

PART ONE Introducing Management

CHAPTER 1: MANAGING AND THE MANAGER'S JOB 1

MANAGEMENT IN ACTION: How to Make Mistakes and Influence People 2

- An Introduction to Management 4
- The Management Process (What do Managers do?) 7
 - Planning and Decision Making: Determining Courses of Action 8
 - Organizing: Coordinating Activities and Resources 8
 - Leading: Motivating and Managing People 8
 - Controlling: Monitoring and Evaluating Activities 9
- Kinds of Managers 9
 - Managing at Different Levels of the Organization 9
 - Managing in Different Areas of the Organization 11

TECH WATCH: Show Me the ROI 13

- Basic Managerial Roles and Skills 14
 - Managerial Roles 14

A WORLD OF DIFFERENCE: PR and Performance in Diversity Scoring 15

- Managerial Skills 16
- The Nature of Managerial Work 19
 - The Science and the Art of Management 19
 - Becoming a Manager 20
 - The Scope of Management 21

The New Workplace 24

- Summary of Learning Outcomes and Key Points 26
- Discussion Questions 26
- Building Effective Time-Management Skills 27
- Building Effective Conceptual Skills 28

- Skill-Building Personal Assessment 28
- Management at Work 30

YOU MAKE THE CALL: How to Make Mistakes and Influence People 31

- Endnotes 32
-

CHAPTER 2: TRADITIONAL AND CONTEMPORARY MANAGEMENT PERSPECTIVES 34

MANAGEMENT IN ACTION: The Lighter Side of Sustainability 35

- The Role of Theory and History in Management 37
 - The Importance of Theory and History 37
 - Precursors to Management Theory 38
- The Classical Management Perspective 39
 - Scientific Management 39
 - Administrative Management 41
 - The Classical Management Perspective Today 41
- The Behavioral Management Perspective 42
 - The Human Relations Movement 43
 - The Emergence of Organizational Behavior 44
 - The Behavioral Management Perspective Today 45
- The Quantitative Management Perspective 45
- TECH WATCH: Does ROI Have Redeeming Social Value? 46**
 - Management Science 47
 - Operations Management 47
 - The Quantitative Management Perspective Today 47
- Integrating Perspectives for Managers 48
 - The Systems Perspective 48
 - The Contingency Perspective 50
 - An Integrating Framework 51
- Contemporary Management Issues and Challenges 52

Contemporary Applied Perspectives	53
Contemporary Management Challenges	54

LEADING THE WAY: A Hooters Girl on the Fast Track 54

Summary of Learning Outcomes and Key Points	56
Discussion Questions	57
Building Effective Decision-Making Skills	58
Building Effective Interpersonal Skills	58
Skill-Building Personal Assessment	59
Management at Work	61

YOU MAKE THE CALL: The Lighter Side of Sustainability 62

Endnotes	63
----------	----

PART TWO Understanding the Environmental Context of Managing

CHAPTER 3: UNDERSTANDING THE ORGANIZATION'S ENVIRONMENT 64

MANAGEMENT IN ACTION: Putting Miscommunication in Context 65

The Organization's Environments	67
The External Environment	68
The General Environment	69

DOING BUSINESS ON PLANET EARTH: Packaging Sustainability 71

The Task Environment	73
----------------------	----

BEYOND TRADITIONAL BUSINESS: How to Make a Cause Effective 75

The Internal Environment	78
Owners	78
Board of Directors	79
Employees	79
Physical Work Environment	79
The Organization's Culture	80
The Importance of Organization Culture	80
Determinants of Organization Culture	81

Managing Organization Culture	81
The Multicultural Environment	82
Trends in Diversity and Multiculturalism	82
Dimensions of Diversity and Multiculturalism	84

Organization–Environment Relationships	86
How Environments Affect Organizations	86
How Organizations Adapt to Their Environments	89

