

## Stephen P. Robbins

San Diego State University

## Mary Coulter

Missouri State University

With contributions by

## Joseph J. Martocchio

University of Illinois

## Lori K. Long

**Baldwin Wallace University** 



New York, NY

### Contents

10

23

Preface xxix Acknowledgments

#### Part 1 Introduction to Management 2

1

#### **Chapter 1: Managers and You in the Workplace** 2

#### Who Are Managers and Where Do They Work? - 4 Who Is a Manager? 4 Where Do Managers Work? 5 Why Are Managers Important? 7 What Do Managers Do? 8 Management Functions 9 Mintzberg's Managerial Roles and a Contemporary Model of Managing Management Skills 11 How Is the Manager's Job Changing? 13 Focus on the Customer 13 Focus on Technology 15 Focus on Social Media 15 Focus on Innovation 16 Focus on Sustainability 16 Focus on the Employee 17 Why Study Management? 17 The Universality of Management 17 The Reality of Work 18 Rewards and Challenges of Being a Manager 18 Gaining Insights into Life at Work 19 **Boxed Features** It's Your Career: The ABC's of Managing Your Time 2 FYI 6 Future Vision: Is It Still Managing When What You're Managing Are Robots? 6 Let's Get REAL 10, 13 Leader Making a Difference: Ursula Burns 16 Workplace Confidential: Dealing with Organizational Politics 20 Preparing for: Exams/Quizzes 21 Chapter Summary by Learning Objectives 21 Review and Discussion Questions 22 Preparing for: My Career 23 Personal Inventory Assessments: Time Management Assessment Ethics Dilemma 23 Skill Exercise: Developing Your Political Skill 23

Working Together: Team Exercise 24 My Turn to Be a Manager 24

Case Application 1: The Power of Social Media 24

Case Application 2: Who Needs a Boss? 25

### Management History Module 30

### Early Management 30

Classical Approach 32 Scientific Management 32 General Administrative Theory 33

Behavioral Approach 35

Quantitative Approach 37

Contemporary Approaches 39

### Chapter 2: Making Decisions 44

### The Decision-Making Process 45

Step 1: Identify a Problem 46 Step 2: Identify Decision Criteria 47 Step 3: Allocate Weights to the Criteria 48 48 Step 4: Develop Alternatives Step 5: Analyze Alternatives 48 Step 6: Select an Alternative 49 Step 7: Implement the Alternative 49 Step 8: Evaluate Decision Effectiveness 49

### Approaches to Decision Making 50

Rationality 50 Bounded Rationality 51 Intuition 51 Evidence-Based Management 52

### Types of Decisions and Decision-Making Conditions 53

Types of Decisions 53

Decision-Making Conditions 55

### Decision-Making Biases and Errors 58

Overview of Managerial Decision Making 60

### Effective Decision Making in Today's World 62

Guidelines for Effective Decision Making 62 Design Thinking and Decision Making 63 Big Data and Decision Making 64

### **Boxed Features**

It's Your Career: Be a Better Decision Maker 44 FYI 50, 53, 60, 63 Let's Get REAL 53 Future Vision: Crowdsourcing Decisions 56 Leader Making a Difference: Elon Musk 58 Workplace Confidential: Making Good Decisions 61

### Preparing for: Exams/Quizzes 65

Chapter Summary by Learning Objectives 65 Review and Discussion Questions 66

78

### Preparing for: My Career 67

Personal Inventory Assessments: Solving Problems Analytically and Creatively 67 Ethics Dilemma 67 Skills Exercise: Developing Your Creativity Skill 67 Working Together: Team Exercise 68 MyTurn to Be a Manager 68

Case Application 1: Where to Locate Next? 69 Case Application 2: The Business of Baseball 69

### Part 1: Management Practice 74

A Manager's Dilemma 74 Global Sense 74 Continuing Case: *Starbucks—Introduction* 74

