

C O N T E N T S

Preface xiv

PART 1 Introduction 2**Chapter 1 INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS 2**

- Management Today 2
- Who Are Managers? 4
- What Is Management? 5
 - Thinking Critically About Ethics* 6
- What Do Managers Do? 7
 - Management Functions and the Management Process 7
 - Management Roles 8
 - Management Skills 9
 - Managing Systems 10
 - Managing Different and Changing Situations 12
 - Summary of Multiple Perspectives on the Manager's Job 12
- What Is an Organization? 13
- Why Study Management? 15
 - The Universality of Management 15
 - Managing Your Career: Career Opportunities in Management* 16
 - The Reality of Work 16
 - Rewards and Challenges of Being a Manager 16
- Chapter Summary 18**
- Thinking About Management Issues 18**
- Log On: Internet-Based Exercise 2319**
- Working Together: Team-Based Exercise 19**
- Case Application: Managing in the Vancouver Rave Scene 19**
- Video Case: Handle with Care 20**

Chapter 2 MANAGEMENT YESTERDAY AND TODAY 22

- Management Today 22
- Management's Connection to Other Fields of Study 24
- Historical Background of Management 25
- Scientific Management 27
 - Important Contributions 27
 - How Do Today's Managers Use Scientific Management? 29
- General Administrative Theorists 29
 - Important Contributions 29
 - How Do Today's Managers Use General Administrative Theories? 30
- Quantitative Approach to Management 31
 - Important Contributions 31
 - How Do Today's Managers Use the Quantitative Approach? 31
- Toward Understanding Organizational Behaviour 32

- Early Advocates 32
- The Hawthorne Studies 32
- How Do Today's Managers Use the Behavioural Approach? 34
- Current Trends and Issues 34
 - Globalization 34
 - Workforce Diversity 34
 - Entrepreneurship 35
 - Managing in an E-Business World* 37
 - Need for Innovation and Flexibility 38
 - Quality Management 39
 - Learning Organizations and Knowledge Management 40
 - Thinking Critically About Ethics* 41
- Chapter Summary 42**
- Thinking About Management Issues 42**
- Log On: Internet-Based Exercise 43**
- Working Together: Team-Based Exercise 43**
- Case Application: From Canada to England, Dell Can't Get it Right**

PART 2 Defining the Manager's Terrain 46**Chapter 3 ORGANIZATIONAL CULTURE AND THE ENVIRONMENT: THE CONSTRAINTS 46**

- Management Today 46
- The Manager: Omnipotent or Symbolic? 48
 - The Omnipotent View 48
 - The Symbolic View 48
 - Reality Suggests a Synthesis 49
- The Organization's Culture 49
 - What Is Organizational Culture? 49
 - Strong versus Weak Cultures 51
 - The Source of Culture 51
 - Thinking Critically About Ethics* 52
 - How Culture Affects Managers 53
 - Managing Workforce Diversity: Creating an Inclusive Workplace Culture* 55
- The Environment 56
 - Defining the External Environment 56
 - Managing in an E-Business World: Managing the External Environment* 59
 - How the Environment Affects Managers 62
 - Stakeholder Relationship Management 64
- Chapter Summary 68**
- Thinking About Management Issues 68**
- Log On: Internet-Based Exercise 69**
- Working Together: Team-Based Exercise 69**
- Case Application: SOL Cleaning Services, Helsinki, Finland 69**

Chapter 4 MANAGING IN A GLOBAL ENVIRONMENT 72

Management Today 72
 Who Owns What? 74
 What's Your Global Perspective? 75
 Understanding the Global Environment 77
 Regional Trading Alliances 78
 Different Types of Global Organizations 81
 How Organizations Go Global 82
 Managing in a Global Environment 83
 The Legal-Political Environment 83
 The Economic Environment 84
 Thinking Critically About Ethics 84
 The Cultural Environment 85
 Is a Global Assignment for You? 88
Chapter Summary 91
Thinking About Management Issues 91
Log On: Internet-Based Exercise 92
Working Together: A Team-Based Exercise 92
Case Application: On the Rebound—Shooting for Success 93

