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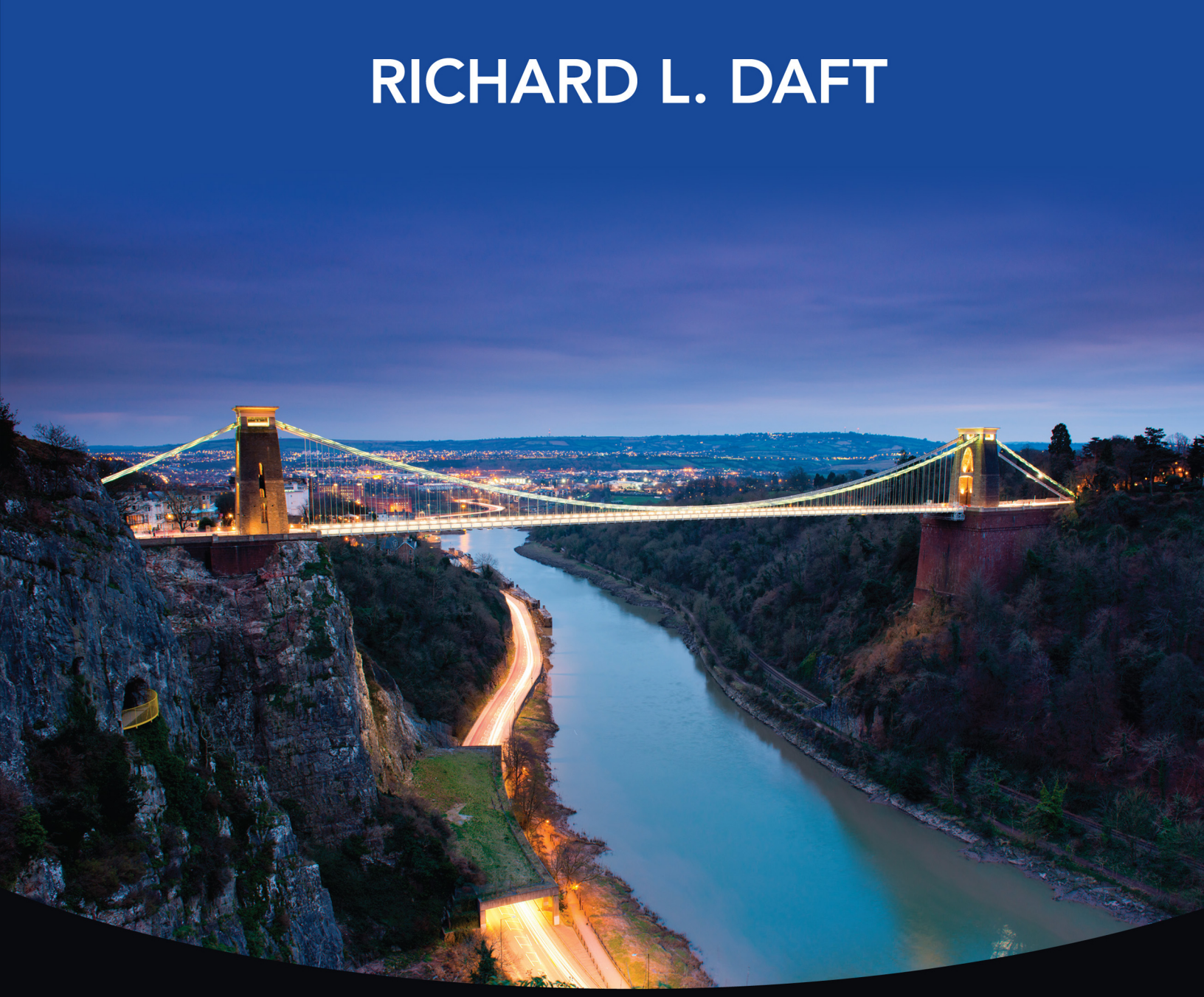

Management

TWELFTH EDITION

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Management

Richard L. Daft
Vanderbilt University

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To my parents, who started my life
toward outcomes that I could not understand at the time.