Summary of Learning Outcomes and Key Points	92
Discussion Questions	93

Building Effective Time-Management Skills 93

Building Effective Communication Skills 94

Skill-Building Personal Assessment 95

Management at Work 96

YOU MAKE THE CALL: Putting Miscommunication in Context 97

Endnotes	98
----------	----

CHAPTER 4: RESPONDING TO THE ETHICAL AND SOCIAL ENVIRONMENT 100

MANAGEMENT IN ACTION: Management by Objectionable Behavior 101

Individual Ethics in Organizations	103
Managerial Ethics	104

LEADING THE WAY: Happy Fit 106

Ethics in an Organizational Context	108
Managing Ethical Behavior	108

Emerging Ethical Issues in Organizations	112
Ethical Leadership	112
Ethical Issues in Corporate Governance	113
Ethical Issues in Information Technology	113

Social Responsibility and Organizations	114
Areas of Social Responsibility	114

DOING BUSINESS ON PLANET EARTH: Raising the CSR Bar 117

Arguments For and Against Social Responsibility	118
Organizational Approaches to Social Responsibility	120

The Government and Social Responsibility	122
--	-----

How Government Influences Organizations	122
How Organizations Influence Government	124
Managing Social Responsibility	125
Formal Organizational Actions	125
Informal Organizational Actions	126
Evaluating Social Responsibility	127
Summary of Learning Outcomes and Key Points	128
Discussion Questions	128
Building Effective Diagnostic and Decision-Making Skills	129
Building Effective Interpersonal Skills	130
Skill-Building Personal Assessment	130
Management at Work	131

YOU MAKE THE CALL: Management by Objectionable Behavior 133

Endnotes 133

CHAPTER 5: NAVIGATING THE GLOBAL ENVIRONMENT 135

MANAGEMENT IN ACTION: Into Africa 136

The Nature of International Business	138
The Meaning of International Business	139
Trends in International Business	140
Managing the Process of Globalization	141
Competing in a Global Market	144

The Structure of the Global Economy	145
Mature Market Economies and Systems	145
High-Potential/High-Growth Economies	147
Other Economies	147
The Role of the GATT and the WTO	148

Environmental Challenges of International Management	149
The Economic Environment	149

DOING BUSINESS ON PLANET EARTH: Cold Calling 151

The Political-Legal Environment	152
The Cultural Environment	154

A WORLD OF DIFFERENCE: Competing with Local Headhunters 156

Competing in a Global Economy	159
Globalization and Organization Size	159
Management Challenges in a Global Economy	160
Summary of Learning Outcomes and Key Points	162

Discussion Questions 162

Building Effective Technical Skills	163
Building Effective Communication Skills	164
Skill-Building Personal Assessment	164
Management at Work	165

YOU MAKE THE CALL: Into Africa 167

Endnotes 167

PART THREE Planning and Decision Making

CHAPTER 6: BASIC ELEMENTS OF PLANNING AND DECISION MAKING 169

MANAGEMENT IN ACTION: Cruise Control 170

Decision Making and the Planning Process 172

Organizational Goals	174
Purposes of Goals	174
Kinds of Goals	175
Responsibilities for Setting Goals	176
Managing Multiple Goals	178

Organizational Planning	178
Kinds of Organizational Plans	179
Time Frames for Planning	179

TECH WATCH: Starting Conversations 180

Responsibilities for Planning	181
Contingency Planning and Crisis Management	182

Tactical Planning	185
Developing Tactical Plans	185
Executing Tactical Plans	186

Operational Planning	187
Single-Use Plans	187
Standing Plans	188

**BEYOND TRADITIONAL BUSINESS: Secret
Operating Procedure 303 189**

Managing Goal-Setting and Planning Processes	190
Barriers to Goal Setting and Planning	190
Overcoming the Barriers	192
Using Goals to Implement Plans	193
Summary of Learning Outcomes and Key Points	195
Discussion Questions	196
Building Effective Decision-Making Skills	197
Building Effective Time-Management Skills	197
Skill-Building Personal Assessment	198
Management at Work	199