Chapter 5 SOCIAL RESPONSIBILITY AND MANAGERIAL ETHICS 96

Management Today 96
 What Is Social Responsibility? 98
 Two Opposing Views of Social Responsibility 98
 Arguments For and Against Social Responsibility 99
 From Obligations to Responsiveness 100
 Social Responsibility and Economic Performance 102
 Values-Based Management 103
 Purposes of Shared Values 103
 Thinking Critically About Ethics 104
 Developing Shared Values 104
 The "Greening" of Management 105
 Global Environmental Problems 105
 How Organizations Go Green 105
 Summing Up Social Responsibility 108
 Managerial Ethics 109
 Four Views of Ethics 109
 Factors that Affect Managerial Ethics 110
 Ethics in an International Context 113
 Improving Ethical Behaviour 114
 A Final Thought 117
Chapter Summary 119
Thinking About Management Issues 119
Log On: Internet-Based Exercise 120
Working Together: Team-Based Exercise 120
Case Application: Ford and Firestone Face Tough Times 120
Managing Entrepreneurial Ventures:
***The Context of Entrepreneurship* 122**
Video Case: Where Have the Ethics Gone? 124

PART 3 Planning 126

Chapter 6 DECISION-MAKING: THE ESSENCE OF THE MANAGER'S JOB 126

Management Today 126
 The Decision-Making Process 128
 Step 1: Identifying a Problem 128
 Step 2: Identifying Decision Criteria 130
 Step 3: Allocating Weights to the Criteria 130
 Step 4: Developing Alternatives 130
 Step 5: Analyzing Alternatives 131
 Step 6: Selecting an Alternative 131
 Step 7: Implementing the Alternative 132
 Step 8: Evaluating Decision Effectiveness 132
 The Pervasiveness of Decision Making 133
 The Manager as Decision Maker 133
 Making Decisions: Rationality, Bounded Rationality, and Intuition 133
 Types of Problems and Decisions 136
 Thinking Critically About Ethics 138
 Decision-Making Conditions 139
 Decision-Making Styles 141
 Summing Up Managerial Decision Making 142
 Managing Workforce Diversity: The Value of Diversity in Decision Making 144
 Managing Your Own Career: Taking Risks 143
Chapter Summary 145
Thinking About Management Issues 145
Log On: Internet-Based Exercise 146
Working Together: Team-Based Exercise 146
Case Application: The Fall of Canada's Muffler King 146

Chapter 7 FOUNDATIONS OF PLANNING 148

Management Today 148
 What Is Planning? 150
 Why Do Managers Plan? 150
 Purposes of Planning 150
 Planning and Performance 151
 How Do Managers Plan? 151
 The Role of Goals and Plans in Planning 151
 Establishing Goals 155
 Thinking Critically About Ethics 156
 Developing Plans 158
 Contemporary Issues in Planning 160
 Criticisms of Planning 160
 Effective Planning in Dynamic Environments 161
 Managing in an E-Business World:
 How Will Planning Work in E-Businesses? 162
Chapter Summary 163
Thinking About Management Issues 163
Log On: Internet-Based Exercise 164
Working Together: Team-Based Exercise 164
Case Application: Building for the Future in Australia 164

Chapter 8 STRATEGIC MANAGEMENT 166

Management Today 166

The Importance of Strategic Management 168

What Is Strategic Management? 168

Purposes of Strategic Management 168

The Strategic Management Process 169

Step 1: Identifying the Organization's Current

Mission, Objectives, and Strategies 169

Step 2: Analyzing the Environment 170

Step 3: Identifying Opportunities and Threats 171

Step 4: Analyzing the Organization's Resources and
Capabilities 171

Step 5: Identifying Strengths and Weaknesses 171

Thinking Critically About Ethics 173

Step 6: Formulating Strategies 173

Step 7: Implementing Strategies 173

Step 8: Evaluating Results 173

Types of Organizational Strategies 174

Corporate-Level Strategy 174

Business-Level Strategy 178

*Managing Your Career: Doing a Personal SWOT
Analysis* 179*Managing in an E-Business World: E-Business
Strategies* 180

Functional-Level Strategy 183

Chapter Summary 185**Thinking About Management Issues 185****Log On: Internet-Based Exercise 186****Working Together: Team-Based Exercise 186****Case Application: Turbulent Airline Industry 186****Chapter 9 PLANNING TOOLS AND
TECHNIQUES 188**