ABOUT THE AUTHOR

Courtesy of the Author

Richard L. Daft, Ph.D., is the Brownlee O. Currey, Jr., Professor and Principal Senior Lecturer in the Owen Graduate School of Management at Vanderbilt University. Professor Daft specializes in the study of organization theory and leadership; he is a fellow of the Academy of Management and has served on the editorial boards of the *Academy of Management Journal, Administrative Science Quarterly,* and *Journal of Management Education.* He was the associate editor-in-chief of *Organization Science* and served for three years as associate editor of *Administrative Science Quarterly.*

Professor Daft has authored or co-authored 14 books, including *Building Management Skills: An Action-First Approach* (with Dorothy Marcic, South-Western, 2014), *The Executive and the Elephant: A Leader's Guide for Building Inner Excellence* (Jossey-Bass, 2010), *The Leadership Experience* (South-Western, 2015), *Organization Theory and Design* (South-Western, 2013), and *Fusion Leadership: Unlocking the Subtle Forces That Change People and Organizations* (with Robert Lengel, Berrett-Koehler, 2000). He has also written dozens of scholarly articles, papers, and chapters in other books. His work has been published in *Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Strategic Management Journal, Journal of Management, Accounting Organizations and Society, Management Science, MIS Quarterly, California Management Review,* and *Organizational Behavior Teaching Review.* In addition, Professor Daft is an active teacher and consultant. He has taught management, leadership, organizational change, organizational theory, and organizational behavior.

Professor Daft has served as associate dean, produced for-profit theatrical productions, and helped manage a start-up enterprise. He has been involved in management development and consulting for many companies and government organizations, including the National Academy of Science, Oak Ridge National Laboratory, American Banking Association, AutoZone, Aegis Technology, Bridgestone, Bell Canada, Allstate Insurance, the National Transportation Research Board, the Tennessee Valley Authority (TVA), State Farm Insurance, Tenneco, the U.S. Air Force, the U.S. Army, Eli Lilly, Central Parking System, Entergy Sales and Service, Bristol-Myers Squibb, First American National Bank, and the Vanderbilt University Medical Center.

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PREFACE

The World of Innovative Management

Today's managers and organizations are being buffeted by massive and far-reaching competitive, social, technological, and economic changes. Any manager who believed in the myth of stability was rocked out of complacency a few years ago, when, one after another, large financial institutions in the United States began to fail, automakers filed for bankruptcy, the housing market collapsed, European economies faced financial devastation, and a global economic recession took hold and wouldn't let go. Business schools, as well as managers and businesses, are still scrambling to cope with the aftermath, keep up with fast-changing events, and evaluate the impact that this volatile period of history will have on organizations in the future. This edition of *Management* addresses themes and issues that are directly relevant to the current, fast-shifting business environment.

I revised *Management*, 12th edition, with a goal of helping current and future managers find innovative solutions to the problems that plague today's organizations—whether they are everyday challenges or once-in-a-lifetime crises. The world in which most students will work as managers is undergoing a tremendous upheaval. Ethical turmoil, the need for crisis management skills, mobile business, economic recession and rampant unemployment, rapidly changing technologies, globalization, outsourcing, increasing government regulation, social media, global supply chains, the Wall Street meltdown, and other challenges place demands on managers that go beyond the techniques and ideas traditionally taught in management courses. Managing today requires the full breadth of management skills and capabilities. This text provides comprehensive coverage of both traditional management skills and the new competencies needed in a turbulent environment characterized by economic turmoil, political confusion, and general uncertainty.

In the traditional world of work, management's job was to control and limit people, enforce rules and regulations, seek stability and efficiency, design a top-down hierarchy, and achieve bottom-line results. To spur innovation and achieve high performance, however, managers need different skills, particularly in today's tough economy, which has caused suffering for many employees. Managers have to find ways to engage workers' hearts and minds, as well as take advantage of their labor. The new workplace asks that managers focus on building trust, inspiring commitment, leading change, harnessing people's creativity and enthusiasm, finding shared visions and values, and sharing information and power. Teamwork, collaboration, participation, and learning are guiding principles that help managers and employees maneuver the difficult terrain of today's turbulent business environment. Rather than controlling their employees, managers focus on training them to adapt to new technologies and extraordinary environmental shifts, and thus achieve high performance and total corporate effectiveness.