YOU MAKE THE CALL: Cruise Control 201

Endnotes 202

**CHAPTER 7: MANAGING STRATEGY AND
STRATEGIC PLANNING 203**

MANAGEMENT IN ACTION: Stay Hungry 204

The Nature of Strategic Management	206
The Components of Strategy	206
Levels of Strategy	207
Strategy Formulation and Implementation	207

**BEYOND TRADITIONAL BUSINESS: Like It or
Not 208**

Using SWOT Analysis to Formulate Strategy	209
Evaluating an Organization's Strengths	209
Evaluating an Organization's Weaknesses	211
Evaluating an Organization's Opportunities and Threats	212
Formulating Business-Level Strategies	212
Porter's Generic Strategies	212
The Miles and Snow Typology	214
Strategies Based on the Product Life Cycle	216
Implementing Business-Level Strategies	217
Implementing Porter's Generic Strategies	217
Implementing Miles and Snow's Strategies	218
Formulating Corporate-Level Strategies	219
Single-Product Strategy	220
Related Diversification	220

Unrelated Diversification 221

**LEADING THE WAY: The Beauty of
Differentiation 222**

Implementing Corporate-Level Strategies	223
Becoming a Diversified Firm	224
Managing Diversification	225
International and Global Strategies	228
Developing International and Global Strategies	228
Strategic Alternatives for International Business	230
Summary of Learning Outcomes and Key Points	232
Discussion Questions	233
Building Effective Decision-Making Skills	233
Building Effective Conceptual Skills	234
Skill-Building Personal Assessment	235
Management at Work	237

YOU MAKE THE CALL: Stay Hungry 239

Endnotes 240

**CHAPTER 8: MANAGING DECISION
MAKING AND PROBLEM
SOLVING 242**

**MANAGEMENT IN ACTION: Moneyball on
Steroids 243**

The Nature of Decision Making	245
Decision Making Defined	245
Types of Decisions	246
Decision-Making Conditions	246
Rational Perspectives on Decision Making	249
The Classical Model of Decision Making	249
Steps in Rational Decision Making	250
Evidence-Based Management	254
Behavioral Elements in Decision Making	255
The Administrative Model	255
Political Forces in Decision Making	256

**A WORLD OF DIFFERENCE: The Verdict on
Diversity 257**

Intuition and Escalation of Commitment	258
Risk Propensity and Decision Making	259
Ethics and Decision Making	259

DOING BUSINESS ON PLANET EARTH: Sealing the Deal 260

- Group and Team Decision Making in Organizations 261
 - Forms of Group and Team Decision Making 261
 - Advantages of Group and Team Decision Making 262
 - Disadvantages of Group and Team Decision Making 263
 - Managing Group and Team Decision-Making Processes 263
- Summary of Learning Outcomes and Key Points 264
- Discussion Questions 264
- Building Effective Conceptual Skills 265
- Building Effective Decision-Making Skills 266
- Skill-Building Personal Assessment 266
- Management at Work 267

YOU MAKE THE CALL: Moneyball on Steroids 269

Endnotes 270

CHAPTER 9: MANAGING START-UPS AND NEW VENTURES 272

MANAGEMENT IN ACTION: Leaping to Constructions 273

- The Meaning of Entrepreneurship 275
- The Role of Entrepreneurs, Start-Ups and New Ventures in Society 276
 - Job Creation 277
 - Innovation 279
 - Importance to Big Business 279
- Strategy for Start-Ups and New Ventures 280
 - Choosing an Industry 280
 - Emphasizing Distinctive Competencies 284

LEADING THE WAY: Current Affairs in the Electric Vehicle Business 285

- Writing a Business Plan 286
- Entrepreneurship and International Markets 287
- Structure of Start-Ups and New Ventures 287
 - Starting the New Business 287

- Financing the New Business 288
- Sources of Management Advice 290
- Franchising 292

BEYOND TRADITIONAL BUSINESS: The Dating Service with a Date in Court 293

- The Performance of Start-Ups and New Ventures 294
 - Trends in Start-Ups and New Ventures 295
 - Reasons for Failure 296
 - Reasons for Success 296

