# Contents

Preface 23

Acknowledgments 31

Who Is a Manager? 34

Why Are Managers Important?

Part 1 Introduction to Management

Where Do Managers Work? 35

Management Versus Managers 37

Tell Who Managers Are and Where They Work 34

Chapter Summary by Learning Objectives 48

Skill Exercise: Developing Your Skills as a Manager 50

Review and Discussion Questions 49

Working Together: Team Exercise 50

My Turn to Be a Manager 50

**Preparing For: My Career 49** 

Ethics Dilemma 49

What Is Management? 37	
What Do Managers Do? 38	
Managerial Challenges Today and into the Future 40	
Focus on Technology 40	
Focus on Disruptive Innovation 41	
Focus on Social Media 41	
Focus on Ethics 43	
Focus on Political Uncertainty 43	
Focus on the Customer 43	
Why Study Management? 44	
The Universality of Management 44	
The Reality of Work 44	
Rewards from Being a Manager 45	
Gaining Insights into Life at Work 45	
Employability Skills 45	
Boxed Features	apter 14: Managing Communication 392
FYI 36, 43  It's Your Caroor: The ARC's of Managing Your Time 11	apter 16: Motivating Employees 448
It's Your Career: The ABC's of Managing Your Time 41	
Learning from Failure: Successful Managers Learn from Their F Workplace Confidential: Dealing with Organizational Politics	10
	46 Std ealtoent Practice 512
Preparing For: Exams/Quizzes 48	

Chapter 1: Managers and You in the Workplace 34

Cooo Annlication 1. Warking with Artificia	I Indallinando Edministratora de la companya del companya del companya de la comp
The to Re a Manager 110	I Intelligence 51
Case Application 2: Nike: Taking a Custom	er Focus to a New Level 52
Management History Module	Preparing For: My Career 84 Ethics Dilemma 84
Early Management 54	
Classical Approach 55	
Scientific Management 55	
Behavioral Approach 59	
Quantitative Approach 61	
Contemporary Approaches 62	
Preparing For: Exams/Quizzes 65	
Chapter Summary by Learning Objectives	65
Review and Discussion Questions 66	ons 124 00 noitaubartal—zylandrst2 :ezs2 n
Preparing For: My Career 66	
My Turn to Be a Manager 66	
The Politich Legal 2256 Ph O V Y62 V	Basics of Managing in Today
Chapter 2: Making Decision	s 68
THE THOU VILLE IS HER	Chapter 3: Influence of the Ext
The Decision-Making Process 69	
Step 1: Identify a Problem 69	
Step 2: Identify Decision Criteria 70	The Manager: Omnipotent or Symbolic? 95
Step 3: Allocate Weights to the Criteria 7	Dective—Working widePewerVineneNneneOperres 12
Step 4: Develop Alternatives 71 Step 5: Analyze Alternatives 71	nce Isn't Flerida :: 132 - 32 - weiV bilodmy2 edT
Ston 6: Soloct an Alternative 72	
Step 7: Implement the Alternative 72	
Step 8: Evaluate Decision Effectiveness 7	Defining the Environment and Environmenta 2
Approaches to Decision Making 72	Monitoring the General Environment 98 The Specific Environment 99
Dationality 72	
Rounded Rationality 73	
Intuition 74	
Evidence-Based Management 74	
Types of Decisions 76	
Structured Problems and Programmed De	Pol Piofilitial Piogitia pipilipo Aanii
Unstructured Problems and Nonprogramn	ned Decisions 76
Comparing Decision Types 77	
Decision-Making Styles 77	
Cutting-Edge Approaches for Improving De	
Characteristics of the US Population 144	Workplace Confidential: Adjusting to a New Job.
Big Data and Artificial Intelligence 82	Preparing For: Exams/Quizzes 110
Povod Fosturos	