Management Today 188

Techniques for Assessing the Environment 190

Environmental Scanning 190

Thinking Critically About Ethics 192

Forecasting 192

Benchmarking 194

Techniques for Allocating Resources 196

Budgeting 196

Scheduling 197

Breakeven Analysis 200

Linear Programming 201

Contemporary Planning Techniques 203

Project Management 203

Scenario Planning 204

Chapter Summary 207**Thinking About Management Issues 207****Log On: Internet-Based Exercise 208****Working Together: Team-Based Exercise 208****Case Application: Everybody Wants Their MTV 208****Managing Entrepreneurial Ventures: Start-Up and
Planning Issues 210****Video Case: Spinmaster Toys 215****PART 4 Organizing 216****Chapter 10 ORGANIZATIONAL STRUCTURE
AND DESIGN 216**

Management Today 216

Defining Organizational Structure 218

Work Specialization 218

Departmentalization 219

Thinking Critically About Ethics 221

Chain of Command 221

Span of Control 222

Centralization and Decentralization 223

Formalization 224

Organizational Design Decisions 224

Mechanistic and Organic Organizations 225

Contingency Factors 225

Common Organizational Designs 227

Traditional Organizational Designs 227

Contemporary Organizational Designs 228

*Managing in an E-Business World: Structuring
the E-Business Organization* 232**Chapter Summary 233****Thinking About Management Issues 233****Log On: Internet-Based Exercise 233****Working Together: Team-Based Exercise 233****Case Application: The Swiss Giants, Asea Brown
Boveri 233****Chapter 11 MANAGERIAL COMMUNICATION
AND INFORMATION
TECHNOLOGY 236**

Management Today 236

Understanding Managerial Communication 238

What Is Communication? 238

The Process of Interpersonal Communication 239

Methods of Communicating Interpersonally 240

Barriers to Effective Interpersonal

Communication 242

*Managing Workforce Diversity:**Communication Styles of Men and Women* 243

Overcoming the Barriers to Effective Interpersonal

Communication 245

Organizational Communication 246

Formal versus Informal Communication 247

Direction of Communication Flow 247

Organizational Communication Networks 248

Understanding Information Technology 249

How Technology Affects Managerial

Communication 249

Thinking Critically About Ethics 250

How Information Technology Affects

Organizations 252

Chapter Summary 253**Thinking About Management Issues 253****Log On: Internet-Based Exercise 254****Working Together: Team-Based Exercise 254**

Case Application: *Miscommunications Lead to Tragedies* 254

Chapter 12 HUMAN RESOURCE MANAGEMENT 256

- Management Today 256
- Why Human Resource Management Is Important 258
- The Human Resource Management Process 259
- Human Resource Planning 261
 - Current Assessment 261
 - Meeting Future Human Resource Needs 262
- Recruitment and Decruitment 262
 - Recruitment 262
 - Decruitment 263
- Selection 264
 - What Is Selection? 264
 - Validity and Reliability 265
 - Types of Selection Devices 265
 - Thinking Critically About Ethics* 266
 - What Works Best and When? 268
- Orientation 269
 - Employee Training 269
 - Skill Categories 269
 - Training Methods 270
- Employee Performance Management 270
 - Performance Appraisal Methods 271
- Compensation and Benefits 273
- Career Development 274
 - The Way It Was 274
 - You and Your Career Today 275
- Current Issues in Human Resource Management 276
 - Managing Workforce Diversity* 276
 - Sexual Harassment 277
 - Work-Life Balance 277
- Chapter Summary 279**
- Thinking About Management Issues 279**
- Log On: Internet-Based Exercise 280**
- Working Together: Team-Based Exercise 280**
- Case Application: Workplace Violence South of Our Border 280**

Chapter 13 MANAGING CHANGE AND INNOVATION 282

- Management Today 282
- What Is Change? 284
- Forces for Change 284
 - External Forces 284
 - Internal Forces 285
 - The Manager as Change Agent 285
- Two Views of the Change Process 286
 - The Calm Waters Metaphor 286
 - White-Water Rapids Metaphor 286
 - Putting the Two Views in Perspective 287
- Managing Change 288
 - Types of Change 288

