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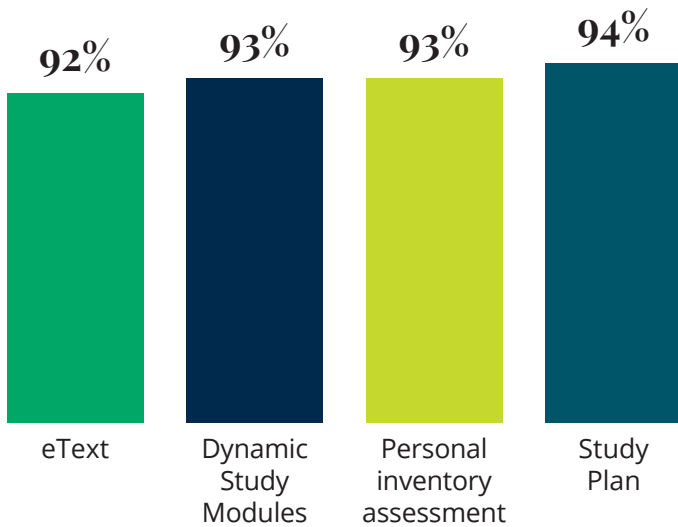
# Modern Management

## *Concepts and Skills*

FIFTEENTH EDITION



Samuel C. Certo • S. Trevis Certo



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EDITION

15

Global Edition

# Modern Management

CONCEPTS AND SKILLS

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# About the Authors

**Dr. Samuel C. Certo** is presently Emeritus Dean and Steinmetz Professor of Management at the Roy E. Crummer Graduate School of Business at Rollins College. Over his career, Dr. Certo has received many prestigious awards, including the Award for Innovative Teaching from the Southern Business Association, the Instructional Innovation Award granted by the Decision Sciences Institute, and the Charles A. Welsh Memorial Award for outstanding teaching. He has also received the Bornstein and Cornell Awards for teaching and global recognition of his scholarship.

Dr. Certo has also authored or co-authored several highly regarded textbooks, including *Modern Management: Concepts and Skills*, *Strategic Management: Concepts and Applications*, and *Supervision: Concepts and Applications*. His textbooks have been translated into several languages for distribution throughout the world.

His newest popular-market book, *Chasing Wisdom: Finding Everyday Leadership in Business and Life*, recommends combining business and biblical principles to build successful organizations. His podcast program emphasizing the chasing wisdom concept is available on iTunes. The number of its listeners is growing, and it now has listeners in over 200 countries.

A past chairperson of the Management Education and Development Division of the Academy of Management, he has had the honor of being presented with the group's Excellence in Leadership Award. Dr. Certo has also served as president of the Association for Business Simulation and Experiential Learning, an associate editor for *Simulation and Games*, and as a review board member of the *Academy of Management Review*. His consulting experience has been extensive and includes notable participation on boards of directors in both public and private companies.

**S. Trevis Certo** is the Jerry B. and Mary Anne Chapman Professor of Business in the Department of Management and Entrepreneurship in the W. P. Carey School of Business at Arizona State University. His research focuses on corporate governance, top management teams, initial public offerings (IPOs), and research methodology. Trevis's research has appeared in *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Journal of Management*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Journal of Management Studies*, *Business Ethics Quarterly*, *Journal of Business Ethics*, *California Management Review*, and *Business Horizons*. Trevis also serves on the editorial boards of *Academy of Management Journal* and *Strategic Management Journal*. Trevis has taught undergraduate, MBA, EMBA, and PhD courses in strategic management, research methodology, and international business at Arizona State University, Texas A&M University, Indiana University, Tulane University, and Wuhan University (China).





# Letter from the Authors

Dear Colleague,

Thank you for taking the time to review our book. If you are reading this right now, you likely agree with our (perhaps biased) opinion that Management is one of the most important courses that students will take in their academic careers. Regardless of their majors, management will likely be in your students' futures. Whether your students graduate to become salesforce members, financial analysts, or supply chain specialists, they will undoubtedly work for managers. This book will help students understand how managers work. Moreover, the concepts in this text will help students prepare for their own future management positions.

It is hard to believe that this management textbook, now in its fifteenth edition, is over 35 years old. While a little younger than companies such as Apple and Microsoft, it is amazing to think that our book is older than companies like Alphabet (Google), Costco, Amazon, Lockheed Martin, and Netflix. Like these leading companies, our book has advanced over the years, relying on one constant theme: innovation. We created a product that resonated with the academic community, and we continuously innovated over the decades that followed. Specifically, over the years we have continued to integrate leading-edge research on individuals, teams, and organizations with pedagogical techniques designed to enhance students' performance, their ability to obtain employment, and ultimately their careers.