Summary of Learning Outcomes and Key Points 297

Discussion Questions 298

Building Effective Interpersonal Skills 298

Building Effective Conceptual Skills 299

Skill-Building Personal Assessment 300

Management at Work 301

YOU MAKE THE CALL: Leaping to Constructions 303

Endnotes 303

PART FOUR The Organizing Process

CHAPTER 10: BASIC ELEMENTS OF ORGANIZING 305

MANAGEMENT IN ACTION: Who's the Boss? 306

- The Elements of Organizing 308
- Designing Jobs 308
 - Job Specialization 308
 - Benefits and Limitations of Specialization 309
 - Alternatives to Specialization 310

- Grouping Jobs: Departmentalization 313
 - Rationale for Departmentalization 313
 - Common Bases for Departmentalization 313

TECH WATCH: A Disturbance in the Twelpforce 316

- Establishing Reporting Relationships 317
 - Chain of Command 317
 - Narrow Versus Wide Spans 317
 - Tall Versus Flat Organizations 318

Determining the Appropriate Span	319
Distributing Authority	320
The Delegation Process	321
Decentralization and Centralization	322
Coordinating Activities	324
The Need for Coordination	324
Structural Coordination Techniques	324
DOING BUSINESS ON PLANET EARTH: Collaboration, Connection, and Chromosomal Configuration	326
Electronic Coordination	327
Differentiating Between Positions	327
Differences Between Line and Staff	327
Administrative Intensity	328
Summary of Learning Outcomes and Key Points	328
Discussion Questions	329
Building Effective Conceptual Skills	330
Building Effective Diagnostic Skills	330
Skill-Building Personal Assessment	331
Management at Work	332

YOU MAKE THE CALL: Who's the Boss? 334

Endnotes 335

CHAPTER 11: MANAGING ORGANIZATION DESIGN 337

MANAGEMENT IN ACTION: The First Axiom of New Law 338

The Nature of Organization Design	340
Universal Perspectives on Organization Design	340
Bureaucratic Model	340
Behavioral Model	342
Situational Influences on Organization Design	343
Core Technology	344
Environment	345

A WORLD OF DIFFERENCE: Attitude Adjustments 346

Organizational Size	347
Organizational Life Cycle	347
Strategy and Organization Design	348
Corporate-Level Strategy	348

Business-Level Strategy	349
Organizational Functions	349

Basic Forms of Organization Design	349
Functional (U-Form) Design	350
Conglomerate (H-Form) Design	351
Divisional (M-Form) Design	351
Matrix Design	352
Hybrid Designs	354

Emerging Issues in Organization Design	355
The Team Organization	355
The Virtual Organization	355
The Learning Organization	355
Special Issues in International Organization Design	356

LEADING THE WAY: Feeding the Chicken 357

Summary of Learning Outcomes and Key Points	358
Discussion Questions	359
Building Effective Conceptual Skills	360
Building Effective Technical Skills	360
Skill-Building Personal Assessment	361
Management at Work	361

YOU MAKE THE CALL: The First Axiom of New Law 363

Endnotes 364

CHAPTER 12: MANAGING ORGANIZATION CHANGE AND INNOVATION 366

MANAGEMENT IN ACTION: Accenturate the Positive 367

The Nature of Organization Change	369
Forces for Change	369
Planned Versus Reactive Change	370
Managing Change in Organizations	371
Steps in the Change Process	371
Understanding Resistance to Change	373
Overcoming Resistance to Change	374
Areas of Organization Change	375
Changing Organization Structure and Design	376
Changing Technology and Operations	376
Changing People, Attitudes, and Behaviors	378

BEYOND TRADITIONAL BUSINESS: Am(ortizing) Ex(penses) 380

- Organization Development 381
- Organizational Innovation 383
 - The Innovation Process 383
 - Forms of Innovation 385
 - The Failure to Innovate 386
 - Promoting Innovation in Organizations 388