#### **Boxed Features**

FYI 69, 75, 80, 83 Let's Get REAL 75

Learning from Failure: James Dyson: A Man of a Thousand Failures 78

Workplace Confidential: Making Good Decisions 81

Preparing For: My Career 111

# Preparing For: Exams/Quizzes 83

Chapter Summary by Learning Objectives 83

Review and Discussion Questions 84

# **Preparing For: My Career 84**

Ethics Dilemma 84

Skills Exercise: Developing Your Creativity Skill 85

Working Together: Team Exercise 85

My Turn to Be a Manager 85

Case Application 1: On the Cards: Decision Making 86

Case Application 2: Manchester City Football: Big Data Champions 87

# Part 1: Management Practice 90

A Manager's Dilemma 90

Global Sense 90

Continuing Case: Starbucks—Introduction 90

# Part 2 Basics of Managing in Today's Workplace 94

# Chapter 3: Influence of the External Environment and the Organization's Culture 94

# The Manager: Omnipotent or Symbolic? 95

The Omnipotent View 95

The Symbolic View 95

Reality Suggests a Synthesis 96

### The External Environment: Constraints and Challenges 96

Defining the Environment and Environmental Uncertainty 96

Monitoring the General Environment 98

The Specific Environment 99

Managing the Environment 101

# Organizational Culture: Constraints and Challenges 101

What Is Organizational Culture? 102

Strong Cultures 103

Where Culture Comes from and How It Continues 104

How Employees Learn Culture 105

How Culture Affects Managers 109

### **Boxed Features**

Let's Get REAL 98, 105

FYI 99, 102

Learning from Failure: A Corrupt Culture at Wells Fargo 106

It's Your Career: Reading an Organization's Culture: Find One That Is a Right Fit for You 107

Workplace Confidential: Adjusting to a New Job or Work Team 108

### Preparing For: Exams/Quizzes 110

Chapter Summary by Learning Objectives 110

Review and Discussion Questions 111

### Preparing For: My Career 111

Ethics Dilemma 111

Skill Exercise: Developing Your Environmental Scanning Skill 111

Working Together: Team Exercise 112  My Turn to Be a Manager 112	
Case Application 1: Tesco: Time to Refocus 11	
Case Application 2: The Sky Is the Limit 113	Challenges in Managing Diversity 152
The Philanthropy 184	
Chapter 4: Managing in a Globa	al Environment 116
Clarifying Terminology 117	
The Case For and Against Globalization 122 The Win-Win Argument 122 The Downside of Globalization 122 Globalization Today 123 What Does This Mean for Managers? 123	
	FYI 143, 153, 154, 156 491
Different Types of International Organizations How Organizations Go International 125	124 150 001, 100, 100, 100 1111 1111 1111 1
Managing in a Global Environment 126  The Political/Legal Environment 126  The Economic Environment 127	
Boxed Features	
FYI 120, 122, 128 Let's Get REAL 127 It's Your Career: Developing Your Global Perspective Learning from Failure: Disney Learns That France Is	
Preparing For: Exams/Quizzes 132	
Chapter Summary by Learning Objectives 132 Review and Discussion Questions 134	
Preparing For: My Career 134	
Ethics Dilemma 134	
Skills Exercise: Developing Your Collaboration S	Skill 135
Working Together: Team Exercise 135  My Turn to Be a Manager 135	
Case Application 1: Dirty Little Secrets 136	Two Opposing Views 169
Case Application 2: Breaking Bread at a New Ta	
Chapter 5: Managing Diversity	Green Management and Sustainability How Organizations Go Green 10412
Diversity 101 141	
What Is Workplace Diversity? 141	
Benefits of Workforce Diversity 142	
The Changing Workplace 144	
Characteristics of the US Population 144	

