BRIEF CONTENTS

PART ONE **MANAGEMENT**	CHAPTER 1 Introducing Management
	CHAPTER 2 Ethical Behavior and Social Responsibility
	CHAPTER 3 Management—Past to Present
PART TWO **ENVIRONMENT**	CHAPTER 4 Environment and Culture
	CHAPTER 5 Global Dimensions of Management
	CHAPTER 6 Entrepreneurship and Small Business Management
PART THREE **PLANNING**	CHAPTER 7 Information and Decision Making
	CHAPTER 8 Planning
	CHAPTER 9 Strategic Management
PART FOUR **ORGANIZING**	CHAPTER 10 Organizing Structure, Design, and Trends
	CHAPTER 11 Human Resource Management
	CHAPTER 12 Innovation and Change
PART FIVE **LEADING**	CHAPTER 13 Leading and Leadership Development
	CHAPTER 14 Motivation—Theory and Practice
	CHAPTER 15 Individual Behavior
	CHAPTER 16 Teams and Teamwork
	CHAPTER 17 Communication, Conflict and Negotiation
PART SIX **CONTROLLING**	CHAPTER 18 Controlling
	CHAPTER 19 Operations Management and Services
MANAGEMENT LEARNING WORKBOOK	Experiential Exercises
	Self-Assessments

BRIEF CONTENTS

PART ONE **MANAGEMENT**

CHAPTER 1 Introducing Management 1
CHAPTER 2 Management Ethics and Social Responsibility 29
CHAPTER 3 Management—Historical Perspectives 57

PART TWO **ENVIRONMENT**

CHAPTER 4 Environment and Organizational Culture 81
CHAPTER 5 Global Dimensions of Management 105
CHAPTER 6 Entrepreneurship and Small Business Management 131

PART THREE **PLANNING**

CHAPTER 7 Information and Decision Making 155
CHAPTER 8 Planning – Processes and Techniques 181
CHAPTER 9 Strategic Management 203

PART FOUR **ORGANIZING**

CHAPTER 10 Organizing Structures and Designs 233
CHAPTER 11 Human Resource Management 261
CHAPTER 12 Innovation and Organizational Change 289

PART FIVE **LEADING**

CHAPTER 13 Leading and Leadership Development 317
CHAPTER 14 Motivation—Theory and Practice 343
CHAPTER 15 Individual Behavior 369
CHAPTER 16 Teams and Teamwork 393
CHAPTER 17 Communication, Conflict and Negotiation 421

PART SIX **CONTROLLING**

CHAPTER 18 Controlling – Processes and Systems 449
CHAPTER 19 Operations Management and Services 471

MANAGEMENT LEARNING WORKBOOK

Experiential Exercises W-1
Self-Assessments W-21

CONTENTS

PART ONE

CHAPTER 1
Introducing Management 1

THE TOPIC Putting Progress into Practice 2

WORKING TODAY 4
Intellectual Capital 5
Globalization 6
Technology 6
Diversity 7
Ethics 8
Careers 9

ORGANIZATIONS IN THE NEW WORKPLACE 10
What Is an Organization? 10
Organizations as Systems 11
Organizational Performance 11
Changing Nature of Organizations 12

MANAGERS IN THE NEW WORKPLACE 13
What Is a Manager? 13
Levels of Managers 13
Types of Managers 14
Managerial Performance 14
Changing Nature of Managerial Work 15

THE MANAGEMENT PROCESS 16
Functions of Management 17
Managerial Activities and Roles 19
Managerial Agendas and Networking 20

LEARNING HOW TO MANAGE 20
Essential Managerial Skills 21
Skill and Outcome Assessment 22

CHAPTER 1 STUDY GUIDE 23
STUDY QUESTIONS SUMMARY 23
KEY TERMS REVIEW 24
SELF-TEST 1 25

CHAPTER 1 APPLICATIONS 26
Case 1 Virgin Group, Ltd.: Reaching for the Sky in a New Economy 26
TEAM PROJECT Diversity Lessons "What Have We Learned?" 28
PERSONAL MANAGEMENT Self Awareness 28
NEXT STEPS Management Learning Workbook 28