TECH WATCH: Breaking the Mold 389

- Summary of Learning Outcomes and Key Points 390
- Discussion Questions 391
- Building Effective Decision-Making Skills 392
- Building Effective Diagnostic Skills 392
- Skill-Building Personal Assessment 393
- Management at Work 394

YOU MAKE THE CALL: Accenturate the Positive 396

Endnotes 397

CHAPTER 13: MANAGING HUMAN RESOURCES IN ORGANIZATIONS 399

MANAGEMENT IN ACTION: Elementary, Watson 400

- The Environmental Context of Human Resource Management 402
 - The Strategic Importance of HRM 402
 - The Legal Environment of HRM 403
 - Social Change and HRM 407

- Attracting Human Resources 408
 - Human Resource Planning 408
 - Recruiting Employees 410
 - Selecting Employees 411

- Developing Human Resources 413
 - Training and Development 413
 - Performance Appraisal 415

TECH WATCH: What You Can Learn from Math Media 416

Performance Feedback 419

Maintaining Human Resources 419

- Determining Compensation 420
- Determining Benefits 421

A WORLD OF DIFFERENCE: The Sin of Wages? 422

Career Planning 423

Managing Labor Relations 423

- How Employees Form Unions 424
- Collective Bargaining 424

New Challenges in the Changing Workplace 426

- Managing Knowledge Workers 426
- Contingent and Temporary Workers 427

Summary of Learning Outcomes and Key Points 429

Discussion Questions 429

Building Effective Decision-Making Skills 430

Building Effective Technical Skills 431

Skill-Building Personal Assessment 431

Management at Work 433

YOU MAKE THE CALL: Elementary, Watson 434

Endnotes 435

PART FIVE The Leading Process

CHAPTER 14: BASIC ELEMENTS OF INDIVIDUAL BEHAVIOR IN ORGANIZATIONS 437

MANAGEMENT IN ACTION: Engaging with the Company Garbage 438

- Understanding Individuals in Organizations 440
 - The Psychological Contract 440
 - The Person-Job Fit 441
 - The Nature of Individual Differences 442

Personality and Individual Behavior 443

- The "Big Five" Personality Traits 443
- The Myers-Briggs Framework 444
- Other Personality Traits at Work 445
- Emotional Intelligence 446

Attitudes and Individual Behavior 447

Work-Related Attitudes 448

Organizational Commitment and Engagement	448
Affect and Mood in Organizations	449
Perception and Individual Behavior	449
Basic Perceptual Processes	450
Perception and Attribution	451
Stress and Individual Behavior	451
Causes and Consequences of Stress	453
Managing Stress	454

A WORLD OF DIFFERENCE: The Color of Stress 455

Creativity in Organizations	457
The Creative Individual	457

TECH WATCH: Picture a Better Mousetrap 458

The Creative Process	459
Enhancing Creativity in Organizations	460

Types of Workplace Behavior 460

Performance Behaviors	460
Withdrawal Behaviors	461
Organizational Citizenship	461
Dysfunctional Behaviors	462

Summary of Learning Outcomes and Key Points 462

Discussion Questions 463

Building Effective Interpersonal Skills 464

Building Effective Time-Management Skills 464

Skill-Building Personal Assessment 465

Management at Work 467

YOU MAKE THE CALL: Engaging with the Company Garbage 470

Endnotes 470

CHAPTER 15: MANAGING EMPLOYEE MOTIVATION AND PERFORMANCE 473

MANAGEMENT IN ACTION: Let the Games Begin 474

The Nature of Motivation 476

The Importance of Employee Motivation in the Workplace	476
--	-----

Historical Perspectives on Motivation	477
---------------------------------------	-----

Content Perspectives on Motivation 478

The Needs Hierarchy Approach	478
------------------------------	-----

The Two-Factor Theory	480
Individual Human Needs	481
Implications of the Content Perspectives	482

Process Perspectives on Motivation 483

Expectancy Theory	483
Equity Theory	485
Goal-Setting Theory	486
Implications of the Process Perspectives	488