Age 147
Gender 148

Gender 148

Race and Ethnicity 149

What About Global Workforce Changes? 147

Types of Workplace Diversity 147

Age 147

Disabilities 150

Religion 151

LGBT: Sexual Orientation and Gender Identity 152

# Challenges in Managing Diversity 152

Personal Bias

Glass Ceiling

Pay Inequities 154

# Workplace Diversity Initiatives 155

Top Management Commitment to Diversity 155

Mentoring 156

Diversity Training

Employee Resource Groups

Some Final Thoughts and Questions

# **Boxed Features**

FYI 143, 153, 154, 156

Let's Get REAL 144, 150

Workplace Confidential: Dealing with Diversity 145

Learning from Failure: Denny's Answer to Its Diversity Problem 156

# Preparing For: Exams/Quizzes 158

Chapter Summary by Learning Objectives 158

Review and Discussion Questions 159

# **Preparing For: My Career 160**

Ethics Dilemma 160

Skills Exercise: Developing Your Valuing Diversity Skill 160

Working Together: Team Exercise 161

My Turn to Be a Manager 161

Case Application 1: Diversity in L'Oréal—Because We Are All Worth It 161

Case Application 2: Leveling the Playing Field in Female Football 163

# Chapter 6: Managing Social Responsibility and Ethics 168

#### What Is Social Responsibility? 169

Two Opposing Views

From Obligations to Responsiveness to Responsibility 171

Social Responsibility and Economic Performance 171

#### **Green Management and Sustainability** 172

How Organizations Go Green 172

**Evaluating Green Management Actions** 173

### Managers and Ethical Behavior 174

Factors That Determine Ethical and Unethical Behavior

Ethics in an International Context 178

#### **Encouraging Ethical Behavior** 180

Employee Selection 180

Codes of Ethics 181

Leadership at the Top 181

Job Goals and Performance Appraisal 182

Ethics Training 182

Independent Social Audits 183

Current Issues in Social Responsibility and Et	thics 183
Protecting Whistle-Blowers 183	of Clear Directions 242 <sub>205</sub> , 202, 206, 213 <sup>2</sup>
Promoting Social Entrepreneurship 183 Social Modic and Social Posponsibility 194	
Social Media and Social Responsibility 184	
Corporate Philanthropy 184	
Boxed Features	
FYI 172, 173, 176, 177, 183	
Let's Get REAL 174, 180	
Learning from Failure: Siemens Atones for Its Sins	
Workplace Confidential: Balancing Work and Pers	sonal Life 185 prigoleved regionexa alliga
Chapter Summary by Learning Objectives 18	My Turn to Be a Manager 219 845 68
Review and Discussion Questions 187	Case Application 1: Change from Within at
Preparing For: My Career 188	
Ethics Dilemma 188	
Skills Exercise: Developing Your Trust Building	g Skill 188
Working Together: Team Exercise 189	and the second of the second o
My Turn to Be a Manager 189	
Case Application 1: A Novel Wellness Culture	189
Case Application 2: Renault-Nissan: No Brakin	ng for Ethics? 190
Step 2: Doing an External Analysis 256	
	- I Diametica I - 10/
Chapter 7: Managing Change a	and Disruptive innovation 134
The Case for Change 195	
Cana Cr Evaluation Bosulto 067	
External Forces for Change 196	
Internal Forces for Change 197	
The Change Process 197	What is Planning? 233
The Calm Waters Metaphor 198	
The White-Water Rapids Metaphor 198	
Areas of Change 199	
Strategy 200	
Technology 201	
People 201	
Managing Change 202	Contingency Factors in Planning 237
	Level in the Organization 292 sessensis
Techniques for Reducing Resistance to Change	
Lagraina from Callinas Caka Danine After the Pont	Length of Future Committeents graduated 40.
	Objectives: The Foundation of Planning
Changing an Organization's Culture 204 Employee Stress 205	
Limple you out out 200	
Sumulating innovation 209	
Creativity Versus Innovation 209	
Stimulating and Nurturing Innovation 209	
DISTUDUIVE IIIIIOVALIOII ZIZ	Virtual Reality 244
Definition 212	
Who's Vulnerable 2 212	
Who's Vulnerable? 213	

Implications 214 Constitution Costs and the Competition 272 SAS, TAS, 38S - IVA

## **Boxed Features**

FYI 196, 202, 206, 213 Let's Get REAL 203, 211 Workplace Confidential: Coping with Job Stress 208