The unique approach of our book is that each chapter in our comprehensive text helps students develop a specific management skill. The content specifically focuses on how students can be more strategic and more creative, work as team members, become successful leaders, and more. We designed our chapters to build these skills (and others) to fulfill the objective of this book: To help students both obtain employment and flourish in the workplace.

The work on the pages that follow is largely the result of our interactions with the many instructors around the globe who use our book. Thank you! If we can help, please do not hesitate to email us!

Sincerely,

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# Preface

**Build students' management confidence by helping students not only learn management concepts but also develop a target skill in each chapter.**

## Applying Management Concepts

Each chapter opens with a **Challenge Case** that presents a company facing a particular challenge relevant to the topic of the chapter.

### CHALLENGE CASE

#### Diverse Employees Contribute to GE Lighting's Bright Future

Despite the common assumption that manufacturing jobs are disappearing, manufacturing companies face a hiring challenge. As experienced workers retire and technology advances, businesses need bright, hard-working employees who are comfortable with technology. GE Lighting is tapping the potential of the "millennial generation," workers born between 1982 and 2000. According to general manager Ron Wilson, the share of millennials among his manufacturing engineers and managers has doubled. The company is smoothing the way by preparing these employees to succeed. Its two-year leadership training program gives operations employees challenging assignments and brings them into contact with senior management. At the level of factory floor workers, the company partners with local com-



Tony Dejak/AP Images

### CHALLENGE CASE SUMMARY

This chapter emphasizes what management is and what managers do. As a manager, James Quincey is engaged in processes that help Coca-Cola reach organizational goals. Quincey, as CEO of a major corporation, must focus on how the company can deliver top quality at a competitive price and develop new products that will keep the company abreast of the latest consumer trends. He cannot possibly develop, make, and sell all the products; rather, he leads the efforts within his group, keeping them aligned with the company's goals.

Quincey engages in planning, organizing, influencing, and controlling the work of the people at Coca-Cola. He uses human resources, as well as money, raw materials, and machinery (capital equipment). These efforts succeed when his group is both effective (successful in achieving goals) and efficient (minimizes the use of resources).

Quincey has risen in the ranks at Coca-Cola because he has demonstrated that he has management skill—the ability to carry out the process of reaching organizational goals by working with and through people and other organizational resources. According to the classic understanding, management skill is the combination of three different kinds of skills: technical, human, and conceptual skills. In this understanding of management, technical skills were especially important for Quincey when he first took on lower-management jobs. As he rose through Coca-Cola's hierarchy, Quincey depended less on the use of technical skills and more on the use of conceptual

and building cooperation, are important at all levels of management.

More recently, management skills have been viewed in terms of the activities carried out by managers. Quincey and other managers typically perform task-related, people-related, and change-related activities. Task-related activities require skills in short-term planning, clarifying objectives, and monitoring performance. People-related activities require skills in encouraging employees, providing recognition for accomplishments, developing skills in others, consulting others when making decisions, and empowering employees to solve problems. Change-related activities require skills in monitoring the organization's environment, proposing new ideas, encouraging innovation, and taking necessary risks.

The Challenge Case described how John Quincey has progressed through his career in management and the challenges of being a top manager. A career is a sequence of work-related positions over the course of a person's life. Also, in his progression to the top position at Coke, he has embodied the six management employability skills. He has demonstrated his expertise in communication, critical thinking, creativity, collaboration, knowledge application, and ethics and social responsibility. We have not yet seen the end of Quincey's career, but his path so far illustrates how a hardworking, goal-oriented person can develop skills by successfully taking on challenging positions that offer opportunities to learn more about a company's products, customers, and

At the end of each chapter is the **Challenge Case Summary**, where students read about how the company manager(s) used the concepts presented in the chapter to address the challenge.

**Tips for Managing Around the Globe, Steps for Success, and Practical Challenge** callouts highlight practical applications of management concepts.