Reinforcement Perspectives on Motivation 488

Kinds of Reinforcement in Organizations	489
Providing Reinforcement in Organizations	490
Implications of the Reinforcement Perspectives	490

Popular Motivational Strategies 491

Empowerment and Participation	491
Alternative Forms of Work Arrangements	492

Using Reward Systems To Motivate

Performance	494
Merit Reward Systems	494
Incentive Reward Systems	494
Team and Group Incentive Reward Systems	496

DOING BUSINESS ON PLANET EARTH: M(otivation) p(er) G(allon) 497

Executive Compensation	498
------------------------	-----

LEADING THE WAY: Compensating for Big Bets 500

New Approaches to Performance-Based Rewards	501
---	-----

Summary of Learning Outcomes and Key Points 502

Discussion Questions 503

Building Effective Interpersonal Skills 503

Building Effective Decision-Making Skills 504

Skill-Building Personal Assessment 505

Management At Work 505

YOU MAKE THE CALL: Let the Games Begin 508

Endnotes 509

CHAPTER 16: MANAGING LEADERSHIP AND INFLUENCE PROCESSES 511

MANAGEMENT IN ACTION: Leaders of Oil Repute 512

The Nature of Leadership	514
The Meaning of Leadership	514
Leadership and Management	514
Leadership and Power	515

BEYOND TRADITIONAL BUSINESS:

Underdevelopment in the Nonprofit Sector 516

Generic Approaches To Leadership	519
Leadership Traits	519
Leadership Behaviors	519
Situational Approaches To Leadership	522
LPC Theory	523
Path–Goal Theory	525
Vroom’s Decision Tree Approach	527
The Leader–Member Exchange Approach	530
Related Approaches To Leadership	531
Substitutes for Leadership	531
Charismatic Leadership	532
Transformational Leadership	532
Emerging Approaches To Leadership	533
Strategic Leadership	533
Cross-Cultural Leadership	533
Ethical Leadership	534

A WORLD OF DIFFERENCE: High Tech Does the Math 534

Political Behavior In Organizations	535
Common Political Behaviors	536
Impression Management	536
Managing Political Behavior	537

Summary of Learning Outcomes and Key Points	538
---	-----

Discussion Questions	538
----------------------	-----

Building Effective Interpersonal Skills	539
---	-----

Building Effective Conceptual Skills	540
--------------------------------------	-----

Skill-Building Personal Assessment	541
------------------------------------	-----

Management At Work	542
--------------------	-----

YOU MAKE THE CALL: Leaders of Oil Repute 545

Endnotes	545
----------	-----

CHAPTER 17: MANAGING INTERPERSONAL RELATIONS AND COMMUNICATION

MANAGEMENT IN ACTION: Buzz Words 549

The Interpersonal Nature of Organizations	551
Interpersonal Dynamics	551
Outcomes of Interpersonal Behaviors	552

Communication and the Manager’s Job	553
A Definition of Communication	553
The Role of Communication in Management	554
The Communication Process	554

Forms of Communication in Organizations	556
Interpersonal Communication	556
Communication in Networks and Work Teams	557
Organizational Communication	558
Digital Communication	559

TECH WATCH: Thinking (and Talking) on Your Feet 560

Informal Communication in Organizations	562
The Grapevine	562
Management by Wandering Around	564
Nonverbal Communication	565

Managing Organizational Communication	566
Barriers to Communication	566
Improving Communication Effectiveness	568

LEADING THE WAY: In Communication We Trust 570

Summary of Learning Outcomes and Key Points	571
---	-----

Discussion Questions	572
----------------------	-----

Building Effective Technical Skills	573
-------------------------------------	-----

Building Effective Interpersonal Skills	573
---	-----

Skill-Building Personal Assessment	574
------------------------------------	-----