- Dealing with Resistance to Change 290
- Contemporary Issues in Managing Change 291
 - Managing Your Career: Reinvent Yourself* 292
 - Changing Organizational Culture 292
 - Continuous Quality Improvement Programs versus Process Reengineering 293
 - Managing Workforce Diversity: The Paradox of Diversity* 294
 - Handling Employee Stress 294
 - Thinking Critically About Ethics* 296
- Stimulating Innovation 297
 - Creativity versus Innovation 298
 - Managing in an E-Business World: Nurturing Innovation in an E-Business* 298
 - Stimulating and Nurturing Innovation 299
- Chapter Summary 301**
- Thinking About Management Issues 301**
- Log On: Internet-Based Exercise 302**
- Working Together: Team-Based Exercise 302**
- Case Application: Changing Mitsubishi 302**
- Managing Entrepreneurial Ventures: Organizing Issues 304**
- Integrated Video Case: Sleeping with the Enemy: The Globe and Mail and The Toronto Star 308**

PART 5 Leading 310

Chapter 14 FOUNDATIONS OF BEHAVIOUR 310

- Management Today 310
- Why Look at Individual Behaviour? 312
 - Focus of Organizational Behaviour 312
 - Goals of Organizational Behaviour 313
- Attitudes 313
 - Attitudes and Consistency 314
 - Cognitive Dissonance Theory 314
 - Attitude Surveys 315
 - The Satisfaction-Productivity Controversy 315
 - Implications for Managers 316
- Personality 316
 - Personality Traits 316
 - Emotional Intelligence 319
 - Predicting Behaviour from Personality Traits 320
 - Personality Types in Different Cultures 321
 - Implications for Managers 321
- Perception 322
 - Factors that Influence Perception 323
 - Attribution Theory 323
 - Shortcuts Frequently Used in Judging Others 325
 - Implications for Managers 326
- Learning 326
 - Operant Conditioning 326
 - Social Learning 327
 - Shaping: A Managerial Tool 327
 - Managing Your Career: Learning to Get Along with Difficult People* 328

<i>Thinking Critically About Ethics</i> 328 Implications for Managers 329 Chapter Summary 330 Thinking About Management Issues 330 Log On: Internet-Based Exercise 331 Working Together: Team-Based Exercise 331 Case Application: Risky Business 331	Pay-for-Performance Programs 377 <i>Thinking Critically About Ethics</i> 378 Open-Book Management 378 Motivating the “New Workforce” 379 <i>Managing in an E-Business World: Motivational Issues in E-Business Organizations</i> 380 From Theory to Practice: Suggestions for Motivating Employees 381 Chapter Summary 383 Thinking About Management Issues 383 Log On: Internet-Based Exercise 384 Working Together: Team-Based Exercise 384 Case Application: Is This Any Way to Motivate Employees? 384
Chapter 15 UNDERSTANDING GROUPS AND TEAMS 334 Management Today 334 Understanding Group Behaviour 336 What Is a Group? 336 Stages of Group Development 336 Basic Group Concepts 338 <i>Thinking Critically About Ethics</i> 340 Group Decision Making 343 Understanding Work Group Behaviour 345 <i>Managing Workforce Diversity: The Challenge of Managing Diverse Teams</i> 346 Turning Groups into Effective Teams 347 What Is a Team? 347 Types of Teams 348 Developing and Managing Effective Teams 350 Characteristics of Effective Teams 350 Managing Teams 352 Chapter Summary 354 Thinking About Management Issues 354 Log On: Internet-Based Exercise 355 Working Together: Team-Based Exercise 355 Case Application: Team Adventures at Evart Glass 355	Chapter 17 LEADERSHIP 386 Management Today 386 Managers versus Leaders 388 Early Leadership Theories 388 Trait Theories 388 Behavioural Theories 389 Contingency Theories of Leadership 392 The Fiedler Model 392 Hersey and Blanchard’s Situational Leadership Theory 394 Leader Participation Model 396 Path-Goal Model 397 Cutting-Edge Approaches to Leadership 399 Transformational-Transactional Leadership 399 Charismatic-Visionary Leadership 400 Team Leadership 402 Contemporary Issues in Leadership 403 Leaders and Power 403 <i>Managing Your Career: The Ins and Outs of Office Politics</i> 403 Creating a Culture of Trust 404 <i>Thinking Critically About Ethics</i> 404 Leading Through Empowerment 406 Gender and Leadership 407 Leadership Styles and Different Cultures 408 <i>Managing in an E-Business World: Leadership in a Digital World</i> 409 Sometimes Leadership Is Irrelevant 409 Chapter Summary 411 Thinking About Management Issues 412 Log On: Internet-Based Exercise 412 Working Together: Team-Based Exercise 412 Case Application: Toyota’s Tough Boss 413 Managing Entrepreneurial Ventures: Leading Issues 414 Video Case Application: Is Everybody Happy? 416
Chapter 16 MOTIVATING EMPLOYEES 358 Management Today 358 What Is Motivation? 360 Early Theories of Motivation 360 Maslow’s Hierarchy of Needs Theory 360 McGregor’s Theory X and Theory Y 362 Herzberg’s Motivation-Hygiene Theory 362 Contemporary Theories of Motivation 364 Three-Needs Theory 364 Goal-Setting Theory 364 Reinforcement Theory 366 <i>Managing Your Career: What Do You Want from Your Job?</i> 367 Designing Motivating Jobs 367 Equity Theory 370 Expectancy Theory 371 Integrating Contemporary Theories of Motivation 374 Current Issues in Motivation 375 Motivating a Diverse Workforce 375 <i>Managing Workforce Diversity: Developing Employee Potential: The Bottom Line of Diversity</i> 376	

