Angelo Kinicki Arizona State University Kent State University

Brian K. Williams

management

NINTH EDITION



contents

Walkthrough Preface of 9e xv

PART 1 Introduction

CHAPTER ONE

The Exceptional Manager: What You Do, How You Do It 2

1.1 Management: What It Is, What Its Benefits Are 4

The Rise of the Die Maker's Daughter 4 Key to Career Growth: "Doing Things I've Never Done Before" 4

The Art of Management Defined 5

Why Organizations Value Managers: The Multiplier Effect 6

The Financial Rewards of Being an Exceptional Manager 6

What Are the Rewards of Studying and Practicing Management? 7

1.2 What Managers Do: The Four Principal Functions 9

Planning: Discussed in Part 3 of This Book 9 Organizing: Discussed in Part 4 of This Book 9 Leading: Discussed in Part 5 of This Book 10 Controlling: Discussed in Part 6 of This Book 10

1.3 Pyramid Power: Levels and Areas of Management 11

The Traditional Management Pyramid: Levels and Areas 11

Three Levels of Management 11 Areas of Management: Functional Managers versus General Managers 13 Managers for Three Types of Organizations: For-Profit, Nonprofit, Mutual-Benefit 14 Different Organizations, Different Management? 14

1.4 Roles Managers Must Play Successfully 15

The Manager's Roles: Mintzberg's Useful Findings 15 Three Types of Managerial Roles: Interpersonal, Informational, and Decisional 17

1.5 The Skills Exceptional Managers Need 19

1. Technical Skills—The Ability to Perform a Specific Job 19

2. Conceptual Skills—The Ability to Think Analytically 19 3. Human Skills—"Soft Skills," the Ability to Interact Well with People 20

The Most Valued Traits in Managers 21

1.6 Seven Challenges to Being an Exceptional Manager 22

CHALLENGE #1: Managing for Competitive Advantage—Staying Ahead of Rivals 23 CHALLENGE #2: Managing for Information

Technology—Dealing with the "New Normal" 24 CHALLENGE #3: Managing for Diversity—The Future Won't Resemble the Past 26

CHALLENGE #4: Managing for Globalization—The Expanding Management Universe 26

CHALLENGE #5: Managing for Ethical Standards 27

CHALLENGE #6: Managing for Sustainability—The Business of Green 28

CHALLENGE #7: Managing for Happiness and Meaningfulness 28

How Strong Is Your Motivation to Be a Manager? The First Self-Assessment 29

1.7 Building Your Career Readiness 30

A Model of Career Readiness 30 Developing Career Readiness 35 Let Us Help 36

1.8 Career Corner: Managing Your Career Readiness 37

Key Terms Used in This Chapter 38 Key Points 38 Understanding the Chapter: What Do I Know? 39 Management in Action 39 Legal/Ethical Challenge 41

CHAPTER TWO

Management Theory: Essential Background for the Successful Manager 42

2.1 Evolving Viewpoints: How We Got to Today's Management Outlook 44

Creating Modern Management: The Handbook of Peter Drucker 44 Six Practical Reasons for Studying This

Chapter 44

Two Overarching Perspectives about Management: Historical and Contemporary 46

2.2 Classical Viewpoint: Scientific and Administrative Management 47

Scientific Management: Pioneered by Taylor and the Gilbreths 47

Administrative Management: Pioneered by Spaulding, Fayol, and Weber 49

The Problem with the Classical Viewpoint: Too Mechanistic 50

2.3 Behavioral Viewpoint: Behaviorism, Human Relations, and Behavioral Science 51

Early Behaviorism: Pioneered by Munsterberg, Follett, and Mayo 51

The Human Relations Movement: Pioneered by Maslow and McGregor $\ \ 52$

The Behavioral Science Approach 54

2.4 Quantitative Viewpoints: Management Science and Operations Management 56

Management Science: Using Mathematics to Solve Management Problems 56

Operations Management: Being More Effective 57

2.5 Systems Viewpoint 58

The Systems Viewpoint 59 The Four Parts of a System 59

2.6 Contingency Viewpoint 61

Gary Hamel: Management Ideas Are Not Fixed, They're a Process 61 Evidence-Based Management: Facing Hard Facts,