### Part 2 Basics of Managing in Today's Workplace 78

### Chapter 3: Managing the External Environment and the Organization's Culture 78

#### The Manager: Omnipotent or Symbolic? 80 The Omnipotent View 80 The Symbolic View 80 The External Environment: Constraints and Challenges 81 The Economic Environment 82 The Demographic Environment 82 How the External Environment Affects Managers 84 **Organizational Culture: Constraints and Challenges** 87 What Is Organizational Culture? 87 Strong Cultures 90 Where Culture Comes From and How It Continues 91 How Employees Learn Culture 92 How Culture Affects Managers 94 **Current Issues in Organizational Culture** 97 Creating an Innovative Culture 97 Creating a Customer-Responsive Culture 97 Creating a Sustainability Culture 98 **Boxed Features** It's Your Career: Reading an Organization's Culture: Find One Where You'll Be Happy Future Vision: Tomorrow's Workforce: More Diverse Than Ever 83 Let's Get REAL 84, 92 Leader Making a Difference: Indra Nooyi 86 Workplace Confidential: Adjusting to a New Job or Work Team 95

FYI 87

### Preparing for: Exams/Quizzes 99

Chapter Summary by Learning Objectives 99 Review and Discussion Questions 100 Preparing for: My Career100Personal Inventory Assessments: What's My Comfort with Change?100Ethics Dilemma100Skills Exercise: Developing Your Environmental Scanning Skill101Working Together: Team Exercise101My Turn to Be a Manager101Case Application 1: Freedom and Responsibility at Netflix102Case Application 2: Not Sold Out103

### Chapter 4: Managing in a Global Environment 108

Who Owns What? 110

What's Your Global Perspective?111Understanding the Global Trade Environment112Regional Trading Alliances112Global Trade Mechanisms116Doing Business Globally118Different Types of International Organizations118

How Organizations Go International 119

#### Managing in a Global Environment 120

The Political/Legal Environment 121 The Economic Environment 121 The Cultural Environment 123 Global Management in Today's World 126 Challenges of Managing a Global Workforce 127

### **Boxed Features**

It's Your Career: Developing Your Global Perspective—Working with People from Other Cultures 108 FYI 111, 112, 118 Leader Making a Difference: Lucy Peng 117 Future Vision: Communicating in a Connected World 122 Let's Get REAL 127

### Preparing for: Exams/Quizzes 128

Chapter Summary by Learning Objectives 128 Review and Discussion Questions 130

#### Preparing for: My Career 130

Personal Inventory Assessments: Intercultural Sensitivity Scale130Ethics Dilemma130Skills Exercise: Developing Your Collaboration Skill131Working Together: Team Exercise131My Turn to Be a Manager131

Case Application 1: Dirty Little Secret 132

### Case Application 2: The Power of Presence 133

Answers to "Who Owns What" Quiz 134

### Chapter 5: Managing Diversity 138

Diversity 101 140 What Is Workplace Diversity? 140 Why Is Managing Workforce Diversity So Important? 141

### The Changing Workplace 144

Characteristics of the U.S. Population 144 What About Global Workforce Changes? 147

#### Types of Workplace Diversity 147

Age 147 Gender 149 Race and Ethnicity 151 Disability/Abilities 152 Religion 154 LGBT: Sexual Orientation and Gender Identity 155 Other Types of Diversity 155

### Challenges in Managing Diversity 156

Personal Bias 156 Glass Ceiling 157

#### Workplace Diversity Initiatives 159

The Legal Aspect of Workplace Diversity 159 Top Management Commitment to Diversity 159 Mentoring 160 Diversity Skills Training 161 Employee Resource Groups 161

### **Boxed Features**

It's Your Career: Find a Great Sponsor/Mentor—Be a Great Protégé 138 FYI 142, 144, 150, 158, 159 Let's Get REAL 143, 152 Workplace Confidential: Dealing with Diversity 145 Future Vision: Diversity of Thought 156 Leader Making a Difference: Dr. Rohini Anand 157

