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WHAT MANAGEMENT IS

**How it works and why it's
everyone's business**

JOAN MAGRETTA
with the collaboration of Nan Stone

With a new preface

What Management Is Joan Magretta

Johanna Rothman



What Management Is Joan Magretta:

What Management is Joan Magretta, 2013 Whether you're new to the field or a seasoned executive this book will give you a firm grasp on what it takes to make an organization perform. It presents the basic principles of management simply but not simplistically. Why did eBay succeed where a Webvan did not? Why do you need both a business model and a strategy? Why is it impossible to manage without the right performance measures and do yours pass the test? *What Management Is* is both a beginner's guide and a bible for one of the greatest social innovations of modern times: the discipline of management. Joan Magretta, a former top editor at the Harvard Business Review, distills the wisdom of a bewildering sea of books and articles into one simple, clear volume explaining both the logic of successful organizations and how that logic is embodied in practice. Magretta makes rich use of examples, contemporary and historical, to bring to life management's High Concepts: value creation, business models, competitive strategy, and organizational design. She devotes equal attention to the often unwritten rules of execution that characterize the best performing organizations. Throughout, she shows how the principles of management that work in for-profit businesses can and must be applied to nonprofits as well. Most management books preach a single formula or a single fad. This one roams knowledgeably over the best that has been thought and written with a practical eye for what matters in real organizations. Not since Peter Drucker's great work of the 1950s and 1960s has there been a comparable effort to present the work of management as a coherent whole, to take stock of the current state of play and to write about it thoughtfully for readers of all backgrounds. Newcomers will find the basics demystified. More experienced readers will recognize a store of useful wisdom and a framework for improving their own performance. This is the big picture management book for our times. It defines a common standard of managerial literacy that will help all of us lead more productive lives, whether we aspire to be managers or not.

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profit businesses can and must be applied to nonprofits as well Most management books preach a single formula or a single fad This one roams knowledgeably over the best that has been thought and written with a practical eye for what matters in real organizations Not since Peter Drucker s great work of the 1950s and 1960s has there been a comparable effort to present the work of management as a coherent whole to take stock of the current state of play and to write about it thoughtfully for readers of all backgrounds Newcomers will find the basics demystified More experienced readers will recognize a store of useful wisdom and a framework for improving their own performance This is the big picture management book for our times It defines a common standard of managerial literacy that will help all of us lead more productive lives whether we aspire to be managers or not

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Understanding Michael Porter Joan Magretta, 2011-11-22 Competitive advantage The value chain Five forces Industry structure Differentiation Relative cost If you want to understand how companies achieve and sustain competitive success Michael Porter s frameworks are the foundation But while everyone in business may know Porter s name many managers misunderstand and misuse his concepts *Understanding Michael Porter* sets the record straight providing the first concise accessible summary of Porter s revolutionary thinking Written with Porter s full cooperation by Joan Magretta his former editor at Harvard Business Review this new book delivers fresh clear examples to illustrate and update Porter s ideas Magretta uses her wide business experience to translate Porter s powerful insights into practice and to correct the most common misconceptions about them for instance that competition is about being unique not being the best that it is a contest over profits not a battle between rivals that strategy is about choosing to make some customers unhappy not being all things to all customers An added feature is an original Q A with Porter himself which includes answers to managers FAQs Eminently readable this book will enable every manager in your organization to grasp Porter s ideas and swiftly deploy them to drive your company s success

Liberal Arts of Management James Maroosis, 2016-02-19 This book analyzes and elucidates the view that the purpose of the liberal arts is to offer leadership

training and guidelines for success This professional or managerial tradition of the liberal arts is discussed historically revisiting three central claims purported by the Ancients to make the point that management and the liberal arts are connected and build off each other to provide a framework for leadership in both domains This book will appeal to researchers in leadership studies management and the liberal arts