Rejecting Nonsense 62

2.7 Quality-Management Viewpoint 63

Quality Control and Quality Assurance 63 Total Quality Management: Creating an Organization Dedicated to Continuous Improvement 63 Six Sigma and ISO 9000

2.8 The Learning Organization in an Era of Accelerated Change 66

The Learning Organization: Handling Knowledge and Modifying Behavior 66

How to Build a Learning Organization: Three Roles Managers Play 67

2.9 Career Corner: Managing Your Career Readiness 69

Key Terms Used in This Chapter 71 Key Points 71 Understanding the Chapter: What Do I Know? 72 Management in Action 73 Legal/Ethical Challenge 74

PART 2 The Environment of Management

CHAPTER THREE

The Manager's Changing Work Environment and Ethical Responsibilities: Doing the Right Thing 76

3.1 The Triple Bottom Line: People, Planet, and Profit 78

The Millennials' Search for Meaning 78

3.2 The Community of Stakeholders Inside the Organization 79 Internal and External Stakeholders 79

Internal Stakeholders 79

3.3 The Community of Stakeholders Outside the Organization 82

The Task Environment 82 The General Environment 87

3.4 The Ethical Responsibilities Required of You as a Manager 92

Defining Ethics and Values 93 Four Approaches to Resolving Ethical Dilemmas 95 White-Collar Crime, SarbOx, and Ethical Training 95 How Organizations Can Promote Ethics 97

3.5 The Social Responsibilities Required of You as a Manager 100

Corporate Social Responsibility: The Top of the Pyramid 100 Is Social Responsibility Worthwhile? Opposing and Supporting Viewpoints 100 One Type of Social Responsibility: Climate Change, Sustainability, and Natural Capital 103 Another Type of Social Responsibility: Undertaking

Philanthropy, "Not Dying Rich" 104 Does Being Good Pay Off? 104

3.6 Corporate Governance 106

Ethics and Corporate Governance 106 The Need for Trust 106

3.7 Career Corner: Managing Your Career Readiness 108

Focus on the Greater Good and on Being More Ethical 108 Become an Ethical Consumer 109

Key Terms Used in This Chapter 110 Key Points 110 Understanding the Chapter: What Do I Know? 112 Management in Action 112 Legal/Ethical Challenge 114

CHAPTER FOUR

Global Management: Managing across Borders 116

4.1 Globalization: The Collapse of Time and Distance 118

Competition and Globalization: Who Will Be No. 1 Tomorrow? 118

The Rise of the "Global Village" and Electronic Commerce 119

One Big World Market: The Global Economy 120



Cross-Border Business: The Rise of Both Megamergers and Minifirms Worldwide 121

- 4.2 You and International Management 122 Why Learn about International Management? 123 The Successful International Manager: Geocentric, Not Ethnocentric or Polycentric 124
- 4.3 Why and How Companies Expand Internationally 126

Why Companies Expand Internationally 126 How Companies Expand Internationally 127

4.4 The World of Free Trade: Regional Economic Cooperation and Competition 131

Barriers to International Trade 131 Organizations Promoting International Trade 133 Major Trading Blocs: NAFTA and the EU 134 Most Favored Nation Trading Status 136 Exchange Rates 136

4.5 The Value of Understanding Cultural Differences 139

The Importance of National Culture 140

Cultural Dimensions: The Hofstede and GLOBE Project Models 140

Other Cultural Variations: Language, Interpersonal Space, Communication, Time Orientation, Religion, and Law and Political Stability 144

U.S. Managers on Foreign Assignments: Why Do They Fail? 148

4.6 Career Corner: Managing Your Career Readiness 149

1. Listen and Observe 149

- 2. Become Aware of the Context 150
- 3. Choose Something Basic 150

Key Terms Used in This Chapter 151 Key Points 151 Understanding the Chapter: What Do I Know? 153 Management in Action 153 Legal/Ethical Challenge 154