### Preparing for: Exam/Quizzes 162

Chapter Summary by Learning Objectives 162 Review and Discussion Questions 163

### Preparing for: My Career 164

Personal Inventory Assessments: Multicultural Awareness Scale 164 Ethics Dilemma 164 Skills Exercise: Developing Your Valuing Diversity Skill 164 Working Together: Team Exercise 165 My Turn to Be a Manager 165

Case Application 1: From Top to Bottom 166 Case Application 2: The Challenge of Toys for Girls 167

### Chapter 6: Managing Social Responsibility and Ethics 172

#### What Is Social Responsibility? 174 From Obligations to Responsiveness to Responsibility 174 Should Organizations Be Socially Involved? 175 Green Management and Sustainability 177 How Organizations Go Green 177 Evaluating Green Management Actions 178 Managers and Ethical Behavior 180 Factors That Determine Ethical and Unethical Behavior 180 Ethics in an International Context 183

### Encouraging Ethical Behavior 185

Employee Selection 186 Codes of Ethics and Decision Rules 187 Leadership at the Top 189 Job Goals and Performance Appraisal 189 Ethics Training 190 Independent Social Audits 190

### Social Responsibility and Ethics Issues in Today's World 191

Managing Ethical Lapses and Social Irresponsibility 191 Social Entrepreneurship 193 Businesses Promoting Positive Social Change 193

### **Boxed Features**

It's Your Career: How to Be Ethical When No One Else Seems to Be 172 FYI 177, 181, 186, 190, 194 Leader Making a Difference: Yvon Chouinard 178 Let's Get REAL 179, 185 Future Vision: Building an Ethical Culture That Lasts 187 Workplace Confidential: Balancing Work and Personal Life 195

### Preparing for: Exams/Quizzes 196

Chapter Summary by Learning Objective 196 Review and Discussion Questions 197

### Preparing for: My Career 198

Personal Inventory Assessments: Ethical Leadership Assessment 198 Ethics Dilemma 198 Skills Exercise: Developing Your Building Trust Skill 198 Working Together: Team Exercise 199 My Turn to Be a Manager 199

Case Application 1: A Better Tomorrow 199 Case Application 2: Defeating the System: Ethics at Volkswagen 200

### Chapter 7: Managing Change and Disruptive Innovation 206

### The Case for Change 208

External Factors 209 Internal Factors 209

### The Change Process 210

Calm Waters Versus White-Water Rapids Metaphors 211 Reactive Versus Proactive Change Processes 212

### Areas of Change 213

Strategy 214 Structure 214 Technology 214 People 215

### Managing Change 216

Why Do People Resist Change?216Techniques for Reducing Resistance to Change217

Contemporary Issues in Managing Change 219

Leading Change 219 Creating a Culture for Change 220 Employee Stress 221

### Stimulating Innovation 226

Creativity Versus Innovation 226 Stimulating and Nurturing Innovation 226 Innovation and Design Thinking 230

#### Disruptive Innovation 231

Definition 231 Why Disruptive Innovation Is Important 232 Who's Vulnerable? 232 Implications 233

### **Boxed Features**

It's Your Career: Be a Change Agent 206 FYI 209, 219, 222, 226, 228 Let's Get REAL 217, 229 Leader Making a Difference: Satya Nadella 221 Workplace Confidential: Coping with Job Stress 225 Future Vision: The Internet of Things 227

#### Preparing for: Exams/Quizzes 235

Chapter Summary by Learning Objectives 235 Review and Discussion Questions 236

### Preparing for: My Career 237

Personal Inventory Assessments: Are You a Type A Personality?237Ethics Dilemma237Skills Exercise: Developing Your Change Management Skill237Working Together: Team Exercise238My Turn to Be a Manager238

Case Application 1: In Search of the Next Big Thing 239 Case Application 2: The iPhone: A Technology Disruptor 240

### Part 2: Management Practice 246

A Manager's Dilemma 246 Global Sense 246 Continuing Case: *Starbucks—Basics of Managing in Today's Workplace* 246