# Preparing For: Exams/Quizzes 216

Chapter Summary by Learning Objectives 216
Review and Discussion Questions 217

# **Preparing For: My Career 217**

Ethics Dilemma 217

Skills Exercise: Developing Your Change-Management Skill 218

Let's Get REAL 174, 180

Employee Stress 205

Case Application 1: A Novel Wellness Culture

Working Together: Team Exercise 219

My Turn to Be a Manager 219

Case Application 1: Change from Within at Google 219

Case Application 2: Creating an Innovation Lab at Neiman Marcus 220

# Part 2: Management Practice 226

A Manager's Dilemma 226

Global Sense 226

Continuing Case Starbucks—Basics of Managing In Today's Workplace 226

# Part 3 Planning 232

# Chapter 8: Foundations of Planning 232

## The What and Why of Planning 233

What Is Planning? 233
Why Do Managers Plan? 233
Planning and Performance 234

### Types of Plans 235

Strategic Versus Operational Plans 235
Short-Term Versus Long-Term Plans 235
Specific Versus Directional Plans 236
Single-Use Versus Standing Plans 236

### **Contingency Factors in Planning 237**

Level in the Organization 237

Degree of Environmental Uncertainty 237

Length of Future Commitments 237

### Objectives: The Foundation of Planning 238

rmance Appraisal

Stated Versus Real Objectives 238
Traditional Objective Setting 239
Management by Objectives 240

# Contemporary Issues in Planning 243

Environmental Scanning 243 Virtual Reality 244

### **Boxed Features**

Let's Get REAL 234 FYI 236, 241, 243

Learning from Failure: US Army Corps of Engineers and Hurricane Katrina 238 Workplace Confidential: When You Face a Lack of Clear Directions 242	Prep	aring For: Exams/Quizzes	244		
			CONTRACTOR	OF REEL	238

Chapter Summary by Learning Objectives 244 Review and Discussion Questions 245

# Preparing For: My Career

Ethics Dilemma 246

Skills Exercise: Making a To-Do List That Works and Using It 246

Working Together: Team Exercise 247

My Turn to Be a Manager 247

Researching the Venture's Feasibil 745 Case Application 1: Hermes: Delivering Change

Case Application 2: Living Up to Goals at Tesla 248

#### Chapter 9: Managing Strategy 252

# What Is Strategic Management and Why Is It Important? 253

Defining Strategic Management 253

Why Is Strategic Management Important? 254

# The Strategic Management Process 254

Step 1: Identifying the Organization's Current Mission, Goals, and Strategies 255

Step 2: Doing an External Analysis 256

Step 3: Doing an Internal Analysis 256

Step 4: Formulating Strategies 257

Step 5: Implementing Strategies 257

Step 6: Evaluating Results 257

### Corporate Strategies 258

What Is Corporate Strategy? 260

What Are the Types of Corporate Strategy? 260

How Are Corporate Strategies Managed? 261

### Competitive Strategies 262

The Role of Competitive Advantage 262

Sustaining Competitive Advantage

Examples of Differentiation Strategies 264

### **Boxed Features**

FYI 255, 265, 267

Let's Get REAL 257

It's Your Career: Learning Your Strengths and Weaknesses 258 Case Application 1: Becoming a

Workplace Confidential: Developing a Career Strategy 259

262 Learning from Failure: Coke Panics After the Pepsi Challenge

### Preparing For: Exams/Quizzes 267

Chapter Summary by Learning Objectives 267

Review and Discussion Questions 268

### Preparing For: My Career

Ethics Dilemma 269

Skills Exercise: Developing Your Business Planning Skill 269

Working Together: Team Exercise 270

My Turn to Be a Manager 270

Case Application 1: Deliveroo: From Kangaroo to Unicorn 271

Case Application 2: Aldi: Crushing Costs and the Competition 272

Chapt	ter 10:	Entre	prene	urial V	entures	276
-------	---------	-------	-------	---------	---------	-----

