



Management

10th Edition

Stephen P. ROBBINS
Mary COULTER

ELEVENTH EDITION

Management

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ELEVENTH EDITION

Management

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TO MY WIFE, LAURA

STEVE

TO MY FAMILY:
RON
SARAH AND JAMES
KATIE AND MATT
AND OUR NEWEST ADDITION, BROOKLYNN

MARY



About *the* Authors



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Brief Contents

Preface xxiii

Part I Introduction to Management

- Chapter 1** Management and Organizations 2
Module Management History 27
Chapter 2 Understanding Management's Context: Constraints and Challenges 42

Part II Integrative Managerial Issues

- Chapter 3** Managing in a Global Environment 68
Chapter 4 Managing Diversity 96
Chapter 5 Managing Social Responsibility and Ethics 122
Chapter 6 Managing Change and Innovation 150

Part III Planning

- Chapter 7** Managers as Decision Makers 176
Chapter 8 Foundations of Planning 202
Chapter 9 Strategic Management 222
Module Planning Tools and Techniques 248

Part IV Organizing

- Chapter 10** Basic Organizational Design 262
Chapter 11 Adaptive Organizational Design 286
Chapter 12 Managing Human Resources 310
Module Managing Your Career 340
Chapter 13 Managing Teams 344

Part V Leading

- Chapter 14** Understanding Individual Behavior 370
Chapter 15 Managers and Communication 402
Chapter 16 Motivating Employees 428
Chapter 17 Managers as Leaders 458

Part VI Controlling

- Chapter 18** Introduction to Controlling 484
Chapter 19 Managing Operations 514
Appendix: Managing Entrepreneurial Ventures 537

Endnotes 561

Name Index 607

Organization Index 624

Gindex 628

Photo Credits 643

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Contents

Preface xxiii

Part I Introduction to Management

Chapter 1	Management and Organizations	2
	Why Are Managers Important?	4
	Who Are Managers and Where Do They Work?	5
	Who Is a Manager?	5
	Where Do Managers Work?	6
	What Do Managers Do?	8
	Management Functions	9
	Mintzberg's Managerial Roles and a Contemporary Model of Managing	10
	Management Skills	12
	How Is the Manager's Job Changing?	13
	Importance of Customers to the Manager's Job	14
	Importance of Innovation to the Manager's Job	16
	Importance of Sustainability to the Manager's Job	16
	Why Study Management?	17
	The Universality of Management	17
	The Reality of Work	18
	Rewards and Challenges of Being a Manager	18
	Boxed Features	
	A Manager's Dilemma	4
	BY THE NUMBERS	5
	FUTURE VISION <i>The Working World in 2020</i>	7
	LEADER WHO MADE A DIFFERENCE <i>Andrew Cherng</i>	12
	<i>My Response to</i> A Manager's Dilemma	19
	Chapter Summary by Learning Outcomes	20
	Review and Discussion Questions	21
	Preparing for: My Career	21
	Case Application 1: More Than a Good Story	23
	Case Application 2: Flight Plans	24
Module	Management History	27
	Early Management	28
	Classical Approach	29
	Behavioral Approach	32
	Quantitative Approach	34
	Contemporary Approaches	36

Chapter 2 Understanding Management’s Context: Constraints and Challenges 42

- The Manager: Omnipotent or Symbolic? 44**
 - The Omnipotent View 44
 - The Symbolic View 45
- The External Environment: Constraints and Challenges 46**
 - The Economic Environment 47
 - The Demographic Environment 47
 - How the External Environment Affects Managers 48
- Organizational Culture: Constraints and Challenges 51**
 - What Is Organizational Culture? 51
 - Strong Cultures 52
 - Where Culture Comes From and How It Continues 54
 - How Employees Learn Culture 55
 - How Culture Affects Managers 56
- Current Issues in Organizational Culture 58**
 - Creating an Innovative Culture 58
 - Creating a Customer-Responsive Culture 58
 - Spirituality and Organizational Culture 58

Boxed Features

- A Manager’s Dilemma 44
- FUTURE VISION** | *The Working World in 2020* 47
- LEADER WHO MADE A DIFFERENCE** | *Betsy McLaughlin* 50
- BY THE NUMBERS** 56
- My Response to* A Manager’s Dilemma 61