### Part 3 Planning 252

### Chapter 8: Planning Work Activities 252

#### The What and Why of Planning 254

What Is Planning?254Why Do Managers Plan?254Planning and Performance254

### Goals and Plans 255

Types of Goals 255 Types of Plans 256

### Setting Goals and Developing Plans 258

Approaches to Setting Goals258Developing Plans262Approaches to Planning263

### Contemporary Issues in Planning 264

How Can Managers Plan Effectively in Dynamic Environments?264How Can Managers Use Environmental Scanning?265Digital Tools266

### **Boxed Features**

It's Your Career: You Gotta Have Goals 252 FYI 255, 262, 264 Let's Get REAL 256, 261 Leader Making a Difference: Jeff Bezos 258 Workplace Confidential: When You Face a Lack of Clear Directions 259 Future Vision: Using Social Media for Environmental Scanning 267

#### Preparing for: Exams/Quizzes 268

Chapter Summary by Learning Objectives 268 Review and Discussion Questions 269

#### Preparing for: My Career 270

Personal Inventory Assessments: Tolerance of Ambiguity Scale 270 Ethics Dilemma 270 Skills Exercise: Making a To-Do List that Works and Using It 270 Working Together: Team Exercise 271 My Turn to Be a Manager 271

Case Application 1: Planning for Holiday Shipping at FedEx 272 Case Application 2: Shifting Direction 273

### Chapter 9: Managing Strategy 276

**Strategic Management** 278 What Is Strategic Management? 278 Why Is Strategic Management Important? 278 The Strategic Management Process 280 Step 1: Identifying the Organization's Current Mission, Goals, and Strategies 280 Step 2: Doing an External Analysis 281 Step 3: Doing an Internal Analysis 281 Step 4: Formulating Strategies 283 Step 5: Implementing Strategies 283 Step 6: Evaluating Results 283 **Corporate Strategies** 283 What Is Corporate Strategy? 285 What Are the Types of Corporate Strategy? 285 How Are Corporate Strategies Managed? 286 **Competitive Strategies** 287 The Role of Competitive Advantage 287 Choosing a Competitive Strategy 290 Current Strategic Management Issues 291 The Need for Strategic Leadership 291 The Need for Strategic Flexibility 293 Important Organizational Strategies for Today's Environment 294

### **Boxed Features**

It's Your Career: Learning Your Strengths and Weaknesses: Accentuate the Positive 276 FYI 281, 289, 293 Let's Get REAL 282, 292 Workplace Confidential: Developing a Career Strategy 284 Leader Making a Difference: Mary Barra 285 Future Vision: Big Data As a Strategic Weapon 288

### Preparing for: Exams/Quizzes 296

Chapter Summary by Learning Objectives 296 Review and Discussion Questions 297

### Preparing for: My Career 298

Personal Inventory Assessments: Creative Style Indicator 298 Ethics Dilemma 298 Skills Exercise: Developing Your Business Planning Skill 298 Working Together: Team Exercise 300 My Turn to Be a Manager 300 **Case Application 1: Fast Fashion 300** 

Case Application 2: A Simple Strategy at Costco 301

### Chapter 10: Entrepreneurial Ventures 306

### The Context of Entrepreneurship 307

What Is Entrepreneurship? 307
Entrepreneurship Versus Self-Employment 308
Why Is Entrepreneurship Important? 308
The Entrepreneurial Process 309
What Do Entrepreneurs Do? 309
Social Responsibility and Ethical Issues Facing Entrepreneurs 310

### Start-Up and Planning Issues 312

Identifying Environmental Opportunities and Competitive Advantage 313 Researching the Venture's Feasibility—Ideas 315 Researching the Venture's Feasibility—Competitors 318 Researching the Venture's Feasibility—Financing 318 Developing a Business Plan 319 The Sharing Economy 320

#### Organizing Issues 321

Legal Forms of Organization 321 Organizational Design and Structure 323 Human Resource Management 324 Initiating Change 325 The Importance of Continuing Innovation 326