PART 3 Planning

CHAPTER FIVE

Planning: The Foundation of Successful Management 156

5.1 Planning and Strategy 158

Planning, Strategy, and Strategic Management 158 Why Planning and Strategic Management Are Important 159

5.2 Fundamentals of Planning 162 Mission, Vision, and Values Statements 163

Three Types of Planning for Three Levels of Management: Strategic, Tactical, and Operational 166

5.3 Goals and Plans 169

Long-Term and Short-Term Goals 169 The Operating Plan and Action Plan 169 Types of Plans: Standing Plans and Single-Use Plans 171

5.4 Promoting Consistencies in Goals: SMART Goals, Management by Objectives, and Goal Cascading 172

SMART Goals 172 Management by Objectives: The Four-Step Process for Motivating Employees 173 Cascading Goals: Making Lower-Level Goals Align with Top Goals 176 The Importance of Deadlines 177

5.5 The Planning/Control Cycle 178

5.6 Career Corner: Managing Your Career Readiness 180

Becoming More Proactive 181 Keeping an Open Mind and Suspending Judgment 181

Key Terms Used in This Chapter 182 Key Points 182 Understanding the Chapter: What Do I Know? 183 Management in Action 184 Legal/Ethical Challenge 185

CHAPTER SIX

Strategic Management: How Exceptional Managers Realize a Grand Design 188

6.1 Strategic Positioning and Levels of Strategy 190

> Strategic Positioning and Its Principles 190 Levels of Strategy 191 Does Strategic Management Work for Small as Well as Large Firms? 192

6.2 The Strategic-Management Process 193 The Five Steps of the Strategic-Management

Process 193

6.3 Assessing the Current Reality 196 SWOT Analysis 196

> Using VRIO to Assess Competitive Potential: Value, Rarity, Imitability, and Organization 199 Forecasting: Predicting the Future 200 Benchmarking: Comparing with the Best 202

6.4. Establishing Corporate-Level Strategy 203 Three Overall Types of Corporate Strategy 203

The BCG Matrix 204 Diversification Strategy 205

6.5 Establishing Business-Level Strategy 206 Porter's Five Competitive Forces 206 Porter's Four Competitive Strategies 207

6.6 Executing and Controlling Strategy 209 Executing the Strategy 209 Maintaining Strategic Control 209 Execution: Getting Things Done 209 The Three Core Processes of Business: People, Strategy, and Operations 210 How Execution Helps Implement and Control Strategy 211

6.7 Career Corner: Managing Your Career Readiness 213

Why Is Strategic Thinking Important to New Graduates? 213

Key Terms Used in This Chapter 215 Key Points 215 Understanding the Chapter: What Do I Know? 217 Management in Action 217 Legal/Ethical Challenge 219

LEARNING MODULE 1: Entrepreneurship 220

LM1.1 Entrepreneurship: Its Foundations and Importance 221

Entrepreneurship: It's Not the Same as Self-Employment 222 Characteristics of Entrepreneurs 224 Entrepreneurship Matters across the Globe 226

LM1.2 Starting a Business 229

Businesses Start with an Idea 229 Writing the Business Plan 230 Choosing a Legal Structure 232 Obtaining Financing 233 Creating the "Right" Organizational Culture and Design 234

Key Terms Used in This Learning Module 237 Key Points 237

CHAPTER SEVEN

Individual and Group Decision Making: How Managers Make Things Happen 238

7.1 Two Kinds of Decision Making: Rational and Nonrational 240

Decision Making in the Real World 241 Rational Decision Making: Managers Should Make Logical and Optimal Decisions 242 Stage 1: Identify the Problem or Opportunity— Determining the Actual versus the Desirable 242 Stage 2: Think Up Alternative Solutions—Both the Obvious and the Creative 242 Stage 3: Evaluate Alternatives and Select a