Chapter Summary by Learning Outcomes 62

- Review and Discussion Questions 63**
- Preparing for: My Career 63**
- Case Application 1: Out of Control 65**
- Case Application 2: Dressing Up 66**

Part II Integrative Managerial Issues

Chapter 3 Managing in a Global Environment 68

- Who Owns What? 70**
- What’s Your Global Perspective? 71**
- Understanding the Global Environment 72**
 - Regional Trading Alliances 72
 - Global Trade Mechanisms 76
- Doing Business Globally 77**
 - Different Types of International Organizations 78
 - How Organizations Go International 78
- Managing in a Global Environment 80**
 - The Political/Legal Environment 80
 - The Economic Environment 80
 - The Cultural Environment 81
 - Global Management in Today’s World 84

Boxed Features

- A Manager's Dilemma 70
- LEADER WHO MADE A DIFFERENCE** | *Indra Nooyi* 72
- BY THE NUMBERS** 77
- My Response to* A Manager's Dilemma 87

Chapter Summary by Learning Outcomes 88

- Review and Discussion Questions 89**
- Preparing for: My Career 89**
- Case Application 1: Held Hostage 91**
- Case Application 2: Global Stumble 93**

Chapter 4 Managing Diversity 96

Diversity 101 98

- What Is Workplace Diversity? 98
- Why Is Managing Workforce Diversity So Important? 100

The Changing Workplace 102

- Characteristics of the U.S. Population 102
- What About Global Workforce Changes? 103

Types of Workplace Diversity 105

- Age 105
- Gender 106
- Race and Ethnicity 107
- Disability/Abilities 108
- Religion 109
- GLBT: Sexual Orientation and Gender Identity 109
- Other Types of Diversity 110

Challenges in Managing Diversity 110

- Personal Bias 110
- Glass Ceiling 112

Workplace Diversity Initiatives 112

- The Legal Aspect of Workplace Diversity 113
- Top Management Commitment to Diversity 114
- Mentoring 114
- Diversity Skills Training 115
- Employee Resource Groups 115

Boxed Features

- A Manager's Dilemma 98
- BY THE NUMBERS** 109
- LEADER WHO MADE A DIFFERENCE** | *Kenneth I. Chenault* 112
- My Response to* A Manager's Dilemma 116

Chapter Summary by Learning Outcomes 117

- Review and Discussion Questions 118**
- Preparing for: My Career 118**
- Case Application 1: Mission Possible: Strategic Diversity 120**
- Case Application 2: Women in Management at Deutsche Telekom: Part 2 121**

Chapter 5	Managing Social Responsibility and Ethics	122
	What Is Social Responsibility?	124
	From Obligations to Responsiveness to Responsibility	124
	Should Organizations Be Socially Involved?	126
	Green Management and Sustainability	127
	How Organizations Go Green	127
	Evaluating Green Management Actions	129
	Managers and Ethical Behavior	129
	Factors That Determine Ethical and Unethical Behavior	130
	Ethics in an International Context	133
	Encouraging Ethical Behavior	135
	Employee Selection	135
	Codes of Ethics and Decision Rules	135
	Leadership	137
	Job Goals and Performance Appraisal	137
	Ethics Training	138
	Independent Social Audits	139
	Protective Mechanisms	139
	Social Responsibility and Ethics Issues In Today's World	139
	Managing Ethical Lapses and Social Irresponsibility	139
	Social Entrepreneurship	140
	Businesses Promoting Positive Social Change	141
	Boxed Features	
	A Manager's Dilemma	124
	LEADER WHO MADE A DIFFERENCE <i>Yvon Chouinard</i>	128
	BY THE NUMBERS	132
	<i>My Response to A Manager's Dilemma</i>	142
	Chapter Summary by Learning Outcomes	143
	Review and Discussion Questions	144
	Preparing for: My Career	145
	Case Application 1: Lessons from Lehman Brothers: Will We Ever Learn?	147
	Case Application 2: Green Up on Aisle Two	148
Chapter 6	Managing Change and Innovation	150
	The Change Process	152
	Two Views of the Change Process	152
	Types of Organizational Change	154
	What Is Organizational Change?	155
	Types of Change	155
	Managing Resistance to Change	158
	Why Do People Resist Change?	158
	Techniques for Reducing Resistance to Change	158
	Contemporary Issues in Managing Change	159
	Changing Organizational Culture	159
	Employee Stress	161
	Making Change Happen Successfully	164
	Stimulating Innovation	165
	Creativity Versus Innovation	166
	Stimulating and Nurturing Innovation	166