MANAGEMENT

CHAPTER 2
Management Ethics and Social Responsibility 29

THE TOPIC Is There a Right Way to Make Money? 30

WHAT IS ETHICAL BEHAVIOR? 32
Laws, Values, and Ethical Behavior 33
Alternative Views of Ethics 33
Cultural Issues in Ethical Behavior 34

ETHICS IN THE WORKPLACE 35
Ethical Dilemmas at Work 36
Rationalizations for Unethical Behavior 37
Factors Influencing Ethical Behavior 38

MAINTAINING HIGH ETHICAL STANDARDS 40
Ethics Training 41
Whistleblower Protection 41
Ethical Role Models 42
Codes of Ethical Conduct 42
Moral Management 43

SOCIAL RESPONSIBILITY AND GOVERNANCE 44
Stakeholder Issues and Analysis 44
Perspectives on Corporate Social Responsibility 46
Evaluating Corporate Social Performance 47
Role of Corporate Governance 48

CHAPTER 2 STUDY GUIDE 51
STUDY QUESTIONS SUMMARY 51
KEY TERMS REVIEW 51
SELF-TEST 2 52

CHAPTER 2 APPLICATIONS 53
Case 2 Tom's of Maine: At Tom's, "Doing Business" Means "Doing Good" 53
TEAM PROJECT Cheating On Campus 55
PERSONAL MANAGEMENT Individual Character 56
NEXT STEPS Management Learning Workbook 56

CHAPTER 3
Management—Historical Perspectives 57

THE TOPIC The Dawn of a New Age 58

CLASSICAL MANAGEMENT APPROACHES 61

Scientific Management 61
Administrative Principles 62
Bureaucratic Organization 63

BEHAVIORAL MANAGEMENT APPROACHES 64
Follett on Organizations as Communities 65
The Hawthorne Studies 65
Maslow's Theory of Human Needs 67
McGregor'S Theory X and Theory Y 68
Argyris's Theory of Adult Personality 70

MODERN MANAGEMENT FOUNDATIONS 70
Decision Sciences and Operations Management 70
Organizations as Systems 72

PART TWO

CHAPTER 4
Environment and Organizational Culture 81

THE TOPIC Fit In or Stand Out? 82

ENVIRONMENT AND COMPETITIVE ADVANTAGE 84
What Is Competitive Advantage? 84
The General Environment 85
Stakeholders and the Specific Environment 85
Environmental Uncertainty 87

CUSTOMER-DRIVEN ORGANIZATIONS 88
What Customers Want 88
Customer Relationships 88

ORGANIZATIONAL CULTURE 89
What Strong Cultures Do 89
Levels of Organizational Culture 90
Value-Based Management 91
Symbolic Leadership 92

MULTICULTURAL ORGANIZATIONS AND DIVERSITY 92
Multicultural Organizations and Inclusivity 94
Organizational Subcultures 94
Challenges Faced By Minorities and Women 96
Managing Diversity 97

CHAPTER 4 STUDY GUIDE 99
STUDY QUESTIONS SUMMARY 99
KEY TERMS REVIEW 100
SELF-TEST 4 100

CHAPTER 4 APPLICATIONS 101
Case 4 Panera Bread Company: Forecasting Long-Term Trends 101

Contingency Thinking 73
High-Performance Organizations 73
Learning Organizations 74

CHAPTER 3 STUDY GUIDE 75
STUDY QUESTIONS SUMMARY 75
KEY TERMS REVIEW 76
SELF-TEST 3 76

CHAPTER 3 APPLICATIONS 77
Case 3 Apple Computer, Inc.: People and Design Create Apple's Future 77
TEAM PROJECT Management in Popular Culture 79
PERSONAL MANAGEMENT Learning Style 79
NEXT STEPS Management Learning Workbook 80

ENVIRONMENT

TEAM PROJECT Organizational Culture Walk 103
PERSONAL MANAGEMENT Diversity Maturity 103
NEXT STEPS Management Learning Workbook 104

CHAPTER 5
Global Dimensions of Management 105

THE TOPIC Down the Block and Around the World 106

MANAGEMENT AND GLOBALIZATION 108
International Management 109
Why Companies Go International 109
Forms of International Business 110
International Business Environments 112