#### Leading Issues 326

Personality Characteristics of Entrepreneurs 326 Motivating Employees Through Empowerment 327 The Entrepreneur as Leader 328

### Control Issues 329

Managing Growth 329 Managing Downturns 331 Exiting the Venture 332

### **Boxed Features**

It's Your Career: Being Entrepreneurial Even If You Don't Want to be an Entrepreneur 306 FYI 310, 313, 315 Workplace Confidential: Dealing with Risks 311 Future Vision: The Growth of Social Businesses 312 Let's Get REAL 316, 320 Leader Making a Difference: Mark Zuckerberg 328

### Preparing for: Exams/Quizzes 333

Chapter Summary by Learning Objectives 333 Review and Discussion Questions 334

### Preparing for: My Career 335

Personal Inventory Assessments: Innovative Attitude Scale 335 Ethics Dilemma 335 Skills Exercise: Developing Grit 335 Working Together: Team Exercise 336 My Turn to Be a Manager 336

Case Application 1: The Fear of Failure 337

Case Application 2: More than a Restaurant 338

### Part 3: Management Practice 342

A Manager's Dilemma 342 Global Sense 342 Continuing Case: *Starbucks—Planning* 342

### Part 4 Organizing 346

### Chapter 11: Designing Organizational Structure 346

#### Six Elements of Organizational Design 347 Work Specialization 348 Departmentalization 349 Chain of Command 351 Span of Control 354 Centralization and Decentralization 355 Formalization 356 **Mechanistic and Organic Structures** 356 **Contingency Factors Affecting Structural Choice** 357 Strategy and Structure 357 Size and Structure 358 Technology and Structure 358 **Environmental Uncertainty and Structure** 358 **Traditional Organizational Design Options** 359 Simple Structure 359 Functional Structure 359 Divisional Structure 359 **Organizing for Flexibility in the Twenty-First Century** 360 Team Structures 360 Matrix and Project Structures 361 The Boundaryless Organization 362 Telecommuting 364

Compressed Workweeks, Flextime, and Job Sharing 366 The Contingent Workforce 366

#### **Boxed Features**

It's Your Career: Staying Connected 346 Let's Get REAL 352, 365 Workplace Confidential: Coping with Multiple Bosses 353 FYI 354, 355, 362, 365, 366 Leader Making a Difference: Zhang Ruimin 357 Future Vision: Flexible Organizations 363

#### Preparing for: Exams/Quizzes 368

Chapter Summary by Learning Objectives 368 Review and Discussion Questions 369

### Preparing for: My Career 370

Personal Inventory Assessments: Organizational Structure Assessment 370 Ethics Dilemma 370 Skills Exercise: Developing Your Acquiring Power Skill 370 Working Together: Team Exercise 371 My Turn to Be a Manager 371 **Case Application 1: A New Kind of Structure 372** 

Case Application 2: Organizational Volunteers 373

### Chapter 12: Managing Human Resources 378

Why Human Resource Management is Important and the Human Resource Management Process 380 External Factors that Affect the Human Resource Management Process 382 The Economy 382 Labor Unions 382 Laws and Rulings 383 Demography 385 Identifying and Selecting Competent Employees 386 Human Resource Planning 387 Recruitment and Decruitment 388 Selection 390 Providing Employees with Needed Skills and Knowledge 393 Orientation 394 **Employee** Training 394 **Retaining Competent, High-Performing Employees** 396 **Employee Performance Management** 396 Compensation and Benefits 397 **Contemporary Issues in Managing Human Resources** 400 Managing Downsizing 400 Managing Sexual Harassment 401 Controlling HR Costs 401 **Boxed Features** It's Your Career: Negotiating Your Salary 378 Leader Making a Difference: Laszlo Bock 385

