and Processes

CHAPTER THIRTEEN

Communication and Information Technology Management	408
---	-----

CHAPTER FOURTEEN

Operations Management: Managing Vital Operations and Processes	442
--	-----

GLOSSARY	467
----------	-----

NOTES	479
-------	-----

PHOTO CREDITS	498
---------------	-----

NAME INDEX	500
------------	-----

SUBJECT INDEX	504
---------------	-----

COMPANY INDEX	513
---------------	-----

Contents

Chapter One

The Management Process

2



Business Week:
Management Snapshot
Choosing the Right
Strategy Pays Off at
PepsiCo 3

Topics

Overview	4	Managerial Roles Identified by Mintzberg	13
What Is Management?	4	Being a Manager	17
Achieving High Performance: A Manager's Goal	5	Managerial Skills	18
Why Study Management?	6	Challenges for Management in a Global Environment	20
Managerial Functions	7	Building a Competitive Advantage	20
Planning	7	Maintaining Ethical Standards	23
Organizing	9	Managing a Diverse Workforce	24
Leading	9	Utilizing Information Technology and E-Commerce	25
Controlling	9		
Types of Managers	10		
Levels of Management	11		
Areas of Managers	13		
IT and Managerial Roles and Skills	13		

Chapter Two

Who Are Managers and Entrepreneurs?

40



Business Week:
Management Snapshot
Promoting Emotional
Competence at American
Express 41

Topics

Overview	42	Values, Attitudes, and Moods and Emotions	51
What Is the Difference Between Managers and Entrepreneurs?	42	Values: Terminal and Instrumental	51
Enduring Characteristics: Personality Traits	45	Attitudes	54
The Big Five Personality Traits	46	Moods and Emotions	58
Other Personality Traits That Affect Managerial Behavior	49	Emotional Intelligence	59
Characteristics of Entrepreneurs	50	Organizational Culture	60
		How Manager's Influence Organizational Culture	61

Examples

Management Insight:

Using IT to Improve Small Business Performance	16
--	----

Ethics in Action:

Why the Price of Vitamins Was Too High	23
--	----

Focus on Diversity:

How Diversity Can Promote Customer Responsiveness	24
---	----

Management in Action

Summary and Review	26
Management in Action	27
Topics for Discussion and Action	27
Building Management Skills: Thinking About Managers and Management	27
Small Group Breakout Exercise: Opening a New Restaurant	28
Managing Ethically	28
You're the Management Consultant: Problems at Achieva	28
Case for Discussion: Bob Pittman's Big Job at AOL-Time Warner	29
Business Week Case in the News: Avon: The New Calling	30
Appendix A History of Management Thought	32
F. W. Taylor and Scientific Management	32
Weber's Bureaucratic Theory	34
The Work of Mary Parker Follett	36
The Hawthorne Studies and Human Relations	37
Theory X and Theory Y	38

Examples

Management Insight:

Entrepreneurship at Maden Technologies	43
--	----

Managing Globally:

Values of the Overseas Chinese	53
--------------------------------	----

Management Insight:

How to Create a High-Performing Organizational Culture	62
--	----

Management in Action

Summary and Review	63
Management in Action	65
Topics for Discussion and Action	65
Building Management Skills: Diagnosing Culture	65
Small Group Breakout Exercise: Making Difficult Decisions in Hard Times	65
Managing Ethically	66
You're the Management Consultant: Retaining Valuable Employees	66
Case for Discussion: Promoting Positive Attitudes and Ethical Values at Medtronic	66
Business Week Case in the News: Fidelity: Here Comes Abby	68
Appendix B Career Development	70
Stages in a Linear Career	71
Effective Career Management	74

Contents

Chapter Three

Managing Ethics and Diversity

76



**Business Week:
Management Snapshot**
Firestone versus Ford 77

Topics

Overview	78	Age	93
Ethics and Stakeholders	78	Gender	95
Which Behaviors Are Ethical?	81	Race and Ethnicity	95
Why Would Managers Behave Unethically Toward Other Stakeholders?	83	Religion	97
Why Should Managers Behave Ethically?	84	Capabilities/Disabilities	97
Sources of an Organization's Code of Ethics	86	Socioeconomic Background	99
Ethical Organizational Cultures	88	Sexual Orientation	101
The Increasing Diversity of the Workforce and the Environment	91	The Effective Management of Diversity	102
		Critical Managerial Roles	102
		Effectively Managing Diversity Makes Good Business Sense	104