MULTINATIONAL CORPORATIONS 114
Types of Multinational Corporations 114
Pros and Cons of Multinational Corporations 114
Ethical Issues for Multinational Corporations 115

CULTURE AND GLOBAL DIVERSITY 117
Cultural Intelligence 117
Silent Languages of Culture 118
Values and National Cultures 119
Culture Insights from Project Globe 121

MANAGEMENT ACROSS CULTURES 123
Are Management Theories Universal? 123
Global Organizational Learning 124

CHAPTER 5 STUDY GUIDE 125
STUDY QUESTIONS SUMMARY 125
KEY TERMS REVIEW 126
SELF-TEST 5 126

CHAPTER 5 APPLICATIONS 128
Case 5 Harley-Davidson: Harley Style and Strategy Have Global Reach 128
TEAM PROJECT *Globalization*—"What Are the Pros and Cons?" 129
PERSONAL MANAGEMENT Cultural Awareness 130
NEXT STEPS Management Learning Workbook 130

CHAPTER 6
Entrepreneurship and Small Business Management 131

THE TOPIC Make It, Manage It 132

THE NATURE OF ENTREPRENEURSHIP 134
Who Are the entrepreneurs? 134
Characteristics of Entrepreneurs 136
Diversity and Entrepreneurship 138
Social Entrepreneurship 139

PART THREE

CHAPTER 7
Information and Decision Making 155

THE TOPIC *Succeeding with a Plan and a Hunch* 156

INFORMATION TECHNOLOGY AND MANAGEMENT 158
How Information Technology Changes Organizations 159
Roles of Managers as Information Processors 160

INFORMATION AND MANAGERIAL DECISIONS 161
Types of Managerial Decisions 162
Decision Environments 163
Problem-Solving Styles 164

THE DECISION-MAKING PROCESS 166
Step 1–Identify and Define the Problem 166
Step 2–Generate and Evaluate Alternative Courses of Action 167
Step 3–Decide on a Preferred Course of Action 168
Step 4–Implement the Decision 169
Step 5–Evaluate Results 170

ISSUES IN MANAGERIAL DECISION MAKING 170
Decision-Making Errors and Traps 170
Individual and Group Decision Making 172
Ethical Decision Making 172

ENTREPRENEURSHIP AND SMALL BUSINESS 140
Entrepreneurship and the Internet 140
Family Businesses 141
Why Many Small Businesses Fail 142

NEW VENTURE CREATION 143
Life Cycles of Entrepreneurial Firms 143
Writing the Business Plan 144
Choosing the Form of Ownership 145
Financing the New Venture 147

CHAPTER 6 STUDY GUIDE 149
STUDY QUESTIONS SUMMARY 149
KEY TERMS REVIEW 149
SELF-TEST 6 149

CHAPTER 6 APPLICATIONS 151
Case 6 Domino's Pizza: Great Ideas Bring Domino's to Your Door 151
TEAM PROJECT Community Entrepreneurs 152
PERSONAL MANAGEMENT Risk-taking 153
NEXT STEPS Management Learning Workbook 153

PLANNING

Knowledge Management and Organizational Learning 174

CHAPTER 7 STUDY GUIDE 175
STUDY QUESTIONS SUMMARY 175
KEY TERMS REVIEW 175
SELF-TEST 7 175

CHAPTER 7 APPLICATIONS 177
Case 7 Amazon: One E-Store to Rule Them All 177
TEAM PROJECT Crisis Decision Making 179
PERSONAL MANAGEMENT Self-Confidence 180
NEXT STEPS Management Learning Workbook 180

CHAPTER 8
Planning—Processes and Techniques 181

THE TOPIC Thinking Now for the Future 182

WHY AND HOW MANAGERS PLAN 184
Importance of Planning 184
The Planning Process 185
Benefits of Planning 186

TYPES OF PLANS USED BY MANAGERS 188
Short-Range and Long-Range Plans 188
Strategic and Operational Plans 189
Policies and Procedures 189
Budgets and Projects 190

PLANNING TOOLS AND TECHNIQUES 191
Forecasting 193
Contingency Planning 192
Scenario Planning 192
Benchmarking 193
Staff Planners 194
Participation and Involvement 194