Boxed Features

- A Manager's Dilemma 152
FUTURE VISION | *The Working World in 2020* 156
BY THE NUMBERS 162
LEADER WHO MADE A DIFFERENCE | *Ratan Tata* 168
My Response to A Manager's Dilemma 169

Chapter Summary by Learning Outcomes 170**Review and Discussion Questions 171****Preparing for: My Career 171****Case Application 1: Too Big to Change? 174****Case Application 2: Stress Kills 175****Part III Planning****Chapter 7 Managers as Decision Makers 176****The Decision-Making Process 178**

- Step 1: Identifying a Problem 179
 Step 2: Identifying Decision Criteria 180
 Step 3: Allocating Weights to the Criteria 180
 Step 4: Developing Alternatives 181
 Step 5: Analyzing Alternatives 181
 Step 6: Selecting an Alternative 182
 Step 7: Implementing the Alternative 182
 Step 8: Evaluating Decision Effectiveness 182

Managers Making Decisions 182

- Making Decisions: Rationality 183
 Making Decisions: Bounded Rationality 183
 Making Decisions: The Role of Intuition 184
 Making Decisions: The Role of Evidence-Based Management 185

Types of Decisions and Decision-Making Conditions 185

- Types of Decisions 185
 Decision-Making Conditions 187

Decision-Making Styles 190

- Linear–Nonlinear Thinking Style Profile 190
 Decision-Making Biases and Errors 190
 Overview of Managerial Decision Making 192

Effective Decision Making in Today's World 192**Boxed Features**

- A Manager's Dilemma 178
FUTURE VISION | *The Working World in 2020* 187
LEADER WHO MADE A DIFFERENCE | *Mikhail D. Prokhorov* 189
BY THE NUMBERS 193
My Response to A Manager's Dilemma 194

Chapter Summary by Learning Outcomes 195**Review and Discussion Questions 196****Preparing for: My Career 196****Case Application 1: The Curtain Falls 199****Case Application 2: Underwater Chaos 200**

Chapter 8	Foundations of Planning	202
	The What and Why of Planning	204
	What Is Planning?	204
	Why Do Managers Plan?	205
	Planning and Performance	205
	Goals and Plans	205
	Types of Goals	206
	Types of Plans	207
	Setting Goals and Developing Plans	208
	Approaches to Setting Goals	208
	Developing Plans	211
	Approaches to Planning	212
	Contemporary Issues in Planning	212
	How Can Managers Plan Effectively in Dynamic Environments?	213
	How Can Managers Use Environmental Scanning?	214
	Boxed Features	
	A Manager's Dilemma	204
	LEADER WHO MADE A DIFFERENCE <i>Jeff Bezos</i>	208
	BY THE NUMBERS	211
	<i>My Response to</i> A Manager's Dilemma	215
	Chapter Summary by Learning Outcomes	216
	Review and Discussion Questions	217
	Preparing for: My Career	217
	Case Application 1: Icelandic Volcano, 1; Global Commerce, 0	219
	Case Application 2: Building a Future	220
Chapter 9	Strategic Management	222
	Strategic Management	224
	What Is Strategic Management?	224
	Why Is Strategic Management Important?	225
	The Strategic Management Process	226
	Step 1: Identifying the Organization's Current Mission, Goals, and Strategies	227
	Step 2: Doing an External Analysis	227
	Step 3: Doing an Internal Analysis	228
	Step 4: Formulating Strategies	228
	Step 5: Implementing Strategies	228
	Step 6: Evaluating Results	228
	Corporate Strategies	228
	What Is Corporate Strategy?	228
	What Are the Types of Corporate Strategy?	229
	How Are Corporate Strategies Managed?	230
	Competitive Strategies	231
	The Role of Competitive Advantage	231
	Choosing a Competitive Strategy	233
	Current Strategic Management Issues	234
	The Need for Strategic Leadership	235
	The Need for Strategic Flexibility	236
	Important Organizational Strategies for Today's Environment	236

