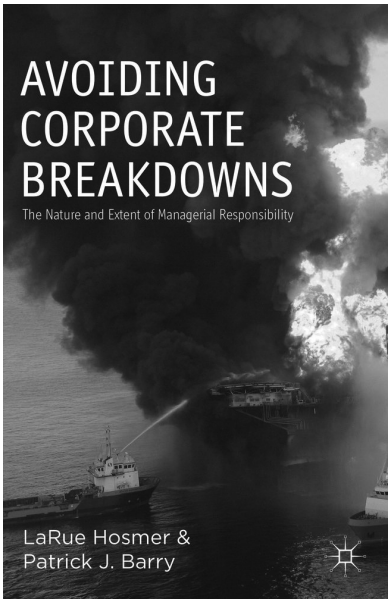


Avoiding Corporate Breakdowns: The Nature and Extent of Managerial Responsibility

LaRue T. Hosmer and Patrick J. Barry

Managerial responsibility can be divided into two very different sections: the nature (to whom) and the extent (for what). The theme of this book is that the "to whom" section for managers and other professionals includes a) themselves and their families, b) the organization that employs them, and c) the society of which they are a part. The "for what" portion does not represent the physical and financial outcomes; instead it is based upon the evaluative constructs of a) economic efficiency, b) legal conformity, and c) personal integrity that jointly lead to those outcomes.

There are assumptions—defects really—underlying each of those three evaluative constructs. This book first illustrates and then describes these constructs and their assumptions. Our basic argument is that the constructs, despite their defects, are additive. That is, when applied sequentially they form a powerful argument for what can be viewed as right and just and fair or—our preferred term—legitimate, a term that the Merriam Webster Dictionary defines as "conforming to recognized principles or accepted rules or standards."

Legitimate managerial and/or professional decisions and actions have the potential to convince others, and people convinced of the rightness or fairness of what they do simply do it better, with far greater integration, cooperation, and innovation. Those three changes are essential for organizational and national success in a global environment that is rapidly becoming competitively more intense, technologically more complex, and continually more contentious.

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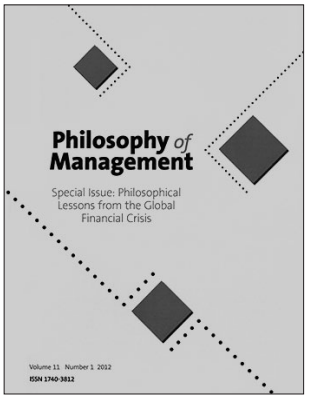
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