MANAGEMENT BY OBJECTIVES 195
Performance Objectives in MBO 196
MBO Pros and Cons 196

CHAPTER 8 STUDY GUIDE 198
STUDY QUESTIONS SUMMARY 198
KEY TERMS REVIEW 198
SELF-TEST 8 198

CHAPTER 8 APPLICATIONS 200
Case 8 Wal-Mart: Planning for Superstore Competition 200
TEAM PROJECT Saving Legacy Companies 201
PERSONAL MANAGEMENT Time Management 202
NEXT STEPS Management Learning Workbook 202

CHAPTER 9
Strategic Management 203

THE TOPIC Working Together to Get Ahead 204

STRATEGIC COMPETITIVENESS 206
What Is Strategy? 207
What Is Strategic Management? 207

THE STRATEGIC MANAGEMENT PROCESS 209

PART FOUR

CHAPTER 10
Organizing Structures and Designs 233

THE TOPIC Not Too Small, Not Too Big 234

ORGANIZING AS A MANAGEMENT FUNCTION 236
What Is Organization Structure? 237
Formal Structures 237
Informal Structures 237

TRADITIONAL ORGANIZATION STRUCTURES 238
Functional Structures 238
Divisional Structures 240
Matrix Structures 242

NEWER ORGANIZATION STRUCTURES 243

Analysis of Mission, Values, and Objectives 209
Analysis of Organizational Resources and Capabilities 212
Analysis of Industry and Environment 212

STRATEGIES USED BY ORGANIZATIONS 214
Levels of Strategy 214
Growth and Diversification Strategies 215
Restructuring and Divestiture Strategies 215
Global Strategies 216
Cooperative Strategies 217
E-Business Strategies 218

STRATEGY FORMULATION 218
Porter's Competitive Strategies 219
Portfolio Planning 221
Incrementalism and Emergent Strategy 222

STRATEGY IMPLEMENTATION 222
Management Practices and Systems 223
Corporate Governance 224
Strategic Leadership 224

CHAPTER 9 STUDY GUIDE 226
STUDY QUESTIONS SUMMARY 226
KEY TERMS REVIEW 226
SELF-TEST 9 227

CHAPTER 9 APPLICATIONS 228
Case 9 Dunkin' Donuts: Westward Pioneers 228
TEAM PROJECT Contrasting Strategies 231
PERSONAL MANAGEMENT Critical Thinking 230
NEXT STEPS Management Learning Workbook 231

ORGANIZING

Team Structures 244
Network Structures 244
Boundaryless Organizations 246

ORGANIZATIONAL DESIGN DIRECTIONS 248
Mechanistic and Organic Designs 249
Subsystems Design and Integration 250
Trends in Organizational Designs 252

CHAPTER 10 STUDY GUIDE 256
STUDY QUESTIONS SUMMARY 256
KEY TERMS REVIEW 256
SELF-TEST 10 257

CHAPTER 10 APPLICATIONS 258
Case 10 Nike: Spreading Out to Stay Together 258
TEAM PROJECT Downsizing or Rightsizing? 260
PERSONAL MANAGEMENT Empowerment 260
NEXT STEPS Management Learning Workbook 260

CHAPTER 11
Human Resource Management 261

THE TOPIC *How Do You Really Stack Up?* 262

HUMAN RESOURCE MANAGEMENT 264
Human Resource Management Process 265
Human Capital and Diversity 265
Laws Against Employment Discrimination 266
Legal Issues in Human Resource Management 268

ATTRACTING A QUALITY WORKFORCE 269
Human Resource Planning 269
The Recruiting Process 270
How to Make Selection Decisions 271

DEVELOPING A QUALITY WORKFORCE 274
Employee Orientation 274
Training and Development 275
Performance Management Systems 276

MAINTAINING A QUALITY WORKFORCE 278
Career Development 278
Work-Life Balance 279
Compensation and Benefits 280
Retention and Turnover 281
Labor–Management Relations 281