# The Context of Entrepreneurship 277

What Is Entrepreneurship? 277

Why Is Entrepreneurship Important? 277

The Entrepreneurial Process 278

What Do Entrepreneurs Do? 278

A Hybrid Path to Entrepreneurship 279

# Start-Up and Planning Issues 279

Identifying Environmental Opportunities and Competitive Advantage 281

Researching the Venture's Feasibility-Ideas 282

Researching the Venture's Feasibility—Competitors 284

Researching the Venture's Feasibility—Financing 285

Developing a Business Plan 285

# Organizing Issues 286

Legal Forms of Organization 287

Organizational Design and Structure 289

Human Resource Management 290

# Leading Issues 290

Personality Characteristics of Entrepreneurs 291

The Entrepreneur as Leader 291

### Control Issues 293

Potential Control Problems and Actions 293

Exiting the Venture 293

### **Boxed Features**

Workplace Confidential: Dealing with Risks 280

FYI 281, 284, 285

Let's Get REAL 283, 286

Learning from Failure: The Third Time Is a Charm for Vera Wang 292

### Preparing For: Exams/Quizzes 294

Chapter Summary by Learning Objectives 294

Review and Discussion Questions 295

### **Preparing For: My Career 295**

Ethics Dilemma 295

Skills Exercise: Developing Grit 295

Working Together: Team Exercise 296

My Turn to Be a Manager 296

Case Application 1: Becoming an Entrepreneur While in College with Brainz Power 297

Case Application 2: The Right Recipe for Entrepreneurs: Fifteen 298

# Part 3: Management Practice 302

A Manager's Dilemma 302

Global Sense 302

Continuing Case Starbucks—Planning 303

MyTurn to Be a Manager 270

The Role of Competitive Advantage

Preparing For: Exams/Quizzes 267

Examples of Differentiation Strategies 264

Case Application 2: Aldi: Crushing Casts and the Competition

Bullying in the Workplace 353

Gase Application 2: Measuring Output, Not Hours

# Part 4 Organizing 306

# Why Human Resource Management is importants 333me of av Chapter 11: Designing Organizational Structure 306

# Six Elements of Organizational Design 307

Work Specialization 307

Departmentalization 309

Chain of Command 309

Span of Control 311

Centralization and Decentralization 313

Formalization 314

# Mechanistic and Organic Structures 315

# Contingency Factors Affecting Structural Choice 315

Strategy and Structure 316

Size and Structure 316

Technology and Structure 316

Environmental Uncertainty and Structure 316

#### Traditional Organizational Design Options 317

Simple Structure 317

Functional Structure 318

Divisional Structure 318

# Organizing for Flexibility in the Twenty-First Century 318

Team Structures 319

Matrix and Project Structures 319

The Virtual Organization 319

Telecommuting 320

Compressed Work Weeks

Flextime 322

Job Sharing 322

The Contingent Workforce 323

# **Boxed Features**

Let's Get REAL 311, 321

Workplace Confidential: Coping with Multiple Bosses 312

FYI 313, 320, 320, 323

Skills Exercise: Developing Your Interviewing Skills Learning from Failure: Working at Home Doesn't Work at IBM 322 Working Together: Team Exer

### Preparing For: Exams/Quizzes 324

Chapter Summary by Learning Objectives 324

Review and Discussion Questions 325

### **Preparing For: My Career 325**

Ethics Dilemma 325

Skills Exercise: Developing Your Acquiring Power Skill 325

Working Together: Team Exercise 326

My Turn to Be a Manager 326

# Case Application 1: Making a Flat Organization Work at Punchkick 327

### Case Application 2: The Invisible Workforce at Google 328 Work Group Performance and Satisfaction

Chapter	12:	Managing	Human	Resources	332
---------	-----	----------	-------	-----------	-----

Why Human Resource Management Is Important	333
The Human Resource Management Process 334	