Hiring the Best Knowledge Workers, Techies & Nerds Johanna Rothman, 2013-07-15 This is the digital version of the printed book Copyright 2004 Proven Methods for Attracting Interviewing and Hiring Technical Workers Good technical people are the foundation on which successful high technology organizations are built Establishing a good process for hiring such workers is essential Unfortunately the generic methods so often used for hiring skill based staff who can apply standardized methods to almost any situation are of little use to those charged with the task of hiring technical people Unlike skill based workers technical people typically do not have access to cookie cutter solutions to their problems They need to adapt to any situation that arises using their knowledge in new and creative ways to solve the problem at hand As a result one developer tester or technical manager is not interchangeable with another This makes hiring technical people one of the most critical and difficult processes a technical manager can undertake Hiring the Best Knowledge Workers Techies Nerds The Secrets Science of Hiring Technical People takes the guesswork out of hiring and diminishes the risk of costly hiring mistakes With the aid of step by step descriptions and detailed examples you ll learn how to write a concise targeted job description source candidates develop ads for mixed media review r sum s quickly to determine Yes No or Maybe candidates develop intelligent nondiscriminatory interview techniques create fool proof phone screens check references with a view to reading between the lines extend an offer that will attract a win win acceptance or tender a gentle but decisive rejection and more An effective hiring process is crucial to saving an organization the costs and consequences of a bad hiring decision Not only is a bad hire costly in terms of recruiting expenses and the time spent hiring it can also bog down or derail projects that may already be running late You your team and your organization will live with the long term consequences of your hiring decision Investing time in developing a hiring strategy will shorten your decision time and the ramp up time needed for each new hire Technical leaders project and program managers and anyone putting together a team of technical workers will greatly benefit from this book

False Prophets James Hoopes, 2007-10-11 According to Jim Hoopes the fundamental principles on which business is based authority power control are increasingly at odds with principles of life in a democratic society freedom equality individualism False Prophets critically examines the pioneering theories of the early management thinkers such as Taylor Follett Mayo and Deming which intended to democratize corporate life yet have proved antithetical to the successful practice of business Hoopes challenges popular management movements that followed in the wake of these thinkers and accuses today s business theorists of perpetuating bad management in the name of democratic values He urges executives and managers to recognize the realities of corporate life and learn to apply the principles of power He also unveils a new management agenda that will

be of paramount significance to modern organizations A rich and lively read False Prophets provides a refreshingly new and original overview of the history of management in the larger context of the American culture brilliantly illustrating its evolution from the ivory tower to the shop floor

The Economics of Attention Richard A. Lanham, 2006-04-21 If economics is about the allocation of resources then what is the most precious resource in our new information economy Certainly not information for we are drowning in it No what we are short of is the attention to make sense of that information With all the verve and erudition that have established his earlier books as classics Richard A Lanham here traces our epochal move from an economy of things and objects to an economy of attention According to Lanham the central commodity in our new age of information is not stuff but style for style is what competes for our attention amidst the din and deluge of new media In such a world intellectual property will become more central to the economy than real property while the arts and letters will grow to be more crucial than engineering the physical sciences and indeed economics as conventionally practiced For Lanham the arts and letters are the disciplines that study how human attention is allocated and how cultural capital is created and traded In an economy of attention style and substance change places The new attention economy therefore will anoint a new set of moguls in the business world not the CEOs or fund managers of yesteryear but new masters of attention with a grounding in the humanities and liberal arts Lanham's *The Electronic Word* was one of the earliest and most influential books on new electronic culture *The Economics of Attention* builds on the best insights of that seminal book to map the new frontier that information technologies have created

CIMA Official Learning System Fundamentals of Business Mathematics Graham Eaton, 2009-07-18 CIMA Official Learning Systems are the only coursebooks recommended by CIMA Written by a team of experts that include past and present CIMA examiners and markers they contain everything you need to know Each book maps to the syllabus chapter by chapter to help you learn effectively and reinforce learning with features including comprehensive coverage of the whole syllabus step by step coverage directly linked to CIMA's Learning Outcomes up to date examples and case studies practice questions to test knowledge and understanding integrated readings to increase understanding of key theories colour used throughout to highlight key learning points The Official Learning systems are the only study materials endorsed by CIMA Key sections written by former examiners for the most accurate up to date guidance towards exam success Complete integrated package incorporating syllabus guidance full text recommended articles revision guides and extensive question practice

Agile Management for Software Engineering David J. Anderson, 2003-09-17 A breakthrough approach to managing agile software development Agile methods might just be the alternative to outsourcing However agile development must scale in scope and discipline to be acceptable in the boardrooms of the Fortune 1000 In *Agile Management for Software Engineering* David J Anderson shows managers how to apply management science to gain the full business benefits of agility through application of the focused approach taught by Eli Goldratt in his *Theory of Constraints* Whether you're using XP Scrum FDD or another agile approach you'll learn how to

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Enjoying the Beat of Term: An Mental Symphony within **What Management Is Joan Magretta**

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