Solution—Ethics, Feasibility, and Effectiveness 242

Stage 4: Implement and Evaluate the Solution Chosen 243

What's Wrong with the Rational Model? 244 Nonrational Decision Making: Managers Find It Difficult to Make Optimal Decisions 244

7.2 Making Ethical Decisions 247

The Dismal Record of Business Ethics 247 Road Map to Ethical Decision Making: A Decision Tree 248

7.3 Evidence-Based Decision Making and Analytics 250

Evidence-Based Decision Making 251 In Praise of Analytics 252 "Big Data": What It Is, How It's Used 254

7.4 Four General Decision-Making Styles 257

Value Orientation and Tolerance for Ambiguity 257 1. The Directive Style: Action-Oriented Decision Makers Who Focus on Facts 258

2. The Analytical Style: Careful Decision Makers Who Like Lots of Information and Alternative Choices 258

3. The Conceptual Style: Decision Makers Who Rely on Intuition and Have a Long-Term Perspective 258

4. The Behavioral Style: The Most People-Oriented Decision Makers 258

Which Style Do You Have? 259

7.5 Decision-Making Biases and the Use of Artificial Intelligence 260

Nine Common Decision-Making Biases: Rules of Thumb, or "Heuristics" 260 The Decision-Making Potential of Artificial

Intelligence 262

Pros and Cons of Artificial Intelligence 263

7.6 Group Decision Making: How to Work with Others 265

Advantages and Disadvantages of Group Decision Making 265

Groupthink 266

Characteristics of Group Decision Making 267 Group Problem-Solving Techniques: Reaching for Consensus 269

More Group Problem-Solving Techniques 269

7.7 Career Corner: Managing Your Career Readiness 272

Improving Your Critical Thinking and Problem-Solving Skills 272 Reflect on Past Decisions 272

Key Terms Used in This Chapter 274 Key Points 274 Understanding the Chapter: What Do I Know? 276 Management in Action 276 Legal/Ethical Challenge 278

PART 4 Organizing

CHAPTER EIGHT

Organizational Culture, Structure, and Design: Building Blocks of the Organization 280

Aligning Strategy, Culture, and Structure 282 8.1 How an Organization's Culture and Structure Are Used to Implement Strategy 282

8.2 What Kind of Organizational Culture Will You Be **Operating In? 286**

The Three Levels of Organizational Culture 286 Four Types of Organizational Culture: Clan, Adhocracy, Market, and Hierarchy 287

How Employees Learn Culture: Symbols, Stories, Heroes, Rites and Rituals, and Organizational Socialization 290

The Importance of Culture 291

What Does It Mean to "Fit"? Anticipating a Job Interview 292

8.3 The Process of Culture Change 293

- 1. Formal Statements 293
- 2. Slogans and Sayings 293
- 3. Rites and Rituals 293
- 4. Stories, Legends, and Myths 294
- 5. Leader Reactions to Crises 294
- 6. Role Modeling, Training, and Coaching 294
- 7. Physical Design 294
- 8. Rewards, Titles, Promotions, and Bonuses 295
- 9. Organizational Goals and Performance Criteria 295
- 10. Measurable and Controllable Activities 295
- 11. Organizational Structure 296
- 12. Organizational Systems and Procedures 296 Don't Forget about Person–Organization Fit 297

8.4 Organizational Structure 298

The Organization: Three Types 298 The Organization Chart 298

The Major Elements of an Organization 300 8.5

Common Elements of Organizations: Four Proposed by Edgar Schein 300

Common Elements of Organizations: Three More That Most Authorities Agree On 301

Basic Types of Organizational Structures 304 8.6

1. Traditional Designs: Simple, Functional, Divisional, and Matrix Structures 304

2. The Horizontal Design: Eliminating Functional Barriers to Solve Problems 307

3. Designs That Open Boundaries between Organizations: Hollow, Modular, and Virtual Structures 309

Contingency Design: Factors in Creating 8.7 the Best Structure 311

Three Factors to Be Considered in Designing an Organization's Structure 311

1. The Environment: Mechanistic versus Organic Organizations-the Burns and Stalker Model 311 2. The Environment: Differentiation versus Integration the Lawrence and Lorsch Model 313 3. Linking Strategy, Culture, and Structure 313