# External Factors That Affect the Human Resource Management Process 334

The Economy 334
Labor Unions 335
Laws and Rulings 335
Demography 337

# Identifying and Selecting Competent Employees 338

Human Resource Planning 338
Recruitment and Decruitment 339
Selection 341

# Providing Employees with Needed Skills and Knowledge 344

Orientation and Socialization 344 Employee Training 346

# Retaining Competent, High-Performing Employees 347

Performance Evaluation 347 Compensation and Benefits 349

# Career Development 352

# Contemporary Issues in Managing Human Resources 352

Sexual Harassment 352

Bullying in the Workplace 353

### **Boxed Features**

Workplace Confidential: Job Search 340
FYI 341, 346, 347, 351
Let's Get REAL 344, 350
Learning from Failure: Forced Rankings Bomb at Microsoft 349

### Preparing For: Exams/Quizzes 354

Chapter Summary by Learning Objectives 354
Review and Discussion Questions 356

# **Preparing For: My Career 356**

Ethics Dilemma 356

Skills Exercise: Developing Your Interviewing Skills 356

Working Together: Team Exercise 357

My Turn to Be a Manager 357

# Case Application 1: Maersk and HR Management Challenges in China 358

Case Application 2: Measuring Output, Not Hours Worked 359

# Chapter 13: Managing Groups and Teams 364 actors allists

# **Groups and Group Development 365**

What Is a Group? 365
Stages of Group Development 365

# Work Group Performance and Satisfaction 367

External Conditions Imposed on the Group 367
Group Member Resources 367
Group Structure 367

Review and Discussion Questions

Ethics Dilemma 407

Group Processes 371 Group Tasks 373

# **Turning Groups into Effective Teams**

The Difference Between Groups and Teams Types of Work Teams 374 Creating Effective Work Teams 377

# **Boxed Features**

365, 375, 377 373, 378 Let's Get REAL It's Your Career: Developing Your Coaching Skills 376 Workplace Confidential: Handling Difficult Coworkers 379

# Preparing For: Exams/Quizzes 380

Chapter Summary by Learning Objectiv088 Chapter Summary by Learning Objectives Review and Discussion Questions 381

# Preparing For: My Career 381

Ethics Dilemma 381 Skills Exercise: Developing Your Coaching Skills 381 Working Together: Team Exercise 382

My Turn to Be a Manager 382

382 Case Application 1: Self-Management at Tata Marcopolo Case Application 2: Students Get "Virtual Ready" 383

# Part 4: Management Practice 388

388 Sherarchy of Needs Theory A Manager's Dilemma **Global Sense** Continuing Case Starbucks—Organizing 388

#### 392 Part 5 Leading

#### Attitudes and Cons 298 Chapter 14: Managing Communication Cognitive Dissonance

# **Understanding Communication 393**

What Is Communication? 393 Functions of Communication 393

## The Communication Process 394

Modes of Communicating 394 Barriers to Effective Communication 395 Overcoming the Barriers 397

