



# MGMT<sup>11</sup>

PRINCIPLES OF MANAGEMENT

**CHUCK WILLIAMS**

Butler University

## PART 1 INTRODUCTION TO MANAGEMENT

- 1 Management 2
- 2 The History of Management 22
- 3 Organizational Environments and Cultures 44
- 4 Ethics and Social Responsibility 68

## PART 2 PLANNING

- 5 Planning and Decision Making 90
- 6 Organizational Strategy 112
- 7 Innovation and Change 136
- 8 Global Management 158

## PART 3 ORGANIZING

- 9 Designing Adaptive Organizations 184
- 10 Managing Teams 206
- 11 Managing Human Resource Systems 226
- 12 Managing Individuals and a Diverse Workforce 258

## PART 4 LEADING

- 13 Motivation 282
- 14 Leadership 306
- 15 Managing Communication 330

## PART 5 CONTROLLING

- 16 Control 352
- 17 Managing Information 372
- 18 Managing Service and Manufacturing Operations 396

**Endnotes** 419

**Index** 455

# Contents

## Part 1 Introduction to Management



### 1 Management 2

- 1-1 Management Is ... 2
- 1-2 Management Functions 4
- 1-3 Kinds of Managers 7
- 1-4 Managerial Roles 10
- 1-5 What Companies Look for in Managers 14
- 1-6 Mistakes Managers Make 16
- 1-7 The Transition to Management: The First Year 17
- 1-8 Competitive Advantage through People 19

### 2 The History of Management 22

- 2-1 The Origins of Management 22
- 2-2 Scientific Management 25
- 2-3 Bureaucratic and Administrative Management 30
- 2-4 Human Relations Management 35
- 2-5 Operations, Information, Systems, and Contingency Management 38

### 3 Organizational Environments and Cultures 44

- 3-1 Changing Environments 44
- 3-2 General Environment 48
- 3-3 Specific Environment 53
- 3-4 Making Sense of Changing Environments 58
- 3-5 Organizational Cultures: Creation, Success, and Change 61

### 4 Ethics and Social Responsibility 68

- 4-1 Workplace Deviance 68
- 4-2 U.S. Sentencing Commission Guidelines for Organizations 72
- 4-3 Influences on Ethical Decision Making 74
- 4-4 Practical Steps to Ethical Decision Making 78
- 4-5 To Whom Are Organizations Socially Responsible? 82
- 4-6 For What Are Organizations Socially Responsible? 85
- 4-7 Responses to Demands for Social Responsibility 87
- 4-8 Social Responsibility and Economic Performance 88

## Part 2 Planning



## 5 Planning and Decision Making 90

- 5-1 Benefits and Pitfalls of Planning 90
- 5-2 How to Make a Plan That Works 93
- 5-3 Planning from Top to Bottom 97
- 5-4 Steps and Limits to Rational Decision Making 102
- 5-5 Using Groups to Improve Decision Making 106

## 6 Organizational Strategy 112

- 6-1 Sustainable Competitive Advantage 112
- 6-2 Strategy-Making Process 116
- 6-3 Corporate-Level Strategies 121
- 6-4 Industry-Level Strategies 127
- 6-5 Firm-Level Strategies 131

## 7 Innovation and Change 136

- 7-1 Why Innovation Matters 136
- 7-2 Managing Innovation 143
- 7-3 Organizational Decline: The Risk of Not Changing 149
- 7-4 Managing Change 150

## 8 Global Management 158

- 8-1 Global Business, Trade Rules, and Trade Agreements 158
- 8-2 Consistency or Adaptation? 167
- 8-3 Forms for Global Business 168
- 8-4 Finding the Best Business Climate 172
- 8-5 Becoming Aware of Cultural Differences 178
- 8-6 Preparing for an International Assignment 180

## Part 3 Organizing



## 9 Designing Adaptive Organizations 184

- 9-1 Departmentalization 184
- 9-2 Organizational Authority 193
- 9-3 Job Design 196
- 9-4 Intraorganizational Processes 199
- 9-5 Interorganizational Processes 203

## 10 Managing Teams 206

- 10-1 The Good and Bad of Using Teams 206
- 10-2 Kinds of Teams 211
- 10-3 Work Team Characteristics 215
- 10-4 Enhancing Work Team Effectiveness 221

## 11 Managing Human Resource Systems 226

- 11-1 Employment Legislation 226
- 11-2 Recruiting 231
- 11-3 Selection 235
- 11-4 Training 243

- 11-5 Performance Appraisal 246
- 11-6 Compensation and Employee Separation 250

## 12 Managing Individuals and a Diverse Workforce 258

- 12-1 Diversity: Differences That Matter 258
- 12-2 Surface-Level Diversity 263
- 12-3 Deep-Level Diversity 271
- 12-4 Managing Diversity 273

## Part 4 Leading



## 13 Motivation 282

- 13-1 Basics of Motivation 282
- 13-2 Equity Theory 288
- 13-3 Expectancy Theory 293
- 13-4 Reinforcement Theory 296
- 13-5 Goal-Setting Theory 302
- 13-6 Motivating with the Integrated Model 304

## 14 Leadership 306

- 14-1 Leaders versus Managers 306
- 14-2 Who Leaders Are and What Leaders Do 308
- 14-3 Putting Leaders in the Right Situation: Fiedler's Contingency Theory 313
- 14-4 Adapting Leader Behavior: Hersey and Blanchard's Situational Leadership® Theory 316

- 14-5 Adapting Leader Behavior: Path-Goal Theory 318
- 14-6 Adapting Leader Behavior: Normative Decision Theory 322
- 14-7 Visionary Leadership 324

## 15 Managing Communication 330

- 15-1 Perception and Communication Problems 330
- 15-2 Kinds of Communication 335
- 15-3 Managing One-on-One Communication 342
- 15-4 Managing Organization-Wide Communication 347

## Part 5 Controlling



## 16 Control 352

- 16-1 The Control Process 352
- 16-2 Control Methods 358
- 16-3 What to Control? 362

## 17 Managing Information 372

- 17-1 Strategic Importance of Information 372
- 17-2 Characteristics and Costs of Useful Information 377
- 17-3 Capturing, Processing, and Protecting Information 381
- 17-4 Accessing and Sharing Information and Knowledge 390

# 18 Managing Service and Manufacturing Operations 396

18-1 Productivity 396

18-2 Quality 401

18-3 Service Operations 406

18-4 Manufacturing Operations 409

18-5 Inventory 412

**Endnotes** 419

**Index** 455