Boxed Features

A Manager's Dilemma 224
LEADER WHO MADE A DIFFERENCE | *Ursula Burns* 230
BY THE NUMBERS 234
My Response to A Manager's Dilemma 239

Chapter Summary by Learning Outcomes 240**Review and Discussion Questions 241****Preparing for: My Career 242****Case Application 1: Gaga Over Gaga 244****Case Application 2: Faded Signal 246****Module Planning Tools and Techniques 248****Techniques for Assessing the Environment 248**

Environmental Scanning 248

Forecasting 249

Benchmarking 251

Techniques for Allocating Resources 251

Budgeting 252

Scheduling 253

Breakeven Analysis 256

Linear Programming 257

Contemporary Planning Techniques 258

Project Management 258

Scenario Planning 259

Part IV Organizing**Chapter 10 Basic Organizational Design 262****Designing Organizational Structure 264**

Work Specialization 265

Departmentalization 265

Chain of Command 268

Span of Control 271

Centralization and Decentralization 272

Formalization 273

Mechanistic and Organic Structures 273**Contingency Factors Affecting Structural Choice 274**

Strategy and Structure 275

Size and Structure 275

Technology and Structure 275

Environmental Uncertainty and Structure 276

Traditional Organizational Designs 277

Simple Structure 277

Functional Structure 278

Divisional Structure 278

Boxed Features

A Manager's Dilemma 264
BY THE NUMBERS 273
LEADER WHO MADE A DIFFERENCE | *Andrea Jung* 276
My Response to A Manager's Dilemma 279

	Chapter Summary by Learning Outcomes	280
	Review and Discussion Questions	281
	Preparing for: My Career	281
	Case Application 1: Ask Chuck	283
	Case Application 2: A New Kind of Structure	284
Chapter 11	Adaptive Organizational Design	286
	Contemporary Organizational Designs	288
	Team Structures	289
	Matrix and Project Structures	290
	The Boundaryless Organization	290
	Learning Organizations	292
	Organizing for Collaboration	293
	Internal Collaboration	294
	External Collaboration	295
	Flexible Work Arrangements	297
	Telecommuting	297
	Compressed Workweeks, Flextime, and Job Sharing	298
	Contingent Workforce	299
	Today's Organizational Design Challenges	300
	Keeping Employees Connected	300
	Managing Global Structural Issues	301
	Boxed Features	
	A Manager's Dilemma	288
	FUTURE VISION <i>The Working World in 2020</i>	292
	BY THE NUMBERS	297
	LEADER WHO MADE A DIFFERENCE <i>John T. Chambers</i>	301
	<i>My Response to</i> A Manager's Dilemma	302
	Chapter Summary by Learning Outcomes	303
	Review and Discussion Questions	304
	Preparing for: My Career	304
	Case Application 1: In the Driver's Seat	307
	Case Application 2: The Virus Hunters	308
Chapter 12	Managing Human Resources	310
	The Human Resource Management Process	312
	Why Is HRM Important?	312
	External Factors That Affect the HRM Process	313
	Identifying and Selecting Competent Employees	318
	Human Resource Planning	318
	Recruitment and Decruitment	319
	Selection	321
	Providing Employees with Needed Skills and Knowledge	323
	Orientation	323
	Employee Training	324
	Retaining Competent, High-Performing Employees	326
	Employee Performance Management	326
	Compensation and Benefits	326

Contemporary Issues in Managing Human Resources 328

- Managing Downsizing 328
- Managing Sexual Harassment 329
- Managing Work–Life Balance 330
- Controlling HR Costs 332

Boxed Features

- A Manager’s Dilemma 312
- LEADER WHO MADE A DIFFERENCE** | *Lisa Brummel* 317
- BY THE NUMBERS** 324
- FUTURE VISION** | *The Working World in 2020* 331
- My Response to* A Manager’s Dilemma 333

Chapter Summary by Learning Outcomes 334**Review and Discussion Questions 335****Preparing for: My Career 336****Case Application 1: Thinking Outside the Box 338****Case Application 2: Social Connections 339****Module Managing Your Career 340**