Chapter Four

Managing in a Global Environment

112



**Business Week:
Management Snapshot**
Li & Fung's Global Supply Chain 113

Topics

Overview	114	Sociocultural Forces	126
What Is the Organizational Environment?	115	Demographic Forces	127
The Task Environment	116	Political and Legal Forces	128
Suppliers	116	Global Forces	129
Distributors	118	The Changing Global Environment	130
Customers	119	Declining Barriers to Trade and Investment	131
Competitors	121	Declining Barriers of Distance and Culture	132
The General Environment	124	Effects of Free Trade on Managers	133
Economic Forces	124	The Role of National Culture	135
Technological Forces	125		

Examples

Ethics in Action:

Johnson & Johnson's
Ethical Culture 90

Focus on Diversity:

Age Discrimination at Ford? 94

Focus on Diversity:

The ADA and HIV/AIDS in the
Workplace 98

Ethics in Action:

Martha Williams: Successful and
Socially Responsible 101

Management in Action

Summary and Review	105
Management in Action	107
Topics for Discussion and Action	107
Building Management Skills:	
Solving Diversity-Related	
Problems	107
Small Group Breakout Exercise:	
Determining If a Problem Exists	107
Managing Ethically	108
You're the Management	
Consultant: Effectively Managing	
Diversity	108
Case for Discussion: Retaining	
Talented Minorities and Women	
at Deloitte & Touche	108
Business Week Case in the	
News: Savaged by the Slowdown:	
How Families Are Coping—or	
Not—with the Fallout	109

Examples

Information

Technology Byte:

Designing Global Information
Systems 121

Managing Globally:

American Rice Invades Japan 123

Managing Globally:

The Changing Face of Global
Car Manufacturing 128

Ethics in Action:

Saving the Amazon
Jungle Culture 139

Management in Action

Summary and Review	140
Management in Action	141
Topics for Discussion and Action	141
Building Management Skills:	
Analyzing an Organization's	
Task and General Environments	141
Small Group Breakout	
Exercise: How to Enter the	
Copying Business	142
Managing Ethically	142
You're the Management	
Consultant: The Changing	
Environment of Retailing	142
Case for Discussion: Expanding	
Globally in a Wired World	143
Business Week Case in	
the News: Surprise! Nokia	
Doesn't Walk on Water; Its	
About-face on Growth Will Harm	
Its Credibility	144

Contents

Chapter Five

Decision Making, Learning, Creativity, and Innovation

146



**Business Week:
Management Snapshot
Global Organizational
Learning at Wal-Mart** 147

Topics

Overview	148	Group Decision Making	163
The Nature of Managerial Decision Making	148	The Perils of Groupthink	163
Programmed and Nonprogrammed Decision Making	150	Devil's Advocacy	164
The Classical Model	151	Diversity Among Decision Makers	164
The Administrative Model	152	Organizational Learning and Creativity	164
Steps in the Decision-Making Process	157	Creating a Learning Organization	165
Recognize the Need for a Decision	158	Promoting Individual Creativity	165
Generate Alternatives	158	Promoting Group Creativity	166
Assess Alternatives	159	Promoting Creativity at the Global Level	167
Choose Among Alternatives	161		
Implement the Chosen Alternative	162		
Learn from Feedback	162		

Chapter Six

Planning, Strategy, and Change

174



**Business Week:
Management Snapshot
Just-in-Time Low-Cost
Fashion at Zara** 175

Topics

Overview	176	Concentration on a Single Business	190
An Overview of the Planning Process	176	Diversification	191
Levels of Planning	177	International Expansion	192
Who Plans?	180	Vertical Integration	194
Time Horizons of Plans	180	Formulating Business-Level Strategies	195
Standing Plans and Single-Use Plans	182	Low-Cost Strategy	195
Why Planning Is Important	182	Differentiation Strategy	196
Determining the Organization's Mission and Goals	184	Focused Low-Cost and Focused Differentiation Strategies	196
Defining the Business	184	Formulating Functional-Level Strategies	197
Establishing Major Goals	185	Planning, Implementing Strategy, and Change	199
Formulating Strategy: SWOT Analysis	187		
Formulating Corporate-Level Strategies	190		

Examples

Information

Technology Byte:

Optimistic Projections Come Back to Haunt Lucent	154
---	-----

Information

Technology Byte:

Decision-Making Delays Hinder Motorola	156
---	-----

Ethics in Action:

The Dark Side of High Tech	161
----------------------------	-----

Management in Action

Summary and Review	168
Management in Action	169
Topics for Discussion and Action	169
Building Management Skills: How Do You Make Decisions?	169
Small Group Breakout Exercise: Brainstorming	170
Managing Ethically	170
You're the Management Consultant: Thinking "Outside the Box"	171
Case for Discussion: Decision- Making Troubles at Nike	171
Business Week Case in the News: Under the Knife	172

Examples

Information Technology Byte:

Rolling Plans and Global Supply Chain Management in the Package Delivery Business	181
---	-----

Management Insight:

Mattel Rediscovered Itself	184
----------------------------	-----

Management Insight:

A Transformation at Campbell Soup	189
--------------------------------------	-----

Managing Globally:

Gillette's New International Strategy	193
--	-----

Management in Action

Summary and Review	200
Management in Action	201
Topics for Discussion and Action	201
Building Management Skills: How to Analyze a Company's Strategy	201
Small Group Breakout Exercise: Low Cost or Differentiation?	202
Managing Ethically	202
You're the Management Consultant: What Kind of Supermarket?	203
Case for Discussion: UPS Battles FedEx	203
Business Week Case in the News: Sorry, Steve: Here's Why It Won't Work	204

Contents

Chapter Seven

Organizing: Designing Organizational Structure

206



**Business Week:
Management Snapshot**
**Exide's New Global
Structure** 207

Topics

Overview	208	Functional Structure	216
Designing Organizational Structure	208	Divisional Structures: Product, Geographic, and Market	218
The Organizational Environment	209	Matrix and Product Team Designs	222
Strategy	209	Coordinating Functions and Divisions	225
Technology	210	Allocating Authority	225
Human Resources	211	Types of Integrating Mechanisms	230
Grouping Tasks into Jobs:		Strategic Alliances, Network Structures, and IT	231
Job Design	212		
Job Enlargement and Job Enrichment	214		
The Job Characteristics Model	214		
Grouping Jobs into Functions and Divisions	216		

Chapter Eight

Organizing: Control and Culture

240



**Business Week:
Management Snapshot**
Nokia's Finnish Ways 241

Topics

Overview	242	Behavior Control	255
What Is Organizational Control?	242	Direct Supervision	255
The Importance of Organizational Control	243	Management by Objectives	256
Control Systems and IT	244	Rules and Standard	
The Control Process	246	Operating Procedures	258
Output Control	250	Problems with Bureaucratic Control	259
Financial Measures of Performance	250	Organizational Culture and Clan Control	260
Organizational Goals	252	Values and Norms: Creating a Strong	
Operating Budgets	253	Organizational Culture	261
Problems with Output Control	253	Culture and Managerial Action	266

Examples

Management Insight:

Viacom's 2001 Product Structure 220

Managing Globally:

DaimlerChrysler, Volkswagen,
and Decentralization 230

Ethics in Action:

Of Shoes and Sweatshops 233

Management in Action

Summary and Review	234
Management in Action	235
Topics for Discussion and Action	235
Building Management Skills:	
Understanding Organizing	235
Small Group Breakout Exercise:	
Bob's Appliances	236
Managing Ethically	236
You're the Management	
Consultant: Speeding Up	
Website Design	237
Case for Discussion: Lucent	
Reorganizes for Survival	237
Business Week Case in	
the News: Meet the "Completely	
Different EDS"	238

Examples

Management Insight:

Gillette Changes Its Goals and
Objectives 254

Information

Technology Byte:

Cypress Semiconductor's On-Line
MBO System 257

Information

Technology Byte:

siteROCK's Military Management
Runs on Rules 259

Management in Action

Summary and Review	268
Management in Action	269
Topics for Discussion and Action	269
Building Management Skills:	
Understanding Controlling	269
Small Group Breakout Exercise:	
How Best to Control the Sales	
Force?	270
Managing Ethically	270
You're the Management	
Consultant: How to Control Web	
Designers	270
Case for Discussion: Gateway's	
New Rules Result in Low	
Customer Satisfaction	271
Business Week Case in the News:	
Warm and Fuzzy Won't	
Save Procter & Gamble	272
Appendix C Managing	
Organizational Change	274
Assessing the Need for Change	274
Deciding on the Change	
to Make	275
Implementing the Change	276
Evaluating the Change	277