## TIPS FOR MANAGING AROUND THE GLOBE

### Making the Most of International Experience

People assume that international experience will open up opportunities for managers. Certainly, if employees and customers live in different countries, familiarity with those cultures should be a big plus. For example, Andrew Gamertsfelder credited his marketing internships in Brazil with helping him land a job working for Stryker Orthopaedics in Brazil after he graduated from the University of Pittsburgh. And when the staffing firm Robert Half surveyed chief financial officers in the United States, almost 70 percent said international experience was important for accounting and financial

However, researchers at the IE Business School in Spain conducted a study that raises questions about the value of international experience. Reviewing the careers of chief executive officers at large corporations, the researchers found that the longer the managers had worked overseas, the longer they took to reach the top jobs. Apparently, executives should balance overseas experience against staying in contact with decision makers at headquarters. To do this, executives should take shorter assignments, participate in

## STEPS FOR SUCCESS

### Developing Human Skills

At SAS America, Thomas Lynch's management career had stalled. Lynch, who specializes in sales support, had an excellent record of helping customers solve problems, but he was not getting key assignments or promotions. He brought the issue to his superiors, who pointed to his human skills: Although he was a great problem solver and well liked, he came across as lacking ambition. With coaching and practice, Lynch learned to pick opportunities to offer his expertise.

As Lynch's career progressed, his human skills became an important part of his success.

looking for the ability to set priorities, a positive attitude, and the ability to function well as part of a team. Here are some ways to build human skills:<sup>27</sup>

- Ask colleagues what you do well and what behaviors they would like to see improve.
- Learn to control your emotions. Notice what triggers a reaction, and practice ways to be calm in those situations.
- Get expert advice—seek help from a career coach,

## PRACTICAL CHALLENGE: ATTAINING GOALS

### Lawrence Jones Motivates Employees at UKFast

To understand how some managers influence goal attainment, consider UKFast's CEO and founder Lawrence Jones. UKFast, a business-to-business hosting company, was founded in 1999, and since then Jones has used his creative leadership and passion to inspire others and attain the organization's goals—to create a global presence and build on its estimated worth of \$315 million. He feels that motivation is one of the biggest assets a business can use to increase productivity and compete globally.

Jones likes a hands-on approach. He takes an active role in guiding his senior management and focuses on ensuring that UKFast and its customers

grow side-by-side. Managers are trained to keep employees geared for more by looking at three factors—competition, environment, and development. Jones encourages his employees to look to competition as a driver and a goal-setter. According to reports,<sup>16</sup> Jones has instilled a healthy appetite for competition in an informal way by initiating annual internal competitions among the company's technical engineers and by announcing the top 10 customer services delivered every week. The winners are treated to a big reward. While goals are attained, Jones feels the best part is that most of the employees enjoy the challenge itself.

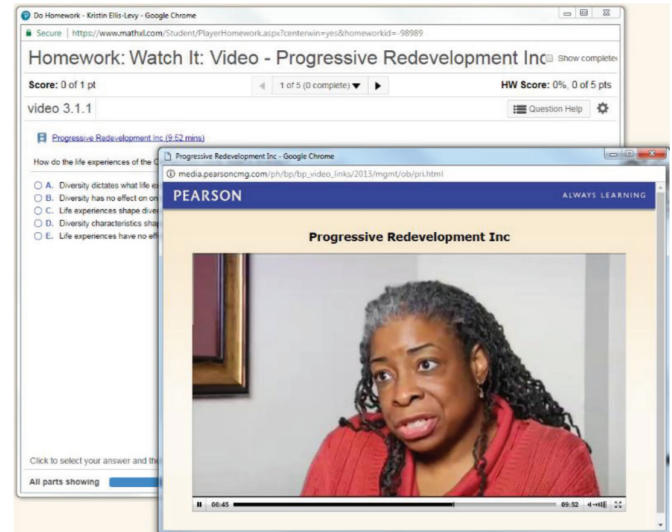
Each chapter references assignable exercises in MyLab Management like **Watch It! Videos** about real companies to provide even more opportunities for students to apply the concepts they are learning to real-world situations.

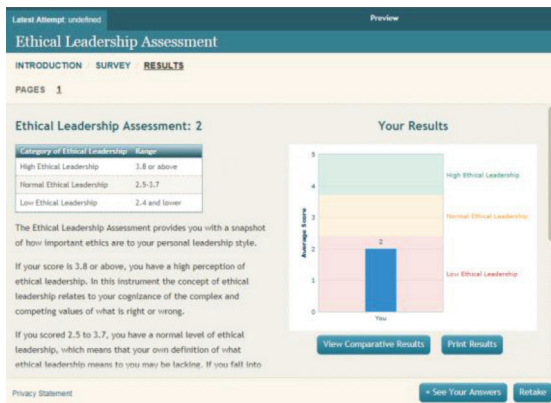
somewhat effective despite being inefficient if demand for the finished goods is so high that the manager can get an extremely high price per unit sold and thus absorb inefficiency costs. Thus, a manager can be effective without being efficient, and vice versa. To maximize organizational success, however, both effectiveness and efficiency are essential.