8.8 **Career Corner: Managing Your Career** Readiness 314

Understanding the Business and Where You "Fit" In 314 Becoming More Adaptable 315

Key Terms Used in This Chapter 316 Key Points 316 Understanding the Chapter: What Do I Know? 318 Management in Action 318 Legal/Ethical Challenge 320

CHAPTER NINE

Human Resource Management: Getting the **Right People for Managerial Success 322**

- Strategic Human Resource Management 324 9.1 Human Resource Management: Managing an Organization's Most Important Resource 324 Planning the Human Resources Needed 326
- **Recruitment and Selection: Putting the Right** 9.2 People into the Right Jobs 329

Recruitment: How to Attract Qualified Applicants 329 Selection: How to Choose the Best Person for the Job 333

Managing an Effective Workforce: Compensation 9.3 and Benefits 339

Wages or Salaries 339 Incentives 339 Benefits 339

Orientation and Learning and Development 340 9.4

Orientation: Helping Newcomers Learn the Ropes 340 Learning and Development: Helping People Perform Better 341

9.5 Performance Appraisal 344

Performance Management in Human Resources 344 Performance Appraisals: Are They Worthwhile? 345 Two Kinds of Performance Appraisal: Objective and Subjective 346

Who Should Make Performance Appraisals? 347 Effective Performance Feedback 348

Managing Promotions, Transfers, Disciplining, 9.6 and Dismissals 350

•

`

Promotion: Moving Upward 350 Transfer: Moving Sideways 351

xxxiv

Disciplining and Demotion: The Threat of Moving Downward 351

Dismissal: Moving Out of the Organization 351

The Legal Requirements of Human Resource 9.7 Management 354

1. Labor Relations 354

2. Compensation and Benefits 354

3. Health and Safety 354

4. Equal Employment Opportunity 356 Workplace Discrimination, Affirmative Action, Sexual Harassment, and Bullying 356

9.8 Labor–Management Issues 361

How Workers Organize 361

How Unions and Management Negotiate a Contract 362 The Issues Unions and Management Negotiate About 362

Settling Labor-Management Disputes 364

9.10 Career Corner: Managing Your Career Readiness 366

Becoming a Better Receiver 366

Key Terms Used in This Chapter 368 Key Points 368 Understanding the Chapter: What Do I Know? 371 Management in Action 371 Legal/Ethical Challenge 373

Organizational Change and Innovation: Lifelong Challenges for the Exceptional Manager 374

10.1 The Nature of Change in Organizations 376 Fundamental Change: What Will You Be Called On to Deal With? 376

Two Types of Change: Reactive and Proactive 378 The Forces for Change Outside and Inside the Organization 380

10.2 Types and Models of Change 383

Three Kinds of Change: From Least Threatening to Most Threatening 383 Lewin's Change Model: Unfreezing, Changing, and Refreezing 384

A Systems Approach to Change 385

10.3 Organizational Development: What It Is, What It Can Do 389

What Can OD Be Used For? 389 How OD Works 390 The Effectiveness of OD 391

10.4 Organizational Innovation 392

`°°°́

°°°°°

。 • ·

Approaches to Innovation 392 An Innovation System: The Supporting Forces for Innovation 394

> • 0 0

° °

10.5 The Threat of Change: Managing Employee Fear and Resistance 399

The Causes of Resistance to Change 399 Ten Reasons Employees Resist Change 400

10.6 Career Corner: Managing Your Career Readiness 402

° °

ໍໍ່

0

õ • •

Applying Self-Affirmation Theory 402 Practicing Self-Compassion 403

Key Terms Used in This Chapter 404 Key Points 404 Understanding the Chapter: What Do I Know? 405 Management in Action 405 Legal/Ethical Challenge 407