- Career Opportunities in Management 340
- Finding a Culture That Fits 340
- Taking Risks 341
- Reinventing Yourself 341
- Learning to Get Along with Difficult People 341
- What Do I Want from My Job? 342
- How Can I Have a Successful Career? 342

Chapter 13 Managing Teams 344**Groups and Group Development 346**

- What Is a Group? 346
- Stages of Group Development 346

Work Group Performance and Satisfaction 348

- External Conditions Imposed on the Group 348
- Group Member Resources 349
- Group Structure 349
- Group Tasks 356

Turning Groups into Effective Teams 357

- What Is a Work Team? 357
- Types of Work Teams 358
- Creating Effective Work Teams 359

Current Challenges in Managing Teams 361

- Managing Global Teams 361
- Building Team Skills 363
- Understanding Social Networks 363

Boxed Features

- A Manager’s Dilemma 346
- BY THE NUMBERS** 349
- FUTURE VISION** | *The Working World in 2020* 356
- LEADER WHO MADE A DIFFERENCE** | *Marissa Mayer* 361
- My Response to* A Manager’s Dilemma 364

Chapter Summary by Learning Outcomes 365
Review and Discussion Questions 366
Preparing for: My Career 366
Case Application 1: Aiming Higher 368
Case Application 2: Making Order Out of Chaos 369

Part V Leading

Chapter 14 Understanding Individual Behavior 370
Focus and Goals of Organizational Behavior 372
Focus of Organizational Behavior 372
Goals of Organizational Behavior 373
Attitudes and Job Performance 374
Job Satisfaction 377
Job Involvement and Organizational Commitment 377
Employee Engagement 377
Attitudes and Consistency 378
Cognitive Dissonance Theory 379
Attitude Surveys 379
Implications for Managers 380
Personality 380
MBTI® 381
The Big Five Model 382
Additional Personality Insights 382
Personality Types in Different Cultures 384
Emotions and Emotional Intelligence 385
Implications for Managers 386
Perception 387
Factors That Influence Perception 387
Attribution Theory 388
Shortcuts Used in Judging Others 389
Implications for Managers 390
Learning 390
Operant Conditioning 390
Social Learning 391
Shaping: A Managerial Tool 391
Implications for Managers 392
Contemporary Issues in Organizational Behavior 392
Managing Generational Differences 392
Managing Negative Behavior in the Workplace 394
Boxed Features
A Manager's Dilemma 372
LEADER WHO MADE A DIFFERENCE | Chew Choon Seng 380
BY THE NUMBERS 383
FUTURE VISION | The Working World in 2020 385
My Response to A Manager's Dilemma 395
Chapter Summary by Learning Outcomes 396
Review and Discussion Questions 397
Preparing for: My Career 398

**Case Application 1: Understanding HCLites:
Part 2 400****Case Application 2: Odd Couples 401****Chapter 15 Managers and Communication 402****The Nature and Function of Communication 404**

What Is Communication? 404

Functions of Communication 405

Methods of Interpersonal Communication 406**Effective Interpersonal Communication 409**

Barriers to Communication 409

Overcoming the Barriers 410

Organizational Communication 412

Formal Versus Informal Communication 412

Direction of Communication Flow 412

Organizational Communication Networks 413

Workplace Design and Communication 414

Information Technology and Communication 416

How Technology Affects Managerial Communication 416

How Information Technology Affects Organizations 417

**Communication Issues in Today's
Organizations 417**

Managing Communication in an Internet World 417

Managing the Organization's Knowledge Resources 418

The Role of Communication in Customer Service 419

Getting Employee Input 420

Communicating Ethically 420

Boxed Features

A Manager's Dilemma 404

LEADER WHO MADE A DIFFERENCE | *Steve Jobs* 407**FUTURE VISION** | *The Working World in 2020* 416**BY THE NUMBERS** 418*My Response to A Manager's Dilemma* 421**Chapter Summary by Learning Outcomes 422****Review and Discussion Questions 423****Preparing for: My Career 424****Case Application 1: Gossip Girls 425****Case Application 2: Delivery Disaster 426****Chapter 16 Motivating Employees 428****What Is Motivation? 430****Early Theories of Motivation 431**