PART 6 Controlling 418

Chapter 18 FOUNDATIONS OF CONTROL 418

- Management Today 418
- What Is Control? 420
- Why Is Control Important? 421
- The Control Process 422
 - Measuring 423
 - Comparing 424
 - Taking Managerial Action 425
 - Summary of Managerial Decisions 426
- Types of Control 426
 - Feedforward Control 427
 - Concurrent Control 428
 - Feedback Control 428
- Implications for Managers 428
 - Qualities of an Effective Control System 429
 - Contingency Factors in Control 429
 - Thinking Critically About Ethics* 430
 - Adjusting Controls for Cultural Differences 431
- Contemporary Issues in Control 432
 - Workplace Privacy 432
 - Managing in an E-Business World: Controlling Issues in E-Business Organizations* 342
 - Employee Theft 434
 - Workplace Violence 436
- Chapter Summary 468
- Thinking About Management Issues 438
- Log On: Internet-Based Exercise 439
- Working Together: Team-Based Exercise 439
- Case Application: Surf's Up 439

Chapter 19 OPERATIONS AND VALUE CHAIN MANAGEMENT 442

- Management Today 442
- What Is Operations Management and Why Is It Important? 442
 - Services and Manufacturing 442
 - Managing Productivity 442
 - Strategic Role of Operations Management 446
- Value Chain Management 447
 - What Is Value Chain Management? 447
 - Goal of Value Chain Management 448
 - Requirements for Value Chain Management 448
 - Thinking Critically About Ethics* 450
 - Benefits of Value Chain Management 452
 - Obstacles to Value Chain Management 453
 - Current Issues in Operations Management 454

- Technology's Role in E-Manufacturing 454
- Quality Initiatives 455
- Quality Goals 457

Chapter Summary 459

Thinking About Management Issues 459

Log On: Internet-Based Exercise 460

Working Together: Team-Based Exercise 460

Case Application: Manufacturing in the Twenty-first Century 460

Chapter 20 CONTROLLING FOR ORGANIZATIONAL PERFORMANCE 462

- Management Today 462
- Organizational Performance 464
 - What Is Organizational Performance? 464
 - Managing Your Career: Exit Strategies* 464
 - Why Is Measuring Organizational Performance Important? 465
 - Measures of Organizational Performance 467
- Tools for Monitoring and Measuring Organizational Performance 468
 - Financial Controls 468
 - Informational Controls 471
 - Balanced Scorecard Approach 471
 - Thinking Critically About Ethics* 472
 - Benchmarking of Best Practices 472
- A Manager's Role in Helping Organizations Achieve High Performance Levels 473
 - Managing in an E-Business World: E-Business Success Stories* 475
- Chapter Summary 477
- Thinking About Management Issues 477
- Log On: Internet-Based Exercise 478
- Working Together: Team-Based Exercise 478
- Case Application: The Queen of Lifestyle 478
- Managing Entrepreneurial Ventures: Controlling Issues 480
- Video Case: Organics to You 483

Notes 485

Name Index 000

Organization Index 000

Glindex 000

Photo Credits 000