**MyLab Management Watch It**

If your instructor has assigned this activity, go to [www.pearson.com/mylab/management](http://www.pearson.com/mylab/management) to complete the video exercise.

As an example of achieving efficiency and effectiveness, consider Telstra Corporation, Australia's largest telecommunication company. Like its counterparts the world over, Telstra faces the challenges of a changing industry in which mobile phones are fast becoming more popular than the landline business on which Telstra built its fortunes. To survive, Telstra is scrambling to create a nimble management team and prune the bureaucracy that slows down decision making and internal operations. In a recent reorganization of his executive team, Telstra CEO David Thodey created four groups—customer sales and support, product and marketing innovation, operations, and corporate support—all focused on effectiveness: getting more competitive while also attracting and retaining customers.<sup>19</sup>





## Developing Management Skills

**Target Skill** and **Skill and Your Career** at the opening of each chapter focus on managerial skills that employers most value in job candidates. Students can develop these skills by completing specially designed, innovative learning activities, which appear both in the text and through MyLab Management.

### Homework: Chapter 1 Assessing Your Management Skills

Score: 0 of 1 pt | 1 of 14 (1 complete) | HW Score: 0%, 0 of 14 pts

Assessing Your Mgmt Concepts 1.1

Refer to the Challenge Case at the beginning of the chapter. Respond to the following question regarding the type of advice you would give to Rodney Adkins, senior vice president at IBM. Then address the management and personal challenges he has faced within the company.

**For Each Statement Select:**

- "Y" if you would give the advice to Adkins.
- "N" if you would NOT give the advice to Adkins.
- "NI" if you have no idea whether you would give the advice to Adkins.

Mr. Adkins, in meeting your management challenges at IBM, you should...

make sure you understand how important management is in successfully marketing the new IBM products.

A. Y  
 B. N  
 C. NI

**Management Skills Exercises** provide additional discussion questions to dig into the Challenge Case and a second, short case to help students better understand how concepts apply to companies and their challenges.

**Personal Inventory Assessments**, assignable in MyLab Management, are recommended by the authors in every chapter. These assessments provide immediate results to develop professionalism and awareness of oneself and others, giving students the skills necessary for their future career.

### TARGET SKILL



**Management Skill:** the ability to work with people and other organizational resources to accomplish organizational goals


#### MyLab Management Assessing Your Management Skill

If your instructor has assigned this activity, go to [www.pearson.com/mylab/management](http://www.pearson.com/mylab/management) to complete the exercise related to the Challenge Case.

**Assessing Your Management Skills** is an assignment in MyLab Management with an average of 15 questions that asks the students to indicate how they would advise senior management to respond to situations in the Case Challenge and Case Challenge Summary. Students receive instant feedback on their responses. Results flow to the gradebook.

## Management Skills Exercises

### MyLab Management Discussion Questions

Go to [www.pearson.com/mylab/management](http://www.pearson.com/mylab/management) to complete the problems marked with this icon .

### ★ Cases

#### Coke's New CEO Battles a Changing Market

"Coke's New CEO Battles a Changing Market" and its related Challenge Case Summary were written to help you understand the management concepts contained in this chapter. Answer the following discussion questions about the introductory case to explore how fundamental management concepts can be applied to a company such as Coca-Cola.

Three **Experiential Exercises** are featured at the end of each chapter. The first type helps students use active learning, frequently in groups, to develop knowledge and skills specific to chapter content. The second, **You and Your Career**, is an exercise that asks students to reflect on chapter content to help them better understand how to manage their careers. The third type, **Building Your Management Skills Portfolio** activities, use real company examples and data points to help students demonstrate the management knowledge and skill acquired in that chapter.

### Experiential Exercises

#### Managing Diversity

*Directions.* Read the following scenario and then perform the listed activities. Your instructor may wish you to perform the activities as an individual or within groups. Follow all of your instructor's directions carefully.

This chapter looks at the different challenges managers face in managing a diverse workforce. A much-neglected and oft-overlooked group are the baby boomers. In many societies, the over-55 generation represents a large percentage of the population. The increase in their numbers has come at a time when some countries have seen a fall in the number of young people entering the job market.