Maslow's Hierarchy of Needs Theory 431

McGregor's Theory X and Theory Y 432

Herzberg's Two-Factor Theory 433

Three-Needs Theory 434

Contemporary Theories of Motivation 435

Goal-Setting Theory 435

Reinforcement Theory 437

Designing Motivating Jobs 438

Equity Theory 441

Expectancy Theory 442
Integrating Contemporary Theories of Motivation 443

Current Issues in Motivation 445

Motivating in Tough Economic Circumstances 445
Managing Cross-Cultural Motivational Challenges 445
Motivating Unique Groups of Workers 447
Designing Appropriate Rewards Programs 449

Boxed Features

A Manager's Dilemma 430
LEADER WHO MADE A DIFFERENCE | *John Goodnight* 436
FUTURE VISION | *The Working World in 2020* 447
BY THE NUMBERS 449
My Response to A Manager's Dilemma 451

Chapter Summary by Learning Outcomes 452

Review and Discussion Questions 453

Preparing for: My Career 453

Case Application 1: Searching For? 455

Case Application 2: Best Practices at Best Buy 456

Chapter 17 Managers as Leaders 458

Who Are Leaders and What Is Leadership? 460

Early Leadership Theories 460

Leadership Trait Theories 461
Leadership Behavior Theories 462

Contingency Theories of Leadership 464

The Fiedler Model 464
Hersey and Blanchard's Situational Leadership Theory 466
Path-Goal Model 467

Contemporary Views of Leadership 469

Leader-Member Exchange (LMX) Theory 469
Transformational-Transactional Leadership 469
Charismatic-Visionary Leadership 470
Team Leadership 471

Leadership Issues in The Twenty-First Century 472

Managing Power 472
Developing Trust 473
Empowering Employees 474
Leading Across Cultures 475
Becoming an Effective Leader 476

Boxed Features

A Manager's Dilemma 460
LEADER WHO MADE A DIFFERENCE | *Ajay Banga* 469
BY THE NUMBERS 471
My Response to A Manager's Dilemma 477

Chapter Summary by Learning Outcomes 478

Review and Discussion Questions 479

Preparing for: My Career 479

Case Application 1: Growing Leaders 482

Case Application 2: Master and Commander 483

Part VI Controlling

Chapter 18 Introduction to Controlling 484

What Is Controlling and Why Is It Important? 486

The Control Process 488

Step 1. Measuring Actual Performance 488

Step 2. Comparing Actual Performance Against the Standard 489

Step 3. Taking Managerial Action 490

Managerial Decisions in Controlling 491

Controlling for Organizational Performance 491

What Is Organizational Performance? 492

Measures of Organizational Performance 492

Tools for Measuring Organizational Performance 493

Feedforward/Concurrent/Feedback Controls 494

Financial Controls 495

Balanced Scorecard 496

Information Controls 497

Benchmarking of Best Practices 498

Contemporary Issues in Control 499

Adjusting Controls for Cross-Cultural Differences 499

Workplace Concerns 499

Workplace Violence 501

Controlling Customer Interactions 503

Corporate Governance 504

Boxed Features

A Manager's Dilemma 486

LEADER WHO MADE A DIFFERENCE | *Bob Iger* 498

BY THE NUMBERS 500

My Response to A Manager's Dilemma 506

Chapter Summary by Learning Outcomes 507

Review and Discussion Questions 508

Preparing for: My Career 508

Case Application 1: Deepwater in Deep Trouble 510

Case Application 2: Baggage Blunders 511

Chapter 19 Managing Operations 514

The Role of Operations Management 516

Services and Manufacturing 517

Managing Productivity 517

Strategic Role of Operations Management 518

What Is Value Chain Management and Why Is It Important? 519

What Is Value Chain Management? 519

Goal of Value Chain Management 520

Benefits of Value Chain Management 520

Managing Operations Using Value Chain Management 521

Value Chain Strategy 521

Obstacles to Value Chain Management 524

Current Issues in Managing Operations 526

- Technology's Role in Operations Management 526
- Quality Initiatives 527
- Quality Goals 528
- Mass Customization and Lean Organization 529

Boxed Features

- A Manager's Dilemma 516
- LEADER WHO MADE A DIFFERENCE** | *Muhtar Kent* 519
- BY THE NUMBERS** 525
- My Response to* A Manager's Dilemma 530