Workplace Confidential: Job Search 389

FYI 390, 395, 401 Let's Get REAL 393, 398 Future Vision: Gamification of HR 402

### Preparing for: Exams/Quizzes 403

Chapter Summary by Learning Objectives 403 Review and Discussion Questions 405

### Preparing for: My Career 405

Personal Inventory Assessments: Work Performance Assessment 405 Ethics Dilemma 406 Skills Exercise: Developing Your Interviewing Skills 406 Working Together: Team Exercise 407 My Turn to Be a Manager 407 **Case Application 1: Hiring Right at the Mayo Clinic 407** 

Case Application 2: Stopping Traffic 409

### Chapter 13: Creating and Managing Teams 416

### Groups and Group Development 418

What Is a Group? 418 Stages of Group Development 418

### Work Group Performance and Satisfaction 420

External Conditions Imposed on the Group 420 Group Member Resources 420 Group Structure 420 Group Processes 424 Group Tasks 427

### Turning Groups into Effective Teams 428

The Difference Between Groups and Teams428Types of Work Teams429Creating Effective Work Teams430

### Current Challenges in Managing Teams 434

Managing Global Teams 434 Building Team Skills 435 Understanding Social Networks 436

### **Boxed Features**

It's Your Career: Maximizing Outcomes Through Negotiation 416 FYI 424, 428, 430, 431 Let's Get REAL 427, 432 Future Vision: Conflict 2.0 427 Workplace Confidential: Handling Difficult Coworkers 433 Leader Making a Difference: Dr. Dara Richardson-Heron 435

### Preparing for: Exams/Quizzes 437

Chapter Summary by Learning Objectives 437 Review and Discussion Questions 438

### Preparing for: My Career 439

Personal Inventory Assessments: Diagnosing the Need for Team Building 439 Ethics Dilemma 439 Skills Exercise: Developing Your Coaching Skills 439 Working Together: Team Exercise 440 My Turn to Be a Manager 440 Case Application 1: Who Needs a Manager? 440 Case Application 2: 737 Teaming Up for Takeoff 441

### Part 4: Management Practice 446

A Manager's Dilemma 446 Global Sense 446 Continuing Case: *Starbucks—Organizing* 446

### Part 5 Leading 450

#### **Chapter 14: Managing Communication** 450 The Nature and Function of Communication 451 What Is Communication? 452 Functions of Communication 452 Methods and Challenges of Interpersonal Communication 453 Methods 453 Barriers 456 Overcoming the Barriers 458 **Effective Organizational Communication** 461 Formal Versus Informal 461 Direction of Flow 461 Networks 462 Workplace Design and Communication 464 **Communication in the Internet and Social Media Age** 465 The 24/7 Work Environment 466 Working from Anywhere 466 Social Media 466 Balancing the Pluses and Minuses 467 Choosing the Right Media 467 **Communication Issues in Today's Organizations** 468 Managing Communication in a Digitally Connected World 468 Managing the Organization's Knowledge Resources 469 The Role of Communication in Customer Service 469 Getting Employee Input 470 Communicating Ethically 471 **Becoming a Better Communicator** 472 Sharpening Your Persuasion Skills 472 Sharpening Your Speaking Skills 472 Sharpening Your Writing Skills 472 Sharpening Your Reading Skills 473 **Boxed Features** It's Your Career: I'm Listening! 450 Leader Making a Difference: Angela Ahrendts 456 FYI 458, 461, 464 Let's Get REAL 459, 463 Workplace Confidential: An Uncommunicative Boss 460 Future Vision: No Longer Lost in Translation 467

### Preparing for: Exams/Quizzes 473

Chapter Summary by Learning Objectives 473 Review and Discussion Questions 475

### Preparing for: My Career 475

Personal Inventory Assessments: Communication Styles 475 Ethics Dilemma 475 Skills Exercise: Developing Your Presentation Skills 476 Working Together: Team Exercise 476 My Turn to Be a Manager 476

Case Application 1: Is Anytime Feedback Too Much? 477 Case Application 2: Delivery Disaster 478

