contents

Part 1: Introduction to Management	1
Chapter 1: Management	2
What Is Management?	4
Management is 4 • Management Functions, 5	
What Really Works Meta-Analysis	7
What Do Managers Do?	9
Kinds of Managers, 10	
Doing the Right Thing Tell and Show People That Ethics Matter	11
Managerial Roles, 14	
What Does It Take to Be a Manager?	18
What Companies Look For in Managers, 18 • Mistakes Managers	
Make, 20 • The Transition to Management: The First Year, 21	
Why Management Matters	23
Competitive Advantage through People, 24	
Key Terms	26
Concept Check	26
Self Assessment	27
Management Decision Management Team Decision	27 28
Develop Your Career	29
Take Two Video	30
Chapter 2: History of Management	32
In the Beginning	34
The Origins of Management, 34	
The Evolution of Management	38
Scientific Management, 38 • Bureaucratic and Administrative	
Management, 44 • Human Relations Management, 49	
Doing the Right Thing A Dangerous Mix: Power, Authority, and Autonomy	55
Operations, Information, Systems, and Contingency Management, 56	
Key Terms	63
Concept Check	63
Self-Assessment	64
Management Decision	64 65
Team Management Decision Develop Your Career Potential	65 66
Take Two Video	67

lanagement Decision 95 Key Terms 126
oncept Check 94 Demands for Social Responsibility, 123 • Social elf-Assessment 94 Responsibility and Economic Performance, 124
Organizational Cultures: Creation, Success, and Change, 88 ey Terms To Whom Are Organizations Socially Responsible?, 118 • For What Are Organizations Socially Responsible?, 121 • Responses to
Environment, 74 • Specific Environment, 79 Doing the Right Thing Dealing with Gifts and Suppliers Making Sense of Changing Environments, 85 Internal Environments **Tructical Steps to Ethical Decision Making, 112 Doing the Right Thing If You Cheat in College, Will You Cheat in the Workplace? What Really Works Integrity Tests What Is Social Responsibility? **Tructical Steps to Ethical Decision Making, 112 Doing the Right Thing If You Cheat in College, Will You Cheat in the Workplace? What Really Works Integrity Tests 113

Part 2: Planning		-	131
Chapter 5: Planning and Decision Making 132 Planning Benefits and Pitfalls of Planning, 134 • How to	134	Management Decision Management Team Decision Develop Your Career Potential Take Two Video	162 163 164 165
Make a Plan that Works, 137 Doing the Right Thing Stretch Goals: How to Avoid		Chapter 6: Organizational Strategy	
Planning from Top to Bottom, 142 What Really Works Managing by Objectives What is Rational Decision Making? Steps and Limits to Rational Decision Making, 147 Doing the Right Thing PLUS—A Process for Ethical Decision Making Using Groups to Improve Decision Making, 153 What Really Works Devil's Advocacy, Dialectical	138 144 146 151	Basics of Organizational Strategy Sustainable Competitive Advantage, 168 • Strategy-Making Process, 172 Doing the Right Thing Is Ethics an Overlooked Source of Competitive Advantage? What Really Works Strategy Making for Firms, Big and Small Corporate-, Industry-, and Firm-Level Strategies Corporate-Level Strategies, 180 • Industry-Level Strategies, 186 • Firm-Level Strategies, 191	173 174 180
Key Terms Concept Check	161 161 161 161	Key Terms Concept Check Self-Assessment	197 197 197

Management Decision Management Team Decision	198 198	Chapter 8: Global Management	
Develop Your Career Potential	199	236	
Take Two Video	201	What Is Global Business? Global Business, Trade Rules, and Trade	238
Chapter 7: Innovation and Change 202		Agreements, 238 How to Go Global? Consistency or Adaptation?, 246 • Forms for	246
Organizational Innovation	204	Global Business, 247	
Why Innovation Matters, 204 • Managing Innovation, 211		Where to Go Global? Finding the Best Climate, 252	252
Doing the Right Thing Give Credit, Don't Take It	213	Doing the Right Thing Foreign Corrupt Business	
Organizational Change Organizational Decline: The Risk of Not Changing, 219 • Managing Change, 220	218	Practices Act Becoming Aware of Cultural Differences, 257 Preparing for an International Assignment, 259	256
What Really Works Change the Work Setting or		What Really Works Cross-Cultural Training	262
Change the People? Do Both!	230	Key Terms	263
Key Terms	231	Concept Check	264
Concept Check Self-Assessment	231 231	Self-Assessment	264
Management Decision	232	Management Decision Management Team Decision	264 266
Management Team Decision	232	Develop Your Career Potential	266
Develop Your Career Potential	233	Take Two Video	268
Take Two Video	234		
Part 3: Organizing		2	69

Chapter 9: Designing Adaptive Organizations		Chapter 10: Managing Teams	304
270		Why Work Teams?	306
Designing Organizational Structures	274	The Good and Bad of Using Teams, 306	_
Departmentalization, 274 • Organizational		Doing the Right Thing Don't Be a Team Slacke	r—
Authority, 280 • Job Design, 284		Do Your Share	309
Designing Organizational Processes	288	Kinds of Teams, 312	
What Really Works The Job Characteristics Mod	del:	Managing Work Teams	317
Making Jobs More Interesting and Motivating	289	Work Team Characteristics, 318	,
Intraorganizational Processes, 290		What Really Works Cohesion and Team	
Doing the Right Thing Don't Scavenge That		Performance	319
Office If Somebody Is Still in It	296	Enhancing Work Team Effectiveness, 324	
Interorganizational Processes, 297		Key Terms	33
Key Terms	299	Concept Check	33
Concept Check	300	Self-Assessment	332
Self-Assessment	300	Management Decision	332
Management Decision	300	Management Team Decision	333
Management Team Decision	301	Develop Your Career Potential	334
Develop Your Career Potential	302	Take Two Video	335
Take Two Video	303		