Identify five traits of this group of potential workers. These individuals are approaching or have reached the last decade or so of their working lives. Provide suggestions as to how a manager might supervise them. Try to be precise in your suggestions so that you could help someone be a more effective manager.

#### You and Your Career

Diversity in the workplace is important. It ensures that fresh ideas and ways of looking at problems and opportunities abound. However, a few firms may not value diversity as much, preferring a much more homogeneous staff. Assume you interviewed for a job for an open position at a company that you were very interested in. A week after the interview, however, you receive an e-mail letting you know that you were not selected. Coincidentally, you discover from a friend of yours who works at the company that it didn't hire you because of your race, gender, age (etc.); choose the most fitting for your circumstances).

Also assume that you filed a lawsuit and won. The judge has ruled that the company must hire you and was assessed a small fine. Would you accept the position now with the company? Why or why not?

#### Building Your Management Skills Portfolio

*Your Management Skills Portfolio is a collection of activities specially designed to demonstrate your management knowledge and skill. Be sure to save your work. Taking your printed portfolio to an employment interview could be helpful in obtaining a job.*

*The portfolio activity for this chapter is Assessing Diversity at TECO Energy. Read the following about TECO Energy and answer the questions that follow.*

TECO Energy is an energy company headquartered in Tampa, Florida. TECO Energy's five business units include (1) Tampa Electric, a regulated electric utility serving more than 635,000 customers in West Central Florida; (2) Peoples Gas System, Florida's largest natural gas distribution utility; (3) TECO Coal, a producer of conventional coal and synthetic fuel; (4) TECO Transport, a river and ocean waterborne transportation provider; and (5) TECO Guatemala, owner of two power plants in Guatemala. (You can learn more about the company by visiting [www.tecoenergy.com](http://www.tecoenergy.com).) Over the years, TECO management has focused on

creating a diverse workforce. Management recently reported the results of a diversity study aimed at monitoring its diversity efforts by ascertaining the present characteristics of its workforce. Part of the results of that study appears in Exhibits 1, 2, and 3.

**Exhibit 1 Gender of Workforce**

Company	Female	Male
TECO Energy (corporate)	62%	38%
Tampa Electric	25%	75%
Peoples Gas	28%	72%
TECO Transport	10%	90%
TECO Coal	4%	96%
TECO Guatemala (corporate)	29%	71%
TECO Guatemala	12%	88%
Total number of employees	970	4,122

**Exhibit 2 Race/Ethnicity of Workforce**

Company	Black	White	Hispanic	Other
TECO Energy (corporate)	6%	84%	10%	0%
Tampa Electric	14%	73%	11%	2%
Peoples Gas	14%	70%	15%	1%
TECO Transport	12%	85%	2%	1%
TECO Coal	0%	100%	0%	0%
TECO Guatemala (corporate)	0%	43%	43%	14%
TECO Guatemala*				
Total number of employees	522	3,993	399	178

\* U.S. ethnicity codes not applicable to TECO Guatemala.

**Exhibit 3 Leadership by Gender and Race**

Company	Female	Male	Black	White	Hispanic	Other
TECO Energy (corporate)	56%	44%	4%	87%	9%	0%
Tampa Electric	30%	70%	9%	77%	11%	3%
Peoples Gas	28%	72%	6%	80%	14%	0%
TECO Transport	20%	80%	6%	91%	2%	1%
TECO Coal	9%	91%	0%	100%	0%	0%
TECO Guatemala (corporate)	29%	71%	0%	43%	43%	14%
TECO Guatemala*	11%	89%	N/A	N/A	N/A	N/A
Total number of employees	28%	72%	7%	79%	10%	4%

\* U.S. ethnicity codes not applicable to TECO Guatemala.

#### Questions

**4-10** List five major points that Exhibits 1, 2, and 3 tell management about TECO's workforce.

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

**4-11** How does management at TECO determine whether the present level of workforce diversity is appropriate for the company?

\_\_\_\_\_

**4-12** Assume that TECO management performs a similar study in five years. Name three new dimensions of diversity that you would like the study to explore. Explain why you would like each dimension studied.

**Dimension 1:** \_\_\_\_\_

Why study this dimension?

\_\_\_\_\_  
 \_\_\_\_\_

**Dimension 2:** \_\_\_\_\_

Why study this dimension?

\_\_\_\_\_  
 \_\_\_\_\_

**Dimension 3:** \_\_\_\_\_

Why study this dimension?

