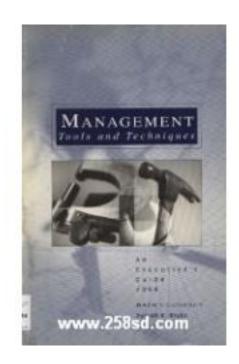
Management Tools & Techniques: An Executive's Guide



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Preface

Prefa

processesi¼Œ productsi¼Œ and services that better allocate
>resources and scrve customer needs. This crcates competitive advantagei¼Œ the key to
superior performance and profits. < br > Each tool carries a set of strengths and weaknesses. Successful use of tools requires
an understanding of both their effects and side effectsi¼Œ as well as an ability to
oreatively integrate the right toolsi¼Œ in the right wayi¼Œ at the right time. The secret is
br'>not in discovering one magic tooli¼Œ but in learning which tools to use"4Œ how"4Œ and when.
In the absence of objective datā, groundless hype makes choosing and using
Inanagement tools a dangerous game of chance. In 1993, Bain & Company launched
a multi-year research project to gather facts about the use and performance of springer. >management tools. Our objectives remain tO provide managers with:
>an understanding of how their current application of these tools and
 ~ ~ ~ S
subsequent results compares with those of\" other organizations across mdustrlc
and around the globe.
~ information they nccd to identifyi14Œ selecti14Œ implement, and integrate the right
 tools to improve their own con~pany s performance. < br > Each year we interview senior managers and conduct literature searches to identify
25 of the most popular and pertinent management tools. We define the tools in strike suidc and conduct detailed surveys to examine managers use of tools and
br >success rates. We also conduct one-on-one follow-up interviews to further probe
the circumstances under which tools are most likely to produce desired results.
 10 < br > The r-s cï¼ © carch to date has provid.
~ Senior manaeers overwhehl:
Financial performance is d
unlnet customer opportuni
>colnpetitive vulnerabilitiesi¼Œ
and between organizations
Executives believe that mai
along these four dimension
similar worldwide.
~ A correlation exists betwee:
 organizations use managem
~ Overalli¼Œ satisfaction with to(
 of- implementationi¼Œ ef fbctiv(
~ Managers have learned that < br > We fully revised the 1999 guide < br > relevant management tools. Cust,
added to reflec the use of these
br>Mcrger~ Integration Teams has be
be reflect the increasing need to
br >has been struck.
We hope you will find this refm
fFOlll this year~ global survey and
survey results and additional copi
br >writing to
Darrell t
Director
Bain &
Two Cc
Bostonii¼Œ
Phone:
Fax: (61
e-mail: d

作者介绍:

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