### Ohenden 45. Hudensten d'anne d**i** Mer

### Chapter 15: Understanding and Managing Individual Behavior 482

### Focus and Goals of Organizational Behavior 484

Focus of Organizational Behavior484Goals of Organizational Behavior485

### Attitudes and Job Performance 485

Job Satisfaction 486 Job Involvement and Organizational Commitment 488 Employee Engagement 488 Attitudes and Consistency 489 Cognitive Dissonance Theory 489 Attitude Surveys 490 Implications for Managers 491

### Personality 491

MBTI<sup>®</sup> 492 The Big Five Model 494 Additional Personality Insights 494 Personality Types in Different Cultures 496 Emotions and Emotional Intelligence 497 Implications for Managers 500

### Perception 501

Factors That Influence Perception 501 Attribution Theory 502 Shortcuts Used in Judging Others 503 Implications for Managers 504

### Learning 504

Operant Conditioning 504 Social Learning 505 Shaping: A Managerial Tool 505 Implications for Managers 506

### **Boxed Features**

It's Your Career: Self Awareness: You Need to Know Yourself Before You Can Know Others 482 FYI 486, 489, 502 Leader Making a Difference: Carolyn McCall 491 Let's Get REAL 493, 497 Workplace Confidential: An Abusive Boss 498 Future Vision: Increased Reliance on Emotional Intelligence 499

#### Preparing for: Exams/Quizzes 506

Chapter Summary by Learning Objectives 506 Review and Discussion Questions 508

#### Preparing for: My Career 508

Personal Inventory Assessments: Emotional Intelligence Assessment 508 Ethics Dilemma 508 Skills Exercise: Developing Your Shaping Behavior Skill 509 Working Together: Team Exercise 509 My Turn to Be a Manager 509

Case Application 1: Great Place to Work 510

Case Application 2: Putting Customers Second 511

### Chapter 16: Motivating Employees 518

### What Is Motivation? 519

#### Early Theories of Motivation 520

Maslow's Hierarchy of Needs Theory 520 McGregor's Theory X and Theory Y 521 Herzberg's Two-Factor Theory 522 Three-Needs Theory 523

#### Contemporary Theories of Motivation 524

Goal-Setting Theory 524 Reinforcement Theory 526 Designing Motivating Jobs 526 Equity Theory 529 Expectancy Theory 532 Integrating Contemporary Theories of Motivation 533

### **Current Issues in Motivation** 535

Managing Cross-Cultural Motivational Challenges 535 Motivating Unique Groups of Workers 536 Designing Appropriate Rewards Programs 539

### **Boxed Features**

It's Your Career: What Motivates You? 518 FYI 522, 526, 530, 540 Leader Making a Difference: Susan Wojcicki 525 Workplace Confidential: Feelings of Unfair Pay 531 Let's Get REAL 534, 541 Future Vision: Individualized Rewards 537

#### Preparing for: Exams/Quizzes 542

Chapter Summary by Learning Objectives 542 Review and Discussion Questions 543

### Preparing for: My Career 544

Personal Inventory Assessments: Work Motivation Indicator 544 Ethics Dilemma 544 Skills Exercise: Developing Your Motivating Employees Skill 544 Working Together: Team Exercise 545 My Turn to Be a Manager 545

**Case Application 1: Passion for the Outdoors and for People** 546 **Case Application 2: Best Practices at Best Buy** 547 **Chapter 17: Being an Effective Leader** 554 Who Are Leaders and What Is Leadership? 555 **Early Leadership Theories** 556 Leadership Traits 556 Leadership Behaviors 556 **Contingency Theories of Leadership** 559 The Fiedler Model 559 Hersey and Blanchard's Situational Leadership Theory 561 Path-Goal Model 562 **Contemporary Views of Leadership** 564 Leader–Member Exchange (LMX) Theory 564 Transformational-Transactional Leadership 564 Charismatic-Visionary Leadership 565 Authentic Leadership 566 Ethical Leadership 567 Team Leadership 567 Leadership Issues in the Twenty-First Century 569 Managing Power 569 Developing Trust 571 Empowering Employees 572 Leading Across Cultures 573 Becoming an Effective Leader 574 **Boxed Features** It's Your Career: I'm a Leader: Now What? 554 FYI 556, 562, 564, 566, 571, 575 Leader Making a Difference: Dr. Delos "Toby" Cosgrove 565 Let's Get REAL 568, 571 Workplace Confidential: A Micromanaging Boss 570 Future Vision: Flexible Leadership 574 Preparing for: Exams/Quizzes 576 Chapter Summary by Learning Objectives 576 Review and Discussion Questions 577 Preparing for: My Career 578 Personal Inventory Assessments: Leadership Style Inventory 578 Ethics Dilemma 578 Skills Exercise: Developing Your Choosing an Effective Leadership Style Skill 578 Working Together: Team Exercise 579 MyTurn to Be a Manager 579 Case Application 1: Growing Leaders 580 **Case Application 2: Leadership Development at L'Oréal** 581