\_\_\_\_\_  
 \_\_\_\_\_

#### MyLab Management Writing Assignments

If your instructor has assigned this activity, go to [www.pearson.com/mylab/management](http://www.pearson.com/mylab/management) for the following assisted-graded writing assignments:

##### Assisted-Grading Questions

- 4-13** Pinpoint five ways that discrimination might negatively affect an organization.
- 4-14** List five ways that you would promote diversity in an organization. How would you control your efforts to make sure they were successful?

## What's New to This Edition

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### NEW! Management Skill and Your Career

Helps students understand the relationship between each chapter's Target Skill and future employability.

### UPDATED! Reorganized Table of Contents

Reflects the changing importance placed on Entrepreneurship and Creativity and Innovation due to research on what companies are seeking in applicants.

- **Management and Entrepreneurship** chapter (formally Appendix 2) is now Chapter 2.
- **Creativity and Innovation** chapter (formally Appendix 3) is now Chapter 6.

### NEW! Employability & Employability Skills

Consistent with our traditional pragmatic focus on concepts and skills, a new theme has been added on what it means to be employable and developing related skills.

### NEW! Chapter-Opening Challenge Cases & Chapter-Ending Challenge Case Summaries

Half of the Challenge Cases and Challenge Case Summaries are new to this edition, including new cases on Netflix, Walt Disney Company, and Domino's Pizza.

### NEW! Chapter-Ending Cases

Half of the Chapter-Ending Cases are new to this edition, including a new case on Fox News and CNN.

### NEW! Experiential Exercises

Half of the chapter-ending experiential exercises are new to this edition. Exercises focus on topics like conducting feasibility studies, managing Generation Z, and understanding cultures in other countries.

### NEW! Chapter Highlights: Tips for Managing Around the Globe, Steps for Success, and Practical Challenge.

Half of the highlights are new to this edition. New features focus on topics like P&G's Integrity Statement, interviewing recruits at Home Depot, and China's efforts to implement sustainable agricultural practices.

### NEW AND UPDATED! Research Updates

Each chapter topic was thoroughly reviewed for timeliness of cited research, with endnotes being modified as necessary. Topics now include, for example, employability, self-managed teams, organization development, and workplace bullying.

## Chapter-by-Chapter Changes

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### Introduction to Modern Management

#### Chapter 1: Introducing Modern Management: Concepts and Skills

- Updated with new Highlight: Management Skill and Your Career
- New chapter coverage on employability skills and highlights about top-paid executives
- New Challenge Case discusses Coca-Cola's new CEO, James Quincey

- New end-of-chapter case features Doze Mattresses and the challenges of managing a start-up business
- New Experiential Exercise related to conceptual skills
- New You and Your Career activity delves into managing older generations of workers

### **Chapter 2: Management and Entrepreneurship: Handling Start-Ups and New Ventures**

- New Chapter Placement: Moved to front of book to emphasize entrepreneurship early in course
- New Highlight: Entrepreneurship Skill and Your Career
- New Challenge Case, Professor Becomes Restaurateur, focuses on start-ups
- New Experiential Exercise focuses on conducting a feasibility study
- New You and Your Career looks at hiring decisions
- New Building Your Management Skills Portfolio activity discusses the entrepreneurship process

## **Modern Management Challenges**

### **Chapter 3: Society, Ethics, and Sustainability**

- New Highlight: Social Responsibility Skill and Your Career
- New chapter coverage on tracking sustainability goals
- New Challenge Case addresses how IKEA builds on its commitment to the environment
- New Tips for Managing Around the Globe focuses on China's efforts to implement more sustainable agricultural practices
- New Steps for Success is about P&G's integrity statement
- New Practical Challenge emphasizes sustainability at Mars
- New end-of-chapter case on whistle-blowing at Wells Fargo

### **Chapter 4: Management and Diversity**

- New Highlight: Diversity Skill and Your Career
- New chapter coverage on EEOC and related case settlements
- New Tips for Managing Around the Globe that looks at Deloitte UK
- New Steps for Success discusses Generation Z
- New Practical Challenge examines Pinterest's hiring goals for a more diverse workforce
- New Challenge Case discusses how diverse employees contribute to GE Lighting's bright future
- New end-of-chapter case on Fox News and CNN's racial discrimination lawsuits
- New Experiential Exercise explores difficulty of managing Generation Z
- New You and Your Career emphasizes discrimination

