## An Introduction to Management Studies

Based on the St. Gallen Management Model

Haupt Verlag

## Contents

Preface	5
1 Integrative Management and Management Models	13
1.1 Case Study: On	13
1.2 The St. Gallen Management Model as the Basis of an	
Integrative Approach to Management	17
1.3 Development of the St. Gallen Management Models	22
1.3.1 First-Generation SGMM	23
1.3.2 Second-Generation SGMM	24
1.3.3 Third-Generation SGMM	25
1.3.4 Fourth-Generation SGMM	27
1.4 Integrative Management	28
1.4.1 Origins of Integrative Approaches to Management	28
1.4.2 Management as a Profession	30
1.4.3 Dealing with Complexity	32
1.4.4 The St. Gallen Approach	33
1.5 Thinking in Systems and Processes	35
1.5.1 System View of Organizations	36
1.5.2 Process View of Organizations	41
1.6 Types of Companies and Organizations	45
2 Decisions and Communication	50
2.1 Case Study: N26	50
2.2 Business Studies as Decision Theory	53
2.2.1 Necessity of Decisions and Communication	53
2.2.2 Challenge of Decision-Making in Organizations	54
2.3 Fundamentals of Decision Theory	57
2.3.1 Simple Decisions	59
2.3.2 Complicated Decisions	59
2.3.3 Complex Decisions	60
2.4 Methods of Decision Theory	61
2.4.1 Simple Decisions	61
2.4.2 Complicated Decisions	62
2.4.3 Complex Decisions	64
2.5 Prerequisites for Effective Organizational Decisions	66
2.6 Communication	68
2.6.1 Organizing Communication	69
2.6.2 How Communication Works	71

## Contents

3	Stra	Strategy and Development Modes			
	3.1	Case	Study: Hiag	74	
	3.2	Strate	77		
	3.3	Defin	itions of Strategy	78	
	3.4	Strategy Content		83	
		3.4.1	Competitive Advantages	84	
		3.4.2	Competitive Strategies	87	
	3.5	Strate	89		
	3.6	Strate	gy Tools	93	
		3.6.1	Analysis	94	
		3.6.2	Formulation	97	
		3.6.3	Selection	99	
		3.6.4	Implementation	101	
		3.6.5	Evaluation	101	
	3.7	Development Modes		103	
		3.7.1	Optimization and Renewal	103	
		3.7.2	Crises as Triggers of Organizational Change	106	
4	Stru	icture a	ind Culture	109	
4	<b>Stru</b> 4.1		nd Culture Study: Jungfraubahnen	<b>109</b> 109	
4		Case S			
4	4.1	Case S Struct	Study: Jungfraubahnen	109	
4	4.1 4.2	Case S Struct Basic	Study: Jungfraubahnen ture in the St. Gallen Management Model	109 112	
4	4.1 4.2	Case S Struct Basic 4.3.1	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure	109 112 113	
4	4.1 4.2	Case S Struct Basic 4.3.1 4.3.2	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization	109 112 113 114	
4	4.1 4.2	Case S Struct Basic 4.3.1 4.3.2 4.3.3	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization	109 112 113 114 115	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization	109 112 113 114 115 116	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Determ	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization	109 112 113 114 115 116 117	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Deterr 4.4.1	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure	109 112 113 114 115 116 117 117	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Detern 4.4.1 4.4.2	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure Economic Effects	109 112 113 114 115 116 117 117 118	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Detern 4.4.1 4.4.2 4.4.3	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure Economic Effects Legal Factors	109 112 113 114 115 116 117 117 118 120	
4	4.1 4.2 4.3	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Detern 4.4.1 4.4.2 4.4.3 4.4.4	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure Economic Effects Legal Factors Developments in the Environment	109 112 113 114 115 116 117 117 117 118 120 121	
4	<ul><li>4.1</li><li>4.2</li><li>4.3</li><li>4.4</li></ul>	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Detern 4.4.1 4.4.2 4.4.3 4.4.4	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure Economic Effects Legal Factors Developments in the Environment Growth and Internal Specialization mentation of Organization	109 112 113 114 115 116 117 117 118 120 121 122	
4	<ul> <li>4.1</li> <li>4.2</li> <li>4.3</li> <li>4.4</li> <li>4.5</li> </ul>	Case S Struct Basic 4.3.1 4.3.2 4.3.3 4.3.4 Detern 4.4.1 4.4.2 4.4.3 4.4.4 Imple Cultur	Study: Jungfraubahnen ture in the St. Gallen Management Model Types of Organizational Structure Line-Staff Organization Matrix Organization Network Organization Process Organization minants of Organizational Structure Economic Effects Legal Factors Developments in the Environment Growth and Internal Specialization mentation of Organization	109 112 113 114 115 116 117 117 118 120 121 122 124	

5	Lea	dershi	p and Governance	132		
	5.1	Case	Study: Viu	132		
	5.2	Hum	135			
		5.2.1	Content Theories	135		
		5.2.2	Process Theories	137		
		5.2.3	Concepts of the Human Being	138		
	5.3	Lead	ership in the St. Gallen Management Model	139		
	5.4	Lead	ership	140		
		5.4.1	Leadership Styles	141		
		5.4.2	Leadership Principles	143		
	5.5	Human Resources Management		145		
		5.5.1	Determining Personnel Requirements	146		
		5.5.2	Recruitment	146		
		5.5.3	Staff Motivation and Remuneration	148		
		5.5.4	Human Resources Development	150		
		5.5.5	Releasing Staff	151		
	5.6	Gove	152			
		5.6.1	Governance and Executive Management	152		
		5.6.2	Origin of the Corporate Governance Debate	155		
		5.6.3	Risk Management	156		
6	Env	nvironment and Interaction Issues				
	6.1	Case S	160			
	6.2	Organ	164			
		6.2.1	Neoclassical Theory	168		
		6.2.2	Transaction Cost Theory	169		
		6.2.3	Resource-Based Theory	170		
		6.2.4	Behavioral Theory	170		
		6.2.5	Customer Value-Based Theory	171		
	6.3	Organizations, Environment, and Interaction Issues		172		
		6.3.1	Environmental Spheres	174		
		6.3.2	Stakeholders	175		
	6.4	Comii	ng Full Circle: Back to Integrative Management	177		
Figures						
Literature						
Alphabetical Index						

4