Management at Work	574
--------------------	-----

YOU MAKE THE CALL: Buzz Words 577

Endnotes	577
----------	-----

**CHAPTER 18: MANAGING WORK
GROUPS AND TEAMS 579**

**MANAGEMENT IN ACTION: Promoting the Cause
of Diversity 580**

Groups and Teams in Organizations 582
Types of Groups and Teams 582

**DOING BUSINESS ON PLANET EARTH: Cooking Up
Sustainability 585**

Why People Join Groups and Teams 586
Stages of Group and Team Development 587

Characteristics of Groups and Teams 589
Role Structures 589
Behavioral Norms 591
Cohesiveness 592

LEADING THE WAY: Primed for Power 594
Formal and Informal Leadership 595

Interpersonal and Intergroup Conflict 596
The Nature of Conflict 596
Causes of Conflict 597

Managing Conflict in Organizations 599
Stimulating Conflict 599
Controlling Conflict 600
Resolving and Eliminating Conflict 601
Negotiation 602

Summary of Learning Outcomes and Key Points 603

Discussion Questions 604

Building Effective Conceptual Skills 604

Building Effective Communication Skills 605

Skill-Building Personal Assessment 605

Management at Work 606

**YOU MAKE THE CALL: Promoting the Cause of
Diversity 609**

Endnotes 610

PART SIX The Controlling Process

**CHAPTER 19: BASIC ELEMENTS OF
CONTROL 612**

**MANAGEMENT IN ACTION: Metric Tons and
Nonfinancial Metrics 613**

The Nature of Control 615
The Purpose of Control 615
Types of Control 617
Steps in the Control Process 619

**BEYOND TRADITIONAL BUSINESS: The Intelligent
Way to Run a Nonprofit 622**

Operations Control 623
Preliminary Control 623
Screening Control 624
Postaction Control 624

Financial Control 625
Budgetary Control 625
Other Tools for Financial
Control 628

Structural Control 629

**DOING BUSINESS ON PLANET EARTH: How Do
Investors Rest Assured? 630**

Bureaucratic Control 631
Decentralized Control 632

Strategic Control 632
Integrating Strategy and Control 632
International Strategic Control 633

Managing Control in Organizations 634
Characteristics of Effective Control 634
Resistance to Control 635
Overcoming Resistance to Control 636

Summary of Learning Outcomes and
Key Points 637

Discussion Questions 638

Building Effective Time-Management Skills 639

Building Effective Technical Skills 639

Skill-Building Personal Assessment 640

Management at Work 641

YOU MAKE THE CALL: Metric Tons and Nonfinancial Metrics 643

Endnotes 644

CHAPTER 20: MANAGING OPERATIONS, QUALITY, AND PRODUCTIVITY 645

MANAGEMENT IN ACTION: What to Do When Workers Wonder What Happens Next 646

The Nature of Operations Management 648

The Importance of Operations 648

Manufacturing and Production Operations 649

Service Operations 649

The Role of Operations in Organizational Strategy 650

Designing Operations Systems 650

Determining Product-Service Mix 650

Capacity Decisions 651

Facilities Decisions 651

Organizational Technologies 653

Manufacturing Technology 653

Service Technology 656

Implementing Operations Systems Through Supply Chain Management 657

Operations Management as Control 657

Purchasing Management 658

Inventory Management 658

Managing Total Quality 659

The Meaning of Quality 659

The Importance of Quality 660

BEYOND TRADITIONAL BUSINESS: Reach Out and Give Someone a Quality Touch 661

Total Quality Management 662

TQM Tools and Techniques 664

Managing Productivity 666

The Meaning of Productivity 666

The Importance of Productivity 667

Productivity Trends 667

Improving Productivity 668

TECH WATCH: Is Glassdoor Cracked? 670

Summary of Learning Outcomes and Key Points 671

Discussion Questions 671

Building Effective Communication Skills 672

Building Effective Diagnostic Skills 673

Skill-Building Personal Assessment 673

Management at Work 674

YOU MAKE THE CALL: What to Do When Workers Wonder What Happens Next 676

Endnotes 677

Name Index 679

Organization and Product Index 683

Subject Index 689