

Contents

PART ONE Management

1 Management, Managers, and Careers 1

- 1.1 Career Readiness Today 2
- 1.2 Organizations 8
- 1.3 Managers 10
- 1.4 The Management Process 14
- 1.5 Skills for Career Success 17
- Management Learning Review 21
- Career Skills & Competencies 23
- Endnotes 25

2 Management Learning Past to Present 27

- 2.1 Classical Management Approaches 28
- 2.2 Behavioral Management Approaches 31
- 2.3 Modern Management Foundations 38
- Management Learning Review 43
- Career Skills & Competencies 45
- Endnotes 47

3 Ethics and Social Responsibility 49

- 3.1 Ethics 50
- 3.2 Ethics in the Workplace 54
- 3.3 Maintaining High Ethical Standards 59
- 3.4 Social Responsibility 62
- Management Learning Review 66
- Career Skills & Competencies 69
- Endnotes 71

PART TWO Environment

4 Environment, Innovation, and Sustainability 73

- 4.1 The External Environment 74
- 4.2 Value Creation, Competitive Advantage, and Innovation 78

- 4.3 Sustainability 82
- Management Learning Review 84
- Career Skills & Competencies 87
- Endnotes 89

5 Global Management and Cultural Communities 91

- 5.1 Management and Globalization 92
- 5.2 Global Businesses 98
- 5.3 Cultures and Global Diversity 102
- 5.4 Global Management Learning 107
- Management Learning Review 108
- Career Skills & Competencies 111
- Endnotes 112

6 Entrepreneurship and New Ventures 115

- 6.1 The Nature of Entrepreneurship 116
- 6.2 Entrepreneurship and Small Business 122
- 6.3 New Venture Creation 126
- Management Learning Review 130
- Career Skills & Competencies 133
- Endnotes 135

PART THREE Planning and Controlling

7 Data and Decision Making 137

- 7.1 Information, Data, and Analytics 138
- 7.2 Problem Solving and Managerial Decisions 140
- 7.3 The Decision-Making Process 146
- 7.4 Decision-Making Pitfalls and Creativity 151
- Management Learning Review 155
- Career Skills & Competencies 158
- Endnotes 160

8 Planning Processes and Techniques 163

- 8.1 Why and How Managers Plan 164
- 8.2 Types of Plans Used by Managers 168

xvi CONTENTS

- 8.3 Planning Tools and Techniques 172
- 8.4 Implementing Plans to Achieve Results 173
- Management Learning Review 178
- Career Skills & Competencies 180
- Endnotes 181

9 Control Processes and Systems 183

- 9.1 Why and How Managers Control 184
- 9.2 The Control Process 188
- 9.3 Control Tools and Techniques 192
- Management Learning Review 195
- Career Skills & Competencies 198
- Endnotes 199

10 Strategy and Strategic Management 201

- 10.1 Strategic Management 202
- 10.2 Essentials of Strategic Analysis 206
- 10.3 Corporate-Level Strategy Formulation 211
- 10.4 Business-Level Strategy Formulation 215
- 10.5 Strategy Implementation 216
- Management Learning Review 219
- Career Skills & Competencies 221
- Endnotes 224

PART FOUR Organizing

11 Organizational Structures 225

- 11.1 Organizing as a Management Function 226
- 11.2 Traditional Organizational Structures 229
- 11.3 Team and Network Structures 233
- 11.4 Organizational Designs 236
- Management Learning Review 241
- Career Skills & Competencies 243
- Endnotes 244

12 Organizational Culture and Change 247

- 12.1 Organizational Cultures 248
- 12.2 Multicultural Organizations and Diversity 252
- 12.3 Organizational Change 257
- Management Learning Review 263

- Career Skills & Competencies 266
- Endnotes 268

13 Human Resource Management 271

- 13.1 Human Resource Management 272
- 13.2 Attracting a Quality Workforce 279
- 13.3 Developing a Quality Workforce 282
- 13.4 Maintaining a Quality Workforce 286
- Management Learning Review 289
- Career Skills & Competencies 292
- Endnotes 293

PART FIVE Leading

14 Leading and Leadership Development 295

- 14.1 The Nature of Leadership 296
- 14.2 Leadership Traits and Behaviors 300
- 14.3 Contingency Approaches to Leadership 302
- 14.4 Personal Leadership Development 307
- Management Learning Review 312
- Career Skills & Competencies 314
- Endnotes 316

15 Individual Behavior 319

- 15.1 Perception 320
- 15.2 Personality 323
- 15.3 Attitudes 327
- 15.4 Emotions, Moods, and Stress 331
- Management Learning Review 335
- Career Skills & Competencies 338
- Endnotes 340

16 Motivation Theory and Practice 343

- 16.1 Individual Needs and Motivation 344
- 16.2 Process Theories of Motivation 348
- 16.3 Reinforcement Theory 353
- 16.4 Motivation and Job Design 356
- Management Learning Review 358
- Career Skills & Competencies 360
- Endnotes 362

17 Teams and Teamwork 365

- 17.1 Teams in Organizations 366
- 17.2 Trends in the Use of Teams 369
- 17.3 How Teams Work 372
- 17.4 Decision Making in Teams 380
- Management Learning Review 382
- Career Skills & Competencies 384
- Endnotes 386

18 Communication and Collaboration 389

- 18.1 The Communication Process 390
- 18.2 Improving Collaboration through Communication 395
- 18.3 Managing Conflict 398
- 18.4 Managing Negotiation 402

- Management Learning Review 405
- Career Skills & Competencies 407
- Endnotes 409

SELF-TEST ANSWERS ANS-1

MANAGEMENT CASES FOR CRITICAL THINKING C-1

GLOSSARY G-1

NAME INDEX NI-1

COMPANY INDEX CI-1

SUBJECT INDEX SI-1