#### **Effective Organizational Communication** 400

Formal Versus Informal 400 Direction of Flow 400 Networks 401

#### Factors That Influence Perception 431 Communication in the Internet and Social Media Age 402

The 24/7 Work Environment 403 Social Media 403 Cybersecurity 404

## **Becoming a Better Communicator** 405

Sharpening Your Persuasion Skills 405

Sharpening Your Speaking Skills 405

Sharpening Your Writing Skills 405

Sharpening Your Reading Skills 406

### **Boxed Features**

It's Your Career: I'm Listening! 398

Let's Get REAL 398, 402

Workplace Confidential: An Uncommunicative Boss 399

FYI 401, 402, 404, 405

Learning from Failure: GM's Catastrophic Communications Breakdown 403

# Preparing For: Exams/Quizzes 406

Chapter Summary by Learning Objectives 406

Review and Discussion Questions 407

# **Preparing For: My Career 407**

Ethics Dilemma 407

Skills Exercise: Developing Your Presentation Skills 407

Working Together: Team Exercise 408

My Turn to Be a Manager 408

Case Application 1: The Shift Toward Continuous Feedback at SAP 409

Case Application 2: Communications Neutralize the Concordia Effect 410

# Chapter 15: Understanding and Managing Individual Behavior 414

Ethics Dilemma 381

### Focus and Goals of Organizational Behavior 415

Focus of Organizational Behavior 415

Goals of Organizational Behavior 416

#### Attitudes and Job Performance 416

Job Satisfaction 417

Job Involvement and Organizational Commitment 418

Employee Engagement 419

Attitudes and Consistency 419

Cognitive Dissonance Theory 420

Attitude Surveys 420

Implications for Managers 421

#### Personality 421

MBTI<sup>®</sup> 421

The Big Five Model 423

The Dark Triad 424

Additional Personality Insights 425

Personality Types in Different Cultures 426

Emotions and Emotional Intelligence 427

Implications for Managers 429

#### Perception 430

Factors That Influence Perception 431

Attribution Theory 431

Shortcuts Used in Judging Others 433

Implications for Managers 434

The Fiedler Wodel 484

Operant Conditioning 434

Social Learning 435 CVA Hist Exercise: Developing Your Motivating Employees Skill 472 664 gninnas I laiso S

Shaping: A Managerial Tool 435

Implications for Managers 436

# **Boxed Features**

FYI 417, 420, 422, 424, 429

Let's Get REAL 423, 427

Workplace Confidential: An Abusive Boss 428

# Preparing For: Exams/Quizzes 436

Chapter Summary by Learning Objectives 436

Review and Discussion Questions 438

## **Preparing For: My Career 438**

Ethics Dilemma 438

Skills Exercise: Developing Your Shaping Behavior Skill 438

Working Together: Team Exercise 439

My Turn to Be a Manager 439

Case Application 1: A Great Place to Work 440

Case Application 2: Employees First 441

# Chapter 16: Motivating Employees 448

# What Is Motivation? 449

# Early Theories of Motivation 450

Maslow's Hierarchy of Needs Theory 450

McGregor's Theory X and Theory Y 451

Herzberg's Two-Factor Theory 451

Three-Needs Theory 452

# **Contemporary Theories of Motivation 453**

Goal-Setting Theory 453

Reinforcement Theory 454

Designing Motivating Jobs 455

Equity Theory 458

Expectancy Theory 459

Integrating Contemporary Theories of Motivation 462

## **Current Issues in Motivation 464**

Managing Cross-Cultural Motivational Challenges 464

Motivating Unique Groups of Workers 466

Designing Appropriate Rewards Programs 467

#### **Boxed Features**

It's Your Career: What Motivates You? 449

FYI 454, 455, 468

Workplace Confidential: Feelings of Unfair Pay 460

Let's Get REAL 464, 469

Learning from Failure: NSPS: Pay-for-Performance Gone Bad 470

# Preparing For: Exams/Quizzes 470

Chapter Summary by Learning Objectives 470

Review and Discussion Questions 472

<b>Preparing For: My Career 472</b>	Prep	aring	For:	My	Career	472
-------------------------------------	------	-------	------	----	--------	-----