PART 5

Leading

CHAPTER ELEVEN

Managing Individual Differences and Behavior: Supervising People as People 408

11.1 Personality and Individual Behavior 410

The Big Five Personality Dimensions 410 Core Self-Evaluations 411 Emotional Intelligence: Understanding Your Emotions and the Emotions of Others 414

11.2 Values, Attitudes, and Behavior 416

Organizational Behavior: Trying to Explain and Predict Workplace Behavior 416 Values: What Are Your Consistent Beliefs and Feelings about All Things? 416 Attitudes: What Are Your Consistent Beliefs and Feelings about Specific Things? 416 Behavior: How Values and Attitudes Affect People's Actions and Judgments 419

11.3 Perception and Individual Behavior 420

The Four Steps in the Perceptual Process 420 Five Distortions in Perception 420 The Self-Fulfilling Prophecy, or Pygmalion Effect 424

11.4 Work-Related Attitudes and Behaviors Managers Need to Deal With 426

1. Employee Engagement: How Connected Are You to Your Work? 426

2. Job Satisfaction: How Much Do You Like or Dislike Your Job? 428

3. Organizational Commitment: How Much Do You Identify with Your Organization? 428 Important Workplace Behaviors 429

11.5 The New Diversified Workforce 431

How to Think about Diversity: Which Differences Are Important? 431

Trends in Workforce Diversity 433 Barriers to Diversity 437

11.6 Understanding Stress and Individual Behavior 441

The Toll of Workplace Stress 441 How Does Stress Work? 442 The Sources of Job-Related Stress 442 Reducing Stressors in the Organization 445

11.7 Career Corner: Managing Your Career Readiness 448

Fostering a Positive Approach 448 Self-Managing Your Emotions 449

Key Terms Used in This Chapter 450 Key Points 450 Understanding the Chapter: What Do I Know? 452 Management in Action 452 Legal/Ethical Challenge 454

CHAPTER TWELVE

Motivating Employees: Achieving Superior Performance in the Workplace 456

12.1 Motivating for Performance 458

Motivation: What It Is, Why It's Important 458 The Four Major Perspectives on Motivation: An Overview 460

12.2 Content Perspectives on Employee Motivation 461

Maslow's Hierarchy of Needs Theory: Five Levels 461 McClelland's Acquired Needs Theory: Achievement, Affiliation, and Power 463

Deci and Ryan's Self-Determination Theory: Competence, Autonomy, and Relatedness 464 Herzberg's Two-Factor Theory: From Dissatisfying Factors to Satisfying Factors 466

12.3 Process Perspectives on Employee Motivation 469

Equity/Justice Theory: How Fairly Do You Think You're Being Treated in Relation to Others? 469

Expectancy Theory: How Much Do You Want and How Likely Are You to Get It? 473

Goal-Setting Theory: Objectives Should Be Specific and Challenging but Achievable 475

12.4 Job Design Perspectives on Motivation 478

Fitting People to Jobs 478

Fitting Jobs to People 478

The Job Characteristics Model: Five Job Attributes for Better Work Outcomes 479

12.5 Reinforcement Perspectives on Motivation 483

The Four Types of Reinforcement: Positive, Negative, Extinction, and Punishment 483

Using Reinforcement to Motivate Employees 484

12.6 Using Compensation, Nonmonetary Incentives, and Other Rewards to Motivate: In Search of the Positive Work Environment 487 Is Money the Best Motivator? 487

Motivation and Compensation 487 Nonmonetary Ways of Motivating Employees 489

12.7 Career Corner: Managing Your Career Readiness 494

° °

0

1. Identify Your "Wildly Important" Long-Term Goal 494 2. Break Your Wildly Important Goal into Short-Term Goals 495 3. Create a "To-Do" List for Accomplishing Your Short-Term Goals 495 4. Prioritize the Tasks 495

5. Create a Time Schedule 495

6. Work the Plan, Reward Yourself, and Adjust as Needed 495

Key Terms Used in This Chapter 496 Key Points 496 Understanding the Chapter: What Do I Know? 498 Management in Action 498 Legal/Ethical Challenge 500