My vision for this edition of *Management* is to present the newest management ideas for turbulent times in a way that is interesting and valuable to students, while retaining the best of traditional management thinking. To achieve this vision, I have included the most recent management concepts and research and have shown the contemporary application of management ideas in organizations. A questionnaire at the beginning of each chapter draws students personally into the topic and gives them some insight into their own

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management skills. A chapter feature for new managers, called the "New Manager Self-Test," gives students personal feedback about what will be expected when they become managers. At the end of each major chapter section, I have added a "Remember This" feature that provides a quick review of the salient concepts and terms students should remember. Within each chapter, a feature called "Green Power" highlights how various organizations are responding to the growing demand for socially and environmentally responsible ways of doing business. Thoughtful or inspiring quotes within each chapter—some from business leaders, others from novelists, philosophers, and everyday people—help students expand their thinking about management issues. The combination of established scholarship, new ideas, and real-life applications gives students a taste of the energy, challenge, and adventure inherent in the dynamic field of management. The Cengage Learning staff and I have worked together to provide a textbook that is better than any other at capturing the excitement of organizational management.

I revised *Management* to provide a book of utmost quality that will create in students both respect for the changing field of management and confidence that they can understand and master it. The textual portion of this book has been enhanced through the engaging, easy-to-understand writing style and the many new in-text examples, boxed items, and short exercises that make the concepts come alive for students. The graphic component has been enhanced with several new and revised exhibits and updated photo essays that illustrate specific management concepts. The well-chosen photographs provide vivid illustrations and intimate glimpses of management scenes, events, and people. The photos are combined with brief essays that explain how a specific management concept looks and feels. Both the textual and graphic portions of the textbook help students grasp the often abstract and distant world of management.

Focus on Innovation: New to the 12th Edition

A primary focus for revising the 12th edition has been to relate management concepts and theories to events in today's turbulent environment by bringing in present-day issues that real-life managers face. Sections that are particularly relevant to fast-shifting current events are marked with a "Hot Topic" icon.

Learning Opportunities

The 12th edition includes several innovative pedagogical features to help students understand their own management capabilities and learn what it is like to manage in an organization today. Each chapter begins with an opening questionnaire that directly relates to the topic of the chapter and enables students to see how they respond to situations and challenges typically faced by real-life managers. A "New Manager Self-Test" in each chapter provides further opportunity for students to understand their management abilities. These short feedback questionnaires, many of which are new for this edition, give students insight into how they would function in the real world of management. The "Remember This" bullet-point summaries at the end of each major chapter section give students a snapshot of the key points and concepts covered in that section. The end-of-chapter questions have been carefully revised to encourage critical thinking and application of chapter concepts, and "Small Group Breakout" exercises give students the opportunity to apply concepts while building teamwork skills. Ethical dilemmas and end-of-chapter cases help students sharpen their diagnostic skills for management problem solving.

Chapter Content

Within each chapter, many topics have been added or expanded to address the current issues that managers face. Chapter text has been tightened and sharpened to provide greater focus on the key topics that count most for management today. The essential elements

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concerning operations and information technology, subject matter that is frequently covered in other courses, have been combined into an appendix for students who want more information about these topics.

Chapter 1 includes a discussion of some of the high-impact events and changes that have made innovative management so critical to the success of organizations today and into the future. This introductory chapter broaches the concept of the bossless organization and also discusses making the leap from being an individual contributor in the organization to becoming a new manager and getting work done primarily through the efforts of others. It touches upon the skills and competencies needed to manage organizations effectively, including issues such as managing one's time, maintaining appropriate control, and building trust and credibility.

Chapter 2 provides solid coverage of the historical development of management and organizations. It begins with an overview of the historical struggle within the field of management to balance the machinery and the humanity of production, and it ends with two new sections on managing the technology-driven workplace and managing the people-driven workplace. The chapter includes an expanded discussion of the positive and negative aspects of bureaucracy and an updated discussion of the use of the management science approach in recent years. The section on managing the technology-driven workplace includes information on the topic of using social media. Managing the people-driven workplace includes the bossless trend and employee engagement.