CHAPTER 11 STUDY GUIDE 284
STUDY QUESTIONS SUMMARY 284
KEY TERMS REVIEW 284
SELF-TEST 11 285

CHAPTER 11 APPLICATIONS 286
Case 11 Hewlett-Packard: Leading the Pack 286
TEAM PROJECT Fringe Benefits Management 288
PERSONAL MANAGEMENT Professionalism 288
NEXT STEPS Management Learning Workbook 288

PART FIVE

CHAPTER 13
Leading and Leadership Development 317

THE TOPIC Lead by the Numbers? Or from the Gut? 318

THE NATURE OF LEADERSHIP 320
Leadership and Position Power 321
Leadership and Personal Power 322
Leadership and Vision 323
Servant Leadership 323

LEADERSHIP TRAITS AND BEHAVIORS 324

CHAPTER 12
Innovation and Organizational Change 289

THE TOPIC Business . . . at What Speed 290

INNOVATION IN ORGANIZATIONS 292
Types of Innovations 293
The Innovation Process 294
Characteristics of Innovative Organizations 295

ORGANIZATIONAL CHANGE 296
Change Leaders 296
Models of Change Leadership 297
Transformational and Incremental Change 298
Forces and Targets for Change 299

MANAGING PLANNED CHANGE 301
Phases of Planned Change 301
Change Strategies 302
Resistance to Change 305
Challenges of Technological Change 306

ORGANIZATION DEVELOPMENT 307
Organization Development Goals 307
How Organization Development Works 308
Organization Development Interventions 308

CHAPTER 12 STUDY GUIDE 311
STUDY QUESTIONS SUMMARY 311
KEY TERMS REVIEW 311
SELF-TEST 12 312

CHAPTER 12 APPLICATIONS 313
Case 12 Skype: Making the Case for Free Calls 313
TEAM PROJECT Innovation Audit 315
PERSONAL MANAGEMENT Tolerance for Ambiguity 315
NEXT STEPS Management Learning Workbook 316

LEADING

Leadership Traits 324
Leadership Behaviors 325
Classic Leadership Styles 326

CONTINGENCY APPROACHES TO LEADERSHIP 326
Fiedler's Contingency Model 326
Hersey-Blanchard Situational Leadership Model 328
House's Path-Goal Leadership Theory 329
Vroom-Jago Leader-Participation Model 331

ISSUES IN LEADERSHIP DEVELOPMENT 332
Transformational Leadership 333
Emotional Intelligence and Leadership 333

Gender and Leadership 334
Drucker's "Old-Fashioned" Leadership 335
Moral Leadership 336

CHAPTER 13 STUDY GUIDE 338
STUDY QUESTIONS SUMMARY 338
KEY TERMS REVIEW 338
SELF-TEST 13 339

CHAPTER 3 APPLICATIONS 340
Case 13 Southwest Airlines: How Herb Kelleher Led the Way 340
TEAM PROJECT Leadership Believe It-or-Not 342
PERSONAL MANAGEMENT Integrity 342
NEXT STEPS Management Learning Workbook 342

CHAPTER 14
Motivation—Theory and Practice 343

THE TOPIC Age or Experience? 344

INDIVIDUAL NEEDS AND MOTIVATION 346
Hierarchy of Needs Theory 346
ERG Theory 347
Two-Factor Theory 348
Acquired Needs Theory 349

PROCESS THEORIES OF MOTIVATION 350
Equity Theory 350
Expectancy Theory 352
Goal-Setting Theory 353

REINFORCEMENT THEORY OF MOTIVATION 355
Reinforcement Strategies 355
Positive Reinforcement 356
Punishment 357

MOTIVATION AND JOB DESIGN 357
Scientific Management 357
Job Rotation and Job Enlargement 358
Job Enrichment 358
Alternative Work Schedules 360

CHAPTER 14 STUDY GUIDE 363
STUDY QUESTIONS SUMMARY 363
KEY TERMS REVIEW 363
SELF-TEST 14 364

CHAPTER 14 APPLICATIONS 365
Case 14 Nucor: A Case for Less Management 365
TEAM PROJECT CEO pay 367
PERSONAL MANAGEMENT Initiative 366
NEXT STEPS Management Learning Workbook 367

CHAPTER 15
Individual Behavior 369

THE TOPIC Does One Drive the Other? 370

PERCEPTION 372
Psychological Contracts 373
Perception and Attribution 373
Perceptual Tendencies and Distortions 374