### **Chapter 5: Managing in the Global Arena**

- New Highlight: Global Management Skill and Your Career
- New chapter coverage of foreign investment in the United States, U.S. investment abroad, non-verbal gestures and different cultures, and the United Kingdom exiting the European Union
- New Challenge Case discusses the phenomenal growth of KFC in China
- New Experiential Exercise considers understanding other cultures
- New You and Your Career examines moving a firm to Brazil.
- New Building Your Management Skills Portfolio addresses challenges of working abroad

### **Chapter 6: Creativity and Innovation**

- New Chapter Placement: Moved to front of book to emphasize this topic earlier in course
- New Highlight: Creativity and Innovation Skill and Your Career
- New Challenge Case: Olde Peninsula Brings Brewpub Innovation to Kalamazoo
- New end-of-chapter case focuses on autonomous vehicles
- New Experiential Exercise uses student experiences in their principles of management course to gain insight about how creativity and innovation can have an impact on the effectiveness of training environments
- New You and Your Career emphasizes creative ways to enhance résumés



## Planning

### Chapter 7: Plans and Planning Tools

- New Highlight: Planning Skill and Your Career
- New example illustrates how Mitsubishi Electric constructed a new training facility
- New Steps for Success feature reviews tips for creating a budget
- New end-of-chapter case showcases how Gillette is battling Dollar Shave Club

### Chapter 8: Making Decisions

- New Highlight: Decision-Making Skill and Your Career
- New Practical Challenge features Ford deciding to cancel building a Mexican auto factory
- New Building Your Management Skills Portfolio examines the decision making in solving a restaurant problem

### Chapter 9: Strategic Planning: Strategies, Tactics, and Competitive Dynamics

- New Highlight: Strategic Planning Skill and Your Career
- New Tips for Managing Around the Globe explores Ryanair's cost leadership strategy
- New Experiential Exercise focuses on applying Porter's model to Burger King
- New Building Your Management Skills Portfolio activity examines strategic issues at Newell Brands

## Organizing

### Chapter 10: Fundamentals of Organizing

- New Highlight: Organizing Skill and Your Career
- New Tips for Managing Around the Globe shows how a French law bans work e-mail after hours
- New You and Your Career explores working in a flat versus tall organization structure
- New Building Your Management Skills Portfolio examines coordination and span of management

### Chapter 11: Responsibility, Authority, and Delegation

- New Highlight: Responsibility and Delegation Skill and Your Career
- New Challenge Case examines Hy-Vee Supermarkets and manager autonomy
- New Steps for Success provides tips for delegating tasks
- New end-of-chapter case reviews Warby Parker permitting employees to choose their own projects
- New Experiential Exercise discusses centralization versus decentralization at Dairy Queen
- New You and Your Career emphasizes job descriptions
- New Building Your Management Skills Portfolio illustrates delegation at Etsy

### Chapter 12: Human Resource Management

- New Highlight: Human Resource Management Skill and Your Career
- New Challenge Case discusses Netflix revamping its human resource function
- New Steps for Success gives tips for being an effective interviewer
- New Practical Challenge illustrates how Home Depot conducts interviews
- New end-of-chapter case looks at Disney using social media to recruit employees
- New Building Your Management Skills Portfolio illustrates conducting a human resource audit at Gold Star Chili

### Chapter 13: Changing Organizations: Stress, Conflict, and Virtuality

- New Highlight: Organizational Change Skill and Your Career
- New chapter coverage of IBM and Yahoo! moving from virtual work arrangements back to traditional office settings
- New Experiential Exercise discusses change agents in a campus organization
- New You and Your Career focuses on stress reduction

- New Building Your Management Skills Portfolio emphasizes helping employees through a major change at work

## Influencing

### Chapter 14: Influencing and Communication

- New Highlight: Communication Skill and Your Career
- New Practical Challenge: Google's Emotional Intelligence Course
- New Tips for Managing Around the Globe: Cross-Cultural Communication
- New Steps for Success: Crafting an Elevator Speech
- New end-of-chapter case: Houston Zoo Improves Internal Communication
- New You and Your Career discusses the use of mobile devices across different generations
- New Building Your Management Skills Portfolio examines Radisson Hotels

### Chapter 15: Leadership

- New Highlight: Leadership Skill and Your Career
- New Challenge Case: Bain & Company's CEO, Bob Bechek, Leads the Team
- New Tips for Managing Around the Globe: Adapting Your Leadership Style in Other Cultures
- New Steps for Success: Tips for Establishing a Coaching Program
- New Practical Challenge: How Mary Barra, GM's CEO, Meets the Leadership Challenge
- New Experiential Exercise explores leaders consulting with employees when making decisions
- New Building Your Management Skills Portfolio discusses Don Blankenship, former president of the Upper Big Branch Mine, losing 29 miners in an industrial accident