Chapter 11: Managing Human Resource Systems			79 81
336			
Determining Human Resource Needs	338	Chapter 12: Managing Individuals and a	
Human Resource Planning, 339 • Employment)	Diverse Work Force	
Legislation, 342		384	
Finding Qualified Workers	347	Diversity and Why It Matters	384
Recruiting, 347 • Selection, 351	3 4 /	Diversity: Differences that Matter, 385	304
Doing the Right Thing Don't Embellish Your		Diversity and Individual Differences	389
Résumé	252	Surface-Level Diversity, 389 • Deep-Level	309
	352	· · · · · · · · · · · · · · · · · · ·	
Doing the Right Thing Don't Use Psychics, Lie		Diversity, 396	
Detectors, or Handwriting Analysis to Make HR		What Really Works Conscientiousness: The	
Decisions	355	Organized, Hardworking, Responsible	
What Really Works Using Selection Tests to Hire		Personality	398
Good Workers	358	How Can Diversity Be Managed?	402
Developing Qualified Workers	360	Managing Diversity, 402	
Training, 360 • Performance Appraisal, 364		Doing the Right Thing Don't Break the Law in	
Keeping Qualified Workers	368	the Name of Diversity	406
Compensation, 369 • Employee		Key Terms	408
Separations, 372		Concept Check	408
Key Terms	376	Self-Assessment	408
Concept Check	377	Management Decision Management Team Decision	409
Self-Assessment	377	Develop Your Career Potential	409 410
Management Decision Management Team Decision	377 378	Take Two	410
Part 4: Leading			413
Chantagae, Mativation		Concept Check	444
Chapter 13: Motivation		Self-Assessment	444
414		Management Decision	444
What Is Motivation?	416	Management Team Decision	445
Basics of Motivation, 416		Develop Your Career Potential	446
Doing the Right Thing Faking It, Not Making It	418	Take Two Video	447
How Perceptions and Expectations Affect			
Motivation	423	Chapter 14: Leadership	
Equity Theory, 424		448	
Expectancy Theory, 429		What Is Leadership?	450
How Rewards and Goals Affect Motivation	432	Leadership, 450	450
Reinforcement Theory, 433		Doing the Right Thing The Three M's: Mission,	
What Really Works Financial, Nonfinancial,			,
and Social Rewards	438	Mentor, and Mirror	
Goal Setting Theory, 439 • Motivating with the	· -	Who Leaders Are and What Leaders Do, 454	
Integrated Model, 442		What Really Works Leadership Traits Do	_
Key Terms	443	Make a Difference	456
-			

Situational Approaches to Leadership Putting Leaders in the Right Situation: Fiedler's	459	Chapter 15: Managing Communication 484 What Is Communication? 486		
Contingency Theory, 460 • Adapting Leader				
Behavior: Path-Goal Theory,				
463 • Adapting Leader Behavior: Hersey and		Perception and Communication Problems, 486 •		
, -		Kinds of Communication, 491		
Blanchard's Situational Leadership® Theory,		Doing the Right Thing Protect Personal,		
467 • Adapting Leader Behavior: Normative Decision Theory, 469		Confidential Information	499	
		How to Improve Communication		
Strategic Leadership	472	Managing One-on-One Communication,	500	
Visionary Leadership, 474		500 • Managing Organization-Wide		
Key Terms	479	Communication, 510		
Concept Check	479	Key Terms	F1F	
Self-Assessment	480	Concept Check	515 515	
Management Decision	480	Self-Assessment	515	
Management Team Decision Develop Your Career Potential	481 482	Management Decision	516	
Take Two Video	402 483	Management Team Decision	517	
Take Two video	403	Develop Your Career Potential	518	
		Take Two Video	519	
Part 5: Controlling Chapter 16: Control		Doing the Right Thing Recycling and Disposing	21	
522		of Computer Equipment	559	
		Getting and Sharing Information	561	
Basics of Control	524	Capturing, Processing, and Protecting		
The Control Process, 524		Information, 561		
How and What to Control	529	Doing the Right Thing Password Dos and Don'ts	568	
Control Methods, 530		Accessing and Sharing Information and	,	
Doing the Right Thing Don't Cheat on Travel		Knowledge, 569		
Expense Reports	531	Key Terms	575	
What to Control, 534		Concept Check	575	
Key Terms	547	Self-Assessment	575	
Concept Check	547	Management Decision	576	
Self-Assessment	548	Management Team Decision	576	
Management Decision	548	Develop Your Career Potential	578	
Management Team Decision	549	Take Two Video	579	
Develop Your Career Potential Take Two Video	550			
Take Two video	551	Chapter 49. Managing Carries and		
		Chapter 18: Managing Service and Manufacturing Operations		
Chapter 17: Managing Information		580		
552			F0-	
Why Information Matters	555	Managing for Productivity and Quality	582	
Strategic Importance of Information, 555		Productivity, 582 • Quality, 586		
Characteristics and Costs of Useful Information,		Managing Operations	593	
Characteristics and costs of oscial injufficions		Service Operations, 593		

459

Situational Approaches to Leadership

557

Doing the Right Thing Protect Your Front-Line		Self-Assessment Appendix	613
Staff: The Customer Isn't Always Right	565	Endnotes	627
Manufacturing Operations, 596 • Inventory, 600		Glossary	661
Key Terms	607	Name Index	679
Concept Check	607	Subject Index	687
Self-Assessment	608		
Management Decision	608		
Management Team Decision	609		
Develop Your Career Potential	609		
Take Two Video	611		