# ESSENTIALS OF MANAGEMENT

# NINTH EDITION

Andrew J. DuBrin

Professor Emeritus of Management College of Business Rochester Institute of Technology



Australia • Brazil • Japan • Korea • Mexico • Singapore • Spain • United Kingdom • United States

Copyright 2010 Cengage Learning. All Rights Reserved. May not be copied, scanned, or duplicated, in whole or in part. Due to electronic rights, some third party content may be suppressed from the eBook and/or eChapter(s). Editorial review has deemed that any suppressed content does not materially affect the overall learning experience. Cengage Learning reserves the right to remove additional content at any time if subsequent rights restrictions require it.

# **About the Author**

Andrew J. DuBrin is Professor Emeritus of Management in the College of Business at the Rochester Institute of Technology, where he has taught courses and conducted research in management, organizational behavior, leadership, and career management. He also gives presentations at other colleges, career schools, and universities. He has served as department chairman and team leader in previous years. He received his Ph.D. in Industrial Psychology from Michigan State University. DuBrin has business experience in human resource management and consults with organizations and individuals. His specialties include career management leadership and management development. DuBrin is an established author of both textbooks and trade books, and he contributes to professional journals, magazines, newspapers, and online media. He has written textbooks on management, leadership, organizational behavior, human relations, and impression management. His trade books cover many management issues, including charisma, team play, office politics, overcoming career selfsabotage, and coaching and mentoring.

# **Brief Contents**

## **PART 1** Introduction to Management

- **1** The Manager's Job 1
- 2 International Management and Cultural Diversity 35
- 3 Ethics and Corporate Social Responsibility 74

## PART 2 Planning

- 4 Essentials of Planning 116
- 5 Problem Solving and Decision Making 151
- 6 Quantitative Techniques for Planning and Decision Making 191

# PART 3 Organizing

- **7** Job Design and Work Schedules 224
- **B** Organization Structure, Culture, and Change 262
- 9 Human Resource and Talent Management 305

# PART4 Leading

- **10** Leadership 345
- **11** Motivation 388
- **12** Communication 427
- **13** Teams, Groups, and Teamwork 469

# PART 5 Controlling

- **14** Information Technology and e-Commerce 506
- **15** Essentials of Control 539
- **16** Managing Ineffective Performers 583



# PART 6 Managing for Personal Effectiveness

17 Enhancing Personal Productivity and Managing Stress 621

Glossary 659 Index 669

# Contents

#### Introduction to Management PART 1



#### 1) The Manager's Job 1

Who Is a Manager? 2 Types of Managers 5 The Process of Management The Four Managerial Functions 9 The Seventeen Managerial Roles 11 Five Key Managerial Skills 17 Development of Managerial Skills 19 The Evolution of Management Thought 20



International Management 36 Challenges Facing the Global Managerial Worker 45 Methods of Entry into World Markets 52 Success Factors in the Global Marketplace 54 The Scope, Competitive Advantage, and Potential Problems of Managing Diversity 59 Organizational Practices to Encourage Diversity 64



### 3 Ethics and Corporate Social Responsibility 74

**Business Ethics** 75 Corporate Social Responsibility 91 Environmental Protection 101 Creating an Ethical and Socially Responsible Workplace 104

#### PART 2 Planning



#### 4 Essentials of Planning 116

A General Framework for Planning 118 The Nature of Business Strategy 123 The Development of Business Strategy 126 Operating Plans, Policies, Procedures, and Rules 140 Management by Objectives: A System of Planning and Review 142

#### 5 Problem Solving and Decision Making 151

Nonprogrammed versus Programmed Decisions 152 Steps in Problem Solving and Decision Making 155 Bounded Rationality and Influences on Decision Making 158 Group Problem Solving and Decision Making 168 Creativity and Innovation in Managerial Work 173