### Chapter 16: Motivation

- New Highlight: Motivation Skill and Your Career
- New Challenge Case focuses on how Disney motivates employees
- New Practical Challenge: How The Home Depot Recognizes Employees
- New Tips for Managing Around the Globe: Motivating Employees from Other Cultures
- New Steps for Success: Tips for Disciplining Employees Effectively

### Chapter 17: Groups and Teams

- New Highlight: Team Skill and Your Career
- New chapter coverage on collaboration and effective work teams
- New Practical Challenge: How Momchil Kyurkchiev Builds Teams at Leanplum
- New You and Your Career exercise focusing on cross-functional teams

### Chapter 18: Building Organization Culture

- New Highlight: Organization Culture Skill and Your Career
- New Tips for Managing Around the Globe: P&G's Worldwide Business Conduct Manual
- New Steps for Success: Tips on Writing a Values Statement
- New Practical Challenge: Southwest Airlines Celebrates Its Organization Culture
- New You and Your Career feature focusing on an ideal organization culture

## Controlling

### Chapter 19: Controlling, Information, and Technology

- New Highlight: Controlling Skill and Your Career
- New Challenge Case highlighting how Domino's uses technology
- New end-of-chapter case emphasizes how Metail helps buyers try on clothes with virtual models
- New Experiential Exercise illustrates controlling instructional programs in organizations by having students reflect on personal experiences in their principles of management courses

- New You and Your Career emphasizes the role of information and technology in career building

### Chapter 20: Production and Control

- New Highlight: Production Skill and Your Career
- New Challenge Case on Tesla increasing production while improving quality
- New end-of-chapter case examines new layout strategy at Cheddar's restaurant
- New Experiential Exercise illustrates calculating a break-even point
- New You and Your Career explores production versus service environments
- New Building Management Skills Portfolio focuses on material controls in a manufacturing setting

## Appendix 1

### Managing: History and Current Thinking

- New Highlight: Comprehensive Management Skill and Your Career
- New Challenge Case focuses on Alan Mulally emphasizing innovation at Ford Motor Company
- New Practical Challenge highlight discusses how Bank of America redesigned work areas
- New Steps for Success highlights tips for better understanding employees
- New Tips for Managing Around the Globe describes crowdfunding at IBM
- New end-of-appendix case focuses on managing UPS in an Internet economy

## MyLab Management

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# Instructor Teaching Resources

This program comes with the following teaching resources:

Supplements available to instructors at <a href="http://www.pearsonglobaleditions.com">www.pearsonglobaleditions.com</a>	Features of the Supplement
<b>Instructor’s Resource Manual</b> authored by Julie Boyles from Portland State University	<ul style="list-style-type: none"> <li>• Chapter-by-chapter summaries</li> <li>• Chapter outlines with teaching notes</li> <li>• Additional individual assignments and group exercises</li> <li>• Case discussion notes</li> <li>• Solutions to all questions and exercises in the book</li> </ul>
<b>Test Bank</b> authored by Carol Heeter from Ivy Tech Community College	1,890 multiple-choice, true/false, and essay questions with these annotations: <ul style="list-style-type: none"> <li>• Learning Objective</li> <li>• AACSB learning standard (Written and Oral Communication; Ethical Understanding and Reasoning; Analytical Thinking; Information Technology; Interpersonal Relations and Teamwork; Diverse and Multicultural Work Environments; Reflective Thinking; Application of Knowledge)</li> <li>• Difficulty level (Easy, Moderate, Challenging)</li> <li>• Classification (Critical Thinking, Concept, Application, Analytical, or Synthesis)</li> </ul>
<b>TestGen® Computerized Test Bank</b>	TestGen allows instructors to: <ul style="list-style-type: none"> <li>• Customize, save, and generate classroom tests</li> <li>• Edit, add, or delete questions from the Test Bank</li> <li>• Analyze test results</li> <li>• Organize a database of tests and student results</li> </ul>
<b>PowerPoint Presentation</b> authored by Rusty Juban from Southeastern Louisiana University	Presents basic outlines and key points from each chapter Slides meet accessibility standards for students with disabilities. Features include but are not limited to: <ul style="list-style-type: none"> <li>• Keyboard and Screen Reader access</li> <li>• Alternative text for images</li> <li>• High color contrast between background and foreground colors</li> </ul>

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