PERSONALITY 376
Big Five Model 377
Additional Personality Factors 377

ATTITUDES 379
What Is an Attitude? 379
Important Work Attitudes 380
Job Satisfaction and Its Outcomes 381

EMOTIONS, MOODS AND STRESS 382
Emotions and Moods 383
Stress 383
Consequences of Stress 384
Stress Management 385

CHAPTER 15 STUDY GUIDE 387
STUDY QUESTIONS SUMMARY 387
KEY TERMS REVIEW 387
SELF-TEST 15 388

CHAPTER 15 APPLICATIONS 389
Case 15 MySpace: The Kids Are Online 389
TEAM PROJECT Job Satisfaction Around the World 391
PERSONAL MANAGEMENT Problem-Solving Style 391
NEXT STEPS Management Learning Workbook 392

CHAPTER 16
Teams and Teamwork 393

THE TOPIC Working Together, Falling Apart 394

TEAMS IN ORGANIZATIONS 396
Teamwork Pros and Cons 397
Meetings, Meetings, Meetings 398
Formal and Informal Groups 399

TRENDS IN THE USE OF TEAMS 400
Committees, Project Teams, and Task Forces 400
Cross-Functional Teams 400
Virtual Teams 400
Self-Managing Teams 401

HOW TEAMS WORK 402
Foundations of Team Effectiveness 403
Stages of Team Development 405
Norms and Cohesiveness 407

Task and Maintenance Needs 408
Communication Networks 409
Team Building 410

DECISION MAKING IN TEAMS 412
How Teams Make Decisions 412
Assets and Liabilities of Group Decisions 414
Groupthink 414
Creativity in Team Decision Making 416

CHAPTER 16 STUDY GUIDE 417
STUDY QUESTIONS SUMMARY 417
KEY TERMS REVIEW 417
SELF-TEST 16 418

CHAPTER 16 APPLICATIONS 419
Case 16 NASCAR: Fast Cars, Passion Motivate Top Drivers 419
TEAM PROJECT Superstars on the Team 420
PERSONAL MANAGEMENT Team Contributions 420
NEXT STEPS Management Learning Workbook 420

CHAPTER 17
Communication, Conflict, and Negotiation 421

THE TOPIC Building Up or Breaking Down? 422

THE COMMUNICATION PROCESS 424
What Is Effective Communication? 425
Persuasion and Credibility in Communication 425

PART SIX CO

CHAPTER 18
Controlling–Processes and Systems 449

THE TOPIC Who Has Control? 450

WHY AND HOW MANAGERS CONTROL 452
Importance of Controlling 452
Types of Controls 453
Internal and External Control 455

STEPS IN THE CONTROL PROCESS 456
Step 1: Establish Objectives and Standards 456
Step 2: Measure Performance Results 459
Step 3: Compare Results with Objectives and Standards 459
Step 4: Take Corrective Action 459

Communication Barriers 426

IMPROVING COMMUNICATION 429
Active Listening 429
Constructive Feedback 430
Space Design 430
Channels and Technology Utilization 432
Interactive Management 433
Valuing Culture and Diversity 433

CONFLICT 434
Functional and Dysfunctional Conflict 434
Causes of Conflict 435
How to Deal with Conflict 436
Conflict Management Styles 436

NEGOTIATION 438
Negotiation Goals and Approaches 438
Gaining Integrative Agreements 440
Avoiding Negotiation Pitfalls 440
Third-Party Dispute Resolution 441

CHAPTER 17 STUDY GUIDE 443
STUDY QUESTIONS SUMMARY 443
KEY TERMS REVIEW 443
SELF-TEST 17 444

CHAPTER 17 APPLICATIONS 445
Case 17 AFL-CIO and the Teamsters: Communicating the Benefits of Change 445
TEAM PROJECT Labor–Management Relations 447
PERSONAL MANAGEMENT Communication 447
NEXT STEPS Management Learning Workbook 448

ONTROLLING

CONTROL SYSTEMS AND TECHNIQUES 460
Employee Discipline Systems 460
Project Management 460
Information and Financial Controls 463