Chapter Summary by Learning Outcomes 531

Review and Discussion Questions 532

Preparing for: My Career 532

Case Application 1: Stirring Things Up 534

Case Application 2: Smooth Ride 535

Appendix Managing Entrepreneurial Ventures 537

The Context of Entrepreneurship 537

- What Is Entrepreneurship? 537
- Why Is Entrepreneurship Important? 538
- The Entrepreneurial Process 538
- What Do Entrepreneurs Do? 539
- Social Responsibility and Ethics Issues Facing Entrepreneurs 539

Start-Up and Planning Issues 540

- Identifying Environmental Opportunities and Competitive Advantage 540
- Researching the Venture's Feasibility—Generating and Evaluating Ideas 543
- Researching the Venture's Feasibility—Competitors 544
- Researching the Venture's Feasibility—Financing 545
- Planning the Venture—Developing a Business Plan 546

Organizing Issues 547

- Legal Forms of Organization 547
- Organizational Design and Structure 550
- Human Resource Management Issues in Entrepreneurial Ventures 550
- Stimulating and Making Changes 551
- The Importance of Continuing Innovation 552

Leading Issues 552

- Personality Characteristics of Entrepreneurs 552
- Motivating Employees Through Empowerment 553
- The Entrepreneur as Leader 554

Controlling Issues 555

- Managing Growth 555
- Managing Downturns 557
- Exiting the Venture 558
- Managing Personal Life Choices and Challenges 558

Endnotes 561

Name Index 607

Organization Index 624

GIndex 628

Photo Credits 643

Preface

You've made a good decision! You're taking a college course ... maybe more than one. Although you may sometimes feel like you're wasting your time being in college, you're not. Yes, it's expensive. Yes, it's even sometimes hard. But what you're doing now will pay off in the long run. In a recent survey of job seekers, a whopping 92 percent said that a major disadvantage in competing for jobs was not having taken college courses. But that's not what you'll face because you *are* enrolled in a college course—the course for which you've purchased this book.

Key Changes to the 11th Edition

Here are some of the main changes we've made in the 11th edition:

- ▶ Two new chapters: Managing Diversity and Adaptive Organizational Design
- ▶ Two case applications in each chapter
- ▶ New *Leader Who Made a Difference* in each chapter
- ▶ New *By the Numbers* in each chapter
- ▶ New *Future Vision: The Working World in 2020* in 9 chapters
- ▶ New *A Manager's Dilemma* in each chapter
- ▶ 43 percent of the endnotes have been updated with references from 2009 and 2010
- ▶ New videos—up-to-date videos showing management topics in action, and access to the complete management video library, are available at www.mymanagementlab.com. Visit there to gain access and learn more.

What This Course Is About and Why It's Important

This course and this book are about management and managers. Managers are the one thing that all organizations—no matter the size, kind, or location—need. And there's no doubt that the world managers face has changed, is changing, and will continue to change. The dynamic nature of today's organizations means both rewards *and* challenges for the individuals who will be managing those organizations. Management is a dynamic subject, and a textbook on it should reflect those changes to help prepare you to manage under the current conditions. We've written this 11th edition of *Management* to provide you with the best possible understanding of what it means to be a manager confronting change.

Our Approach

Our approach to management is simple: Management is about people. Managers manage people. Thus, we introduce you to real managers, real people who manage people. We've talked with these real managers and asked them to share their experiences with you. You get to see what being a manager is all about—the problems these real managers have faced and how they have resolved those problems. Not only do you have the benefit of your professor's wisdom and knowledge, you also have access to your very own team of advisors and mentors.

What's Expected of You in This Course

It's simple. Come to class. Read the book. Do your assignments. And . . . study for your exams. If you want to get the most out of the money you've spent for this course and this textbook, that's what you need to do. In addition to writing this book, we have taught management classes. And that's what we expected of our students.

- [read *Game Theory: A Multi-Leveled Approach* online](#)
- [read One Perfect Christmas here](#)
- [download The Iron Daughter \(The Iron Fey, Book 2\)](#)
- [read online Sweetly Raw Desserts: Raw Vegan Chocolates, Cakes, Cookies, Ice Cream, and More](#)

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