## 6 Quantitative Techniques for Planning and Decision Making 191

Data-Based Decision Making 193 Forecasting Methods 194 Gantt Charts and Milestone Charts 201 Program Evaluation and Review Technique 202 Break-Even Analysis 208 Decision Trees 210 Inventory Control Techniques 211 Pareto Diagrams for Problem Identification 216

#### PART 3 Organizing



### 7 Job Design and Work Schedules 224

Four Major Dimensions of Job Design Plus Job Specialization and Job Description 226 Job Enrichment and the Job Characteristics Model 232 Job Involvement, Enlargement, and Rotation 236 Job Crafting and Job Design 239 Ergonomics and Job Design 241 Modified Work Schedules and Job Design 244 Job Design and High-Performance Work Systems 254



#### 8 Organization Structure, Culture, and Change 262

Bureaucracy as an Organization Structure 263 Departmentalization 268 Modifications of the Bureaucratic Organization 272 Delegation, Empowerment, and Decentralization 284 Organizational Culture 287 Managing Change 293



#### 9 Human Resource and Talent Management 305

Human Resource Management and Business Strategy 306 The Talent Management Model and Strategic Human Resource Planning 307 Recruitment 313 Selection 316 Orientation, Training, and Development 325 Performance Evaluation (or Appraisal) 330 Compensation 333 The Role of Labor Unions in Human Resource Management 337

## PART4 Leading

## 10 Leadership 345

The Link between Leadership and Management 347 The Leadership use of Power and Authority 348 Characteristics, Traits, and Behaviors of Effective Leaders 355 Leadership Styles 362 Transformational and Charismatic Leadership 370 The Leader as a Mentor and Coach 374 Leadership during Adversity and Crisis 376 Leadership Skills 379

### 11 Motivation 388

The Relationship between Motivation, Performance, and Engagement 389 Motivation through Need Satisfaction 391 Motivation through Goal Setting 400 Positive Reinforcement and Recognition Programs 402 Expectancy Theory of Motivation 410 Motivation through Financial Incentives 413



### 12 Communication 427

The Communication Process 429 Nonverbal Communication in Organizations 431 Organizational Channels and Directions of Communication 434 443 Barriers to Communication Overcoming Barriers to Communication 447 How to Conduct an Effective Meeting 454 Organizational Politics and Interpersonal Communication 456



#### **13** Teams, Groups, and Teamwork 469

Types of Teams and Groups 470 Characteristics of Effective Work Groups 479 Stages of Group Development 483 Managerial Actions for Building Teamwork 485 Being an Effective Team Player 488 Potential Contributions and Problems of Teams and Groups 491 Resolving Conflict within Teams and Groups 494

#### PART 5 Controlling



#### 14 Information Technology and e-Commerce 506

Information Technology and the Manager's Job 508 The Positive and Negative Consequences of Information Technology 510

The Impact of the Internet on Customers and Other **External Relationships** 520

The Effects of the Internet on Internal Operations 527 Success Factors in E-Commerce 531



### 15 Essentials of Control 539

Controlling and the Other Management Functions 541 Types and Strategies of Control 541 Steps in the Control Process 544 Nonbudgetary Control Techniques 548 Budgets and Budgetary Control Techniques 550 Managing Cash Flow and Cost Cutting 557

Nontraditional Measures of Financial Performance 564 Information Systems and Control 570 Characteristics of Effective Controls 574

## **16** Managing Ineffective Performers 583

Factors Contributing to Ineffective Performance 584 The Control Model for Managing Ineffective Performers 593 Coaching and Constructive Criticism 600 Employee Discipline 603 Dealing with Difficult People, Including Cynics 608 Termination 613

## **PART 6** Managing for Personal Effectiveness

## Enhancing Personal Productivity and Managing Stress 621

Improving Your Work Habits and Time Management 622 Understanding and Reducing Procrastination 636 The Nature of Stress and Burnout 639 Stress-Management Techniques 648

Glossary 659 Index 669