CHAPTER 18 STUDY GUIDE 465
STUDY QUESTIONS SUMMARY 465
KEY TERMS REVIEW 465
SELF-TEST 18 465

CHAPTER 18 APPLICATIONS 467
Case 18 Take2 Interactive: How Much Is Too Much? 467
PERSONAL MANAGEMENT Strength and Energy 468
TEAM PROJECT Top Job Checkup 469
NEXT STEPS Management Learning Workbook 469

CHAPTER 19
Operations Management and Services 471

THE TOPIC Value . . . at What Cost? 472

OPERATIONS MANAGEMENT ESSENTIALS 475
Productivity and Competitive Advantage 475
Technology in Manufacturing and Services 476
Value and Supply Chain Management 477
Inventory Management 479
Break-Even Analysis 480

CUSTOMER SERVICE AND PRODUCT QUALITY 480
Customer Relationship Management 482

MANAGEMENT LEA

Experiential Exercises W-1

1 My Best Manager W-3
2 What Managers Do W-4
3 Defining Quality W-4
4 What Would the Classics Say? W-5
5 The Great Management History Debate W-5
6 Confronting Ethical Dilemmas W-6
7 What Do You Value in Work? W-6
8 Which Organizational Culture Fits You? W-7
9 Beating the Time Wasters W-8
10 Personal Career Planning W-8
11 Decision-Making Biases W-9
12 Strategic Scenarios W-10
13 The MBO Contract W-10
14 The Future Workplace W-11
15 Dots and Squares Puzzle W-11
16 Leading through Participation W-12
17 Work vs. Family—You Be the Judge W-13
18 Compensation and Benefits Debate W-13
19 Sources and Uses of Power W-14
20 After Meeting/Project Review W-14
21 Why Do We Work? W-15
22 The Case of the Contingency Workforce W-16
23 The "Best" Job Design W-16
24 Upward Appraisal W-17
25 How to Give, and Take, Criticism W-17
26 Lost at Sea W-18
27 Work Team Dynamics W-18

Quality Management 482
Statistical Quality Control 483

WORK PROCESSES 484
Work Process Analysis 484
Process Reengineering 485
Process-Driven Organizations 486

CHAPTER 19 STUDY GUIDE 489
STUDY QUESTIONS SUMMARY 489
KEY TERMS REVIEW 489
SELF-TEST 19 490

CHAPTER 19 APPLICATIONS 491
Case 19 Toyota: Looking Far into the Future 491
PERSONAL MANAGEMENT Networking 493
TEAM PROJECT Design for the Competitive Edge 493
NEXT STEPS Management Learning Workbook 494

RNING WORKBOOK

28 Feedback and Assertiveness W-19
29 Creative Solutions W-20
30 Force-Field Analysis W-20

Self-Assessments W-21

1 A 21st-Century Manager? W-22
2 Emotional Intelligence W-23
3 Learning Tendencies W-24
4 What Are Your Managerial Assumptions? W-26
5 Terminal Values Survey W-26
6 Instrumental Values Survey W-28
7 Diversity Awareness W-30
8 Global Readiness Index W-30
9 Time Orientation W-31
10 Entrepreneurship Orientation W-32
11 Your Intuitive Ability W-33
12 Assertiveness W-34
13 Time Management Profile W-35
14 Facts and Inferences W-36
15 Empowering Others W-37
16 Turbulence Tolerance Test W-37
17 Organizational Design Preference W-39
18 Are You Cosmopolitan? W-40
19 Performance Appraisal Assumptions W-40
20 "T-P" Leadership Questionnaire W-41
21 "T-t" Leadership Style W-43
22 Least-Preferred Co-worker Scale W-44

23 Student Engagement Survey W-45
24 Job Design Choices W-45
25 Cognitive Style W-47
26 Internal/External Control W-48

SELF-TEST ANSWERS AN-1

GLOSSARY G-1

ENDNOTES EN-1

PHOTO CREDITS PC-1

ORGANIZATION INDEX IN-1

NAME INDEX IN-1

SUBJECT INDEX SI-1

27 Team Leader Skills W-49
28 Conflict Management Styles W-50
29 Stress Self-Test W-51
30 Work-Life Balance W-52