CHAPTER THIRTEEN

Groups and Teams: Increasing Cooperation, Reducing Conflict 502

13.1 Groups versus Teams 504

Groups and Teams: How Do They Differ? 505 Formal versus Informal Groups 506 Types of Teams 507

13.2 Stages of Group and Team Development 510 Tuckman's Five-Stage Model 510 Punctuated Equilibrium 512

13.3 Building Effective Teams 513

- 1. Collaboration-the Foundation of Teamwork 513
- 2. Trust: "We Need to Have Reciprocal Faith in Each Other" 514
- 3. Performance Goals and Feedback 515

4. Motivation through Mutual Accountability and Interdependence 516

5. Team Composition 516

6. Roles: How Team Members Are Expected to Behave 517

- 7. Norms: Unwritten Rules for Team Members 518
- 8. Effective Team Processes 520
- Putting It All Together 520

13.4 Managing Conflict 521

The Nature of Conflict: Disagreement Is Normal 521 Can Too Little or Too Much Conflict Affect Performance? 522

Three Kinds of Conflict: Personality, Intergroup, and Cross-Cultural 523

> •° 0

°°°°°°

How to Stimulate Constructive Conflict 524 Five Basic Behaviors to Help You Better Handle Conflict 526 Dealing with Disagreements: Five Conflict-Handling Styles 526

13.5 Career Corner: Managing Your Career Readiness 528

Become a More Effective Team Member 528 Become a More Effective Collaborator 529

Key Terms Used in This Chapter 530 Key Points 530 Understanding the Chapter: What Do I Know? 531 Management in Action 531 Legal/Ethical Challenge 533

CHAPTER FOURTEEN

Power, Influence, and Leadership: From Becoming a Manager to Becoming a Leader 534

14.1 The Nature of Leadership: The Role of Power and Influence 536

What Is the Difference between Leading and Managing? 536

Managerial Leadership: Can You Be *Both* a Manager and a Leader? 537

Coping with Complexity versus Coping with Change: The Thoughts of John Kotter 538

Five Sources of Power 538

Common Influence Tactics 540

Match Tactics to Influence Outcomes 542 An Integrated Model of Leadership 542

14.2 Trait Approaches: Do Leaders Have Distinctive Traits and Personal Characteristics? 544

Positive Task-Oriented Traits and Positive/Negative Interpersonal Attributes 544

What Do We Know about Gender and Leadership? 545 Are Knowledge and Skills Important? 548

So What Do We Know about Leadership Traits? 548

14.3 Behavioral Approaches: Do Leaders Show Distinctive Patterns of Behavior? 550

Task-Oriented Leader Behaviors: Initiating-Structure Leadership and Transactional Leadership 550

Relationship-Oriented Leader Behavior: Consideration, Empowerment, Ethical Leadership, and Servant Leadership 551

Passive Leadership: The Lack of Leadership Skills 555 So What Do We Know about the Behavioral Approaches? 556

14.4 Situational Approaches: Does Leadership Vary with the Situation? 557

1. The Contingency Leadership Model: Fiedler's Approach 557

2. The Path–Goal Leadership Model: House's Approach 559

So What Do We Know about the Situational Approaches? 561

14.5 The Uses of Transformational Leadership 563

Transformational Leaders 563 The Best Leaders Are Both Transactional and Transformational 563 Four Key Behaviors of Transformational Leaders 564 So What Do We Know about Transformational Leadership? 567

14.6 Three Additional Perspectives 568

Leader–Member Exchange Leadership: Having Different Relationships with Different Subordinates 568 The Power of Humility 569 Followers: What Do They Want, How Can They Help? 570

14.7 Career Corner: Managing Your Career Readiness 572

Becoming More Self-Aware 572

Key Terms Used in This Chapter 574 Key Points 574 Understanding the Chapter: What Do I Know? 576 Management in Action 576 Legal/Ethical Challenge 578

CHAPTER FIFTEEN

Interpersonal and Organizational Communication: Mastering the Exchange of Information 580