### Part 5: Management Practice 588

A Manager's Dilemma 588 Global Sense 589 Continuing Case: *Starbucks—Leading* 590

### Part 6 Controlling 594

Chapter 18: Monitoring and Controlling 594
What Is Controlling and Why Is It Important? 596
The Control Process 597
Step 1: Measuring Actual Performance 598
Step 2: Comparing Actual Performance Against the Standard 599
Step 3: Taking Managerial Action 600
Managerial Decisions in Controlling 600
Controlling for Organizational and Employee Performance 601
What Is Organizational Performance? 601
Measures of Organizational Performance 602
Controlling for Employee Performance 603
Tools for Measuring Organizational Performance 606
Feedforward/Concurrent/Feedback Controls 606
Financial Controls 607
Information Controls 609
Balanced Scorecard 610
Benchmarking of Best Practices 610
Contemporary Issues in Control 611
Adjusting Controls for Cross-Cultural Differences and Global Turmoil 612
Workplace Privacy 613
EmployeeTheft 614
Workplace Violence 615
Controlling Customer Interactions 616
Corporate Governance 618
Boxed Features
It's Your Career: How to Be a Pro at Giving Feedback 594
FYI     603, 615, 618 Let's Get REAL     604, 608
Let's Get REAL     604, 608 Workplace Confidential: Responding to an Unfair Performance Review      605
Leader Making a Difference: Bob Iger 611
Future Vision: Real-time Feedback 614
Preparing for: Exams/Quizzes 619
Chapter Summary by Learning Objectives 619
Review and Discussion Questions 620
Preparing for: My Career 621
Personal Inventory Assessments: Workplace Discipline Indicator 621
Ethics Dilemma 621
Skills Exercise: Managing Challenging Employees 621
WorkingTogether: Team Exercise 622
MyTurn to Be a Manager 622
Case Application 1: The Challenge of "Healthy" Fast-Food 622
Case Application 2: Bring Your Own Device 623
Planning and Control Techniques Module 628

Techniques for Assessing the Environment628Environmental Scanning628

Forecasting 630 Benchmarking 632

# Techniques for Allocating Resources633Budgeting633Scheduling635Breakeven Analysis638

Linear Programming 638

### Contemporary Planning and Control Techniques 640

Project Management 640 Scenario Planning 642

### Managing Operations Module 646

The Role of Operations Management 647 Services and Manufacturing 647 Managing Productivity 648 Strategic Role of Operations Management 649 What Is Value Chain Management and Why Is It Important? 649 What Is Value Chain Management? 650 Goal of Value Chain Management 650 Benefits of Value Chain Management 651 **Managing Operations Using Value Chain Management** 651 Value Chain Strategy 651 654 **Obstacles to Value Chain Management Current Issues in Managing Operations** 655 Technology's Role in Operations Management 656 656 Quality Initiatives Quality Goals 658

### Mass Customization and Lean Organization 659

### Part 6: Management Practice 662

A Manager's Dilemma 662 Global Sense 662 Continuing Case: *Starbucks—Controlling* 663

Glossary 667 Name Index 679 Organization Index 699 Subject Index 705