Ethics Dilemma 472

Skills Exercise: Developing Your Motivating Employees Skill 472

Working Together: Team Exercise 473

My Turn to Be a Manager 473

Case Application 1: Motivational Management at KISMEC 473

Case Application 2: Flexible Working for Generation Y 474

# Chapter 17: Being an Effective Leader 480

Who Are Leaders, and What Is Leadership? 481

Early Leadership Theories 481

Leadership Traits 481

Leadership Behaviors 482

# **Contingency Theories of Leadership** 484

The Fiedler Model 484

Hersey and Blanchard's Situational Leadership Theory 486

Path-Goal Model 487

## **Contemporary Views of Leadership** 489

Leader-Member Exchange (LMX) Theory 489

Charismatic Leadership 489

Transformational-Transactional Leadership 490

Authentic Leadership 491

Ethical Leadership 491

Servant Leadership 492

Followership 492

## Integrating Theories of Leadership 493

## Leadership Issues in the Twenty-First Century 495

Managing Power 495

Developing Credibility and Trust 495

Leading Virtual Teams 498

Leadership Training 499

When Leadership May Not Be Important 500

### **Boxed Features**

FYI 490, 495, 500

Learning from Failure: The Firing of Steve Jobs at Apple 491

Let's Get REAL 494, 498

Workplace Confidential: A Micromanaging Boss 496

It's Your Career: How to Be Seen as Trustworthy 497

### Preparing For: Exams/Quizzes 500

Chapter Summary by Learning Objectives 500

Review and Discussion Questions 502

### Preparing For: My Career 502

Ethics Dilemma 502

Skills Exercise: Choosing an Effective Group Leadership Style Skill 502

Working Together: Team Exercise 503

My Turn to Be a Manager 503

### Case Application 1: Indra Nooyi: An Inspiring Female Leader 504

Case Application 2: Recognizing What Leadership Is Needed at the Golden State Warriors

# Part 5: Management Practice 512

A Manager's Dilemma 512
Global Sense 512
Continuing Case Starbucks—Leading 512

# Part 6 Controlling 516

# Chapter 18: Monitoring and Controlling 516 516

# What Is Controlling, and Why Is It Important? 517

What Is Controlling? 517
Why Is Controlling Important? 517

### **The Control Process** 518

Step 1: Measuring Actual Performance 518

Step 2: Comparing Actual Performance Against the Standard 520

Benefits of Value Chain Managemen

Step 3: Taking Managerial Action 521

Summary 522

# Controlling for Organizational and Employee Performance 522

What Is Organizational Performance? 522

Measures of Organizational Performance 523

Controlling for Employee Performance 525

# Tools for Measuring Organizational Performance 525

Feedforward/Concurrent/Feedback Controls 527

Financial Controls 528

Information Controls 529

Balanced Scorecard 531

Benchmarking of Best Practices 531

### Contemporary Issues in Control 532

Social Media as a Control Tool 532

Global Differences in Control 533

Workplace Privacy 533

EmployeeTheft 534

Corporate Governance 535

# **Boxed Features**

It's Your Career: How to Be a Pro at Giving Feedback 524

FYI 525, 533

Workplace Confidential: Responding to an Unfair Performance Review 526

Let's Get REAL 527, 530

### Preparing For: Exams/Quizzes 536

Chapter Summary by Learning Objective 536

Review and Discussion Questions 538

### **Preparing For: My Career 538**

Ethics Dilemma 538

Skills Exercise: Managing Challenging Employees 538

Working Together: Team Exercise 539

My Turn to Be a Manager 539

Case Application 1: Bug Bounty Hackers at General Motors 540

Case Application 2: Eyes in the Sky, and Everywhere Else 541

46
----

# Techniques for Assessing the Environment 546

Environmental Scanning 546 Forecasting 548

# Techniques for Allocating Resources 549

Budgeting 550
Scheduling 551
Breakeven Analysis 554
Linear Programming 555

## **Contemporary Planning Techniques** 557

Project Management 557 Scenario Planning 558

Review and Discussion Questions 559

# Managing Operations Module 562

# The Role of Operations Management 562

Services and Manufacturing 562

Managing Productivity 563

Strategic Role of Operations Management 564

# Value Chain Management 564

What Is Value Chain Management? 565
Goal of Value Chain Management 565
Benefits of Value Chain Management 566
Value Chain Strategy 566

568

Global Differences in Control

### **Current Issues in Managing Operations 568**

Technology's Role in Operations Management
The Robots Are Coming! 569
Quality Management 569
Quality Goals 570
Mass Customization 571
Creating a Lean Organization 571

Review and Discussion Questions 572

# Part 6: Management Practice 574

A Manager's Dilemma 574
Global Sense 574
Continuing Case Starbucks—Controlling 574

Glossary 578
Name Index 589
Organization Index 603
Subject Index 607