15.1 The Communication Process: What It Is, How It Works 582

Communication Defined: The Transfer of Information and Understanding 582

How the Communication Process Works 583 Selecting the Right Medium for Effective Communication 586

15.2 How Managers Fit into the Communication Process 588

Formal Communication Channels: Up, Down, Sideways, and Outward 588

Informal Communication Channels 589

15.3 Barriers to Communication 592

1. Physical Barriers: Sound, Time, Space 592

2. Personal Barriers: Individual Attributes That Hinder Communication 593

- 3. Cross-Cultural Barriers 595
- 4. Nonverbal Communication: How Unwritten and
- Unspoken Messages May Mislead 596
- 5. Gender Differences 598



15.4 Social Media and Management 600

Social Media Has Changed the Fabric of Our Lives 600 Social Media and Managerial and Organizational Effectiveness 601 Downsides of Social Media 608

Managerial Implications of Texting 611

Managerial Considerations in Creating Social Media Policies 612

15.5 Improving Communication Effectiveness 615

Nondefensive Communication 615 Using Empathy 617 Being an Effective Listener 618 Being an Effective Writer 619 Being an Effective Speaker 620

15.6 Career Corner: Managing Your Career Readiness 623

Improve Your Face-to-Face Networking Skills 623

Key Terms Used in This Chapter 625 Key Points 625 Understanding the Chapter: What Do I Know? 626 Management in Action 627 Legal/Ethical Challenge 628

PART 6 Controlling

CHAPTER SIXTEEN

Control Systems and Quality Management: Techniques for Enhancing Organizational Effectiveness 630

16.1 Control: When Managers Monitor Performance 632

Why Is Control Needed? 632 Steps in the Control Process 635 Types of Controls 639

16.2 Levels and Areas of Control 641

Levels of Control: Strategic, Tactical, and Operational 641 Six Areas of Control 641 Controlling the Supply Chain 643 Control in Service Firms 644

16.3 The Balanced Scorecard and Strategy Maps 645

The Balanced Scorecard: A Dashboard-like View of the Organization 645

Strategy Mapping: Visual Representation of the Path to Organizational Effectiveness 648

16.4 Some Financial Tools for Control 650

Budgets: Formal Financial Projections 650 Financial Statements: Summarizing the Organization's Financial Status 651 Audits: External versus Internal 652

16.5 Total Quality Management 654

Deming Management: The Contributions of W. Edwards Deming to Improved Quality 655 Core TQM Principles: Deliver Customer Value and Strive for Continuous Improvement 655 Applying TQM to Services 659 Some TQM Tools, Techniques, and Standards 661 Takeaways from TQM Research 663

16.6 Managing Control Effectively 664

The Keys to Successful Control Systems 664 Barriers to Control Success 665

16.7 Managing for Productivity 667

What Is Productivity? 667 Why Is Increasing Productivity Important? 668 What Processes Can I Use to Increase Productivity? 669 Managing Individual Productivity 670

16.8 Career Corner: Managing Your Career Readiness 671

1. Make Every Day Count 672

- 2. Stay Informed and Network 672
- 3. Promote Yourself 672
- 4. Roll with Change and Disruption 673
- 5. Small Things Matter during Interviews 673

Epilogue: The Keys to Your Managerial Success 674

Key Terms Used in This Chapter 676 Key Points 676 Understanding the Chapter: What Do I Know? 678 Management in Action 678 Legal/Ethical Challenge 680

LEARNING MODULE 2: The Project Planner's

Toolkit: Flowcharts, Gantt Charts, and Break-Even Analysis 681

Tool #1: Flowcharts—for Showing Event Sequences and Alternate Decision Scenarios 681

Tool #2: Gantt Charts—Visual Time Schedules for Work Tasks 683

Tool #3: Break-Even Analysis—How Many Items Must You Sell to Turn a Profit? 684

CHAPTER NOTES CN-1 NAME INDEX IND-1 ORGANIZATION INDEX IND-5 GLOSSARY/SUBJECT INDEX IND-11