Chapter 3 contains an updated view of current issues related to the environment and corporate culture, including a discussion of organizational ecosystems, the growing importance of the international environment, and trends in the sociocultural environment, including changing social views toward issues such as gay marriage and the legalization of marijuana. The chapter includes new information about business intelligence and the use of big data analytics and also describes how managers shape a high-performance culture as an innovative response to a shifting environment.

Chapter 4 takes an updated look at the shifting international landscape, including the Arab Spring and the growing clout of China, India, and Brazil, as well as what these changes mean for managers around the world. The chapter describes the three components of a global mindset and discusses how social media can help people expand their global mindset. The chapter also discusses the bottom-of-the-pyramid (BOP) concept, economic interdependence, and how the global supply chain brings new ethical challenges for managers in companies based in the United States and other Western countries.

Chapter 5 makes the business case for incorporating ethical values in the organization and looks at the role that managers play in creating an ethical organization. The chapter includes an updated discussion of the state of ethical management today, the pressures that can contribute to unethical behavior in organizations, the difference between "givers" and "takers," and criteria that managers can use to resolve ethical dilemmas. The chapter considers corporate social responsibility issues as well, including new discussions of challenges in the global supply chain and the concept of organizational virtuousness.

Chapter 6 has been thoroughly revised and updated to include the most current thinking on entrepreneurship and small business management. The chapter describes the impact of entrepreneurial companies both in the United States and internationally, examines the state of minority- and women-owned small businesses, and looks at some of the typical characteristics of entrepreneurs, including a new discussion of internal locus of control and the sacrifice that being an entrepreneur sometimes requires. It also describes the process of launching an entrepreneurial start-up, including tools and techniques such as knowing

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when to pivot, using social media and crowdfunding, and participating in co-working facilities. The chapter includes a section on social entrepreneurship.

Chapter 7 provides a discussion of the overall planning and goal-setting process, including the use of strategy maps for aligning goals. The chapter describes the socially constructed nature of goals and how managers decide which goals to pursue. It also outlines the criteria for effective goals and talks about the value of key performance indicators. The chapter covers some of the benefits and limitations of planning and goal setting, including management by means (MBM), and it also takes a close look at crisis planning and how to use scenarios. The final section describes innovative approaches to planning, including the use of intelligence teams and business performance dashboards to help managers plan in a fast-changing environment.

Chapter 8 continues the focus on the basics of formulating and implementing strategy, including the elements of strategy and Michael E. Porter's competitive strategies. It includes a new section on the biggest barriers to strategy execution. In addition, the chapter explains global strategies, the Boston Consulting Group (BCG) matrix, and diversification strategy, looking at how managers use unrelated diversification, related diversification, or vertical integration as strategic approaches in shifting environments. The final section of the chapter provides an updated discussion of how managers effectively execute strategy, including the importance of embeddedness and alignment.

Chapter 9 gives an overview of managerial decision making, including decision-making models, personal decision styles, and an updated discussion of biases that can cloud managers' judgment and lead to bad decisions. The chapter includes a new section on quasirationality and a short discussion of the 5 Whys technique. The final section looks at innovative group decision making, including the concept of evidence-based decision making, avoiding groupthink and escalating commitment, and using after-action reviews.

Chapter 10 discusses basic principles of organizing and describes both traditional and contemporary organizational structures in detail. The chapter includes a discussion of the strengths and weaknesses associated with each structural approach and looks at new positions such as chief digital officer (CDO) and social media director. It also offers a discussion of how companies are changing their physical space to enhance relational coordination and horizontal collaboration.

Chapter 11 begins by discussing "the change problem," and the reasons why many people resist change. Then the text focuses on the critical role of managing change and innovation in today's business environment and describes disruptive innovation and the ambidextrous approach. The chapter includes discussions of the bottom-up approach to innovation and the use of innovation contests, as well as an expanded discussion of the horizontal linkage model for new product development. In addition, it describes how some companies are using an innovation by acquisition strategy and discusses open innovation and crowdsourcing. This chapter provides information about product and technology changes, as well as about changing people and culture, and it discusses techniques for implementing change effectively.

Chapter 12 reflects the shifting role of human resource management (HRM) in today's turbulent economic environment. The chapter includes a new discussion of acqui-hiring (acquiring start-ups to get the human talent), an updated discussion of the strategic role