Contents

Chapter Nine

Motivation

278



Business Week:
Management Snapshot
High Motivation Rules at
SAS Institute 279

Topics

Overview	280	Equity Theory	288
The Nature of Motivation	280	Equity	288
Expectancy Theory	282	Inequity	289
Expectancy	283	Ways to Restore Equity	290
Instrumentality	284	Goal-Setting Theory	292
Valence	284	Learning Theories	294
Bringing It All Together	284	Operant Conditioning	294
Need Theories	285	Theory	294
Maslow's Hierarchy	285	Social Learning Theory	298
of Needs	285	Pay and Motivation	299
Herzberg's Motivator-		Basing Merit Pay on	
Hygiene Theory	287	Individual, Group, or	
McClelland's Needs for		Organizational Performance	300
Achievement, Affiliation,		Salary Increase or Bonus?	300
and Power	287	Examples of Merit	
Other Needs	288	Pay Plans	301

Chapter Ten

Leadership and Management

310



Business Week:
Management Snapshot
Effective Leadership
Styles for Tough Times 311

Topics

Overview	312	House's Path-Goal Theory	323
The Nature of Leadership	312	The Leader Substitutes	
Personal Leadership Style		Model	325
and Managerial Tasks	313	Bringing It All Together	325
Leadership Styles Across		Transformational	
Cultures	313	Leadership	326
Power: The Key to		Being a Charismatic Leader	327
Leadership	314	Stimulating Subordinates	
Empowerment: An		Intellectually	328
Ingredient in Modern		Engaging in Developmental	
Management	316	Consideration	328
Trait and Behavior		The Distinction Between	
Models of Leadership	317	Transformational and	
The Trait Model	317	Transactional Leadership	330
The Behavior Model	318	Gender and Leadership	330
Contingency Models of		Emotional Intelligence	
Leadership	320	and Leadership	332
Fiedler's Contingency			
Model	320		

Examples

Ethics in Action:

Are Long and Uncompensated
Hours Equitable? 291

Information Technology

Byte:

J. Crew Outfits by Bricks and
Clicks 297

Managing Globally:

Merit Pay Catches on in Japan 302

Management in Action

Summary and Review 303

Management in Action 305

Topics for Discussion and Action 305

Building Management Skills:

Diagnosing Motivation 305

Small Group Breakout Exercise:

Increasing Motivation 306

Managing Ethically 306

You're the Management

Consultant: A Motivation

Challenge 306

Case for Discussion: Inspiration

and Motivation at the Container

Store 307

Business Week Case in the

News: The Artificial Sweetener

in CEO Pay 308

Examples

Ethics in Action:

Consideration and Initiating
Structure at Home Depot 319

Management Insight:

Supporting Creativity 324

Managing Globally:

Enduring Transformational
Leadership at Colgate-Palmolive 329

Management in Action

Summary and Review 333

Management in Action 335

Topics for Discussion and Action 335

Building Management Skills:

Analyzing Failures of Leadership 335

Small Group Breakout Exercise:

Improving Leadership

Effectiveness 336

Managing Ethically 336

You're the Management

Consultant: How to Be a

Transformational Leader? 337

Case for Discussion:

Maintaining Growth and

Profitability in an Internet

Company: Meg Whitman

Continues to Transform eBay 337

Business Week Case in the

News: Who's Afraid of a

Little Mud? 338

Contents

Chapter Eleven

Effective Team Management

340



**Business Week:
Management Snapshot**
**3M Teams Excel at
Responsiveness to
Customers** 341

Topics

Overview	342	Self-Managed Work Teams	347
Groups, Teams, and Organizational Effectiveness	342	Virtual Teams	349
Groups and Teams as Performance Enhancers	343	Friendship Groups	350
Groups, Teams, and Responsiveness to Customers	344	Interest Groups	351
Teams and Innovation	344	Group Dynamics	351
Groups and Teams as Motivators	345	Group Size and Roles	351
Types of Groups and Teams	346	Group Leadership	353
The Top-Management Team	346	Group Development over Time	353
Research and Development Teams	347	Group Norms	354
Command Groups	347	Group Cohesiveness	358
Task Forces	347	Managing Groups and Teams for High Performance	363
		Motivating Group Members to Achieve Organizational Goals	363
		Reducing Social Loafing in Groups	364

Chapter Twelve

Effective Management of Human Resources

372



**Business Week:
Management Snapshot**
**Electronic Recruiting at
Monster.com and Jobline
International** 373

Topics

Overview	374	Transfer of Training and Development	390
Strategic Human Resource Management	374	Performance Appraisal and Feedback	391
Overview of the Components of HRM	375	Types of Performance Appraisal	391
The Legal Environment of HRM	377	Who Appraises Performance?	393
Recruitment and Selection	379	Effective Performance Feedback	395
Human Resource Planning	380	Pay and Benefits	397
Job Analysis	381	Pay Level	397
External and Internal Recruitment	381	Pay Structure	397
The Selection Process	383	Benefits	398
Training and Development	387	Labor Relations	399
Types of Training	387	Unions	399
Types of Development	390	Collective Bargaining	400

Examples

Information Technology

Byte:

Thomson Becomes More
Responsive to Customers 350

Focus on Diversity:

Diversity of Thought and Respect
for Ideas Reign at Ideo 357

Focus on Diversity:

Integrating Theory and
Practicality 361

Management in Action

Summary and Review	366
Management in Action	367
Topics for Discussion and Action	367
Building Management Skills:	
Diagnosing Group Failures	367
Small Group Breakout Exercise:	
Creating a Cross-Functional	
Team	368
Managing Ethically	368
You're the Management	
Consultant: Increasing the	
Effectiveness of a Virtual Team	368
Case for Discussion: Motivating	
Teams in Manufacturing	369
Business Week Case in the	
News: Kim's Fall from Grace	370

Examples

Ethics in Action:

Don't Make Promises You May
Not Be Able to Keep 378

Ethics in Action:

Withholding Negative Information
and the Importance of
Background Checks 385

Focus on Diversity:

Action-Oriented Training Solves
Business Problems and Fosters
Diversity 389

Management in Action

Summary and Review	401
Management in Action	403
Topics for Discussion and Action	403
Building Management Skills:	
Analyzing Human Resource	
Systems	403
Small Group Breakout Exercise:	
Building a Human Resource	
Management System	403
Managing Ethically	404
You're the Management	
Consultant: Creating an Effective	
Performance Appraisal System	404
Case for Discussion: Managing	
Human Resources at Trilogy	
Software	405
Business Week Case in the News:	
How to Enable the Disabled	406

Contents

Chapter Thirteen

Communication and Information Technology Management

408



**Business Week:
Management Snapshot
Bringing People Back
into IT** 409

Topics

Overview	410	Impersonal Written Communication	426
Information and the Manager's Job	411	The Information Technology Revolution	427
Attributes of Useful Information	411	The Tumbling Price of Information	427
Information Systems and Technology	413	Wireless Communications	428
Information and Decision Making	415	Computer Networks	428
Information and Control	415	Software Developments	430
Information and Coordination	416	Types of Management Information Systems	430
Communication, Information, and Management	417	The Organizational Hierarchy: The Traditional Information System	431
The Importance of Good Communication	417	Transaction-Processing Systems	432
The Communication Process	419	Operations Information Systems	432
The Dangers of Ineffective Communication	420	Decision Support Systems	433
Information Richness and Communication Media	421	Expert Systems and Artificial Intelligence	434
Face-to-Face Communication	422	Limitations of Information Systems	435
Spoken Communication Electronically Transmitted	424		
Personally Addressed Written Communication	424		

Examples

Information Technology

Byte:

E-Stores: Amazon.com
versus Bluelight.com versus
Walmart.com 414

Managing Globally:

Cemex Uses IT to Pave the
Way in Cement 418

Information Technology

Byte:

Intel's "10 Commandments
of Email" 427

Management Insight:

How Judy Lewent Became One
of the Most Powerful Women in
Corporate America 433

Management in Action

Summary and Review	435
Management in Action	437
Topics for Discussion and Action	437
Building Management Skills:	
Diagnosing Ineffective	
Communication	437
Small Group Breakout Exercise:	
Using New Information Systems	437
Managing Ethically	438
You're the Management	
Consultant: A Problem in	
Communication	438
Case for Discussion: How	
Herman Miller Designs the Office	
of the Future	439
Business Week Case in the	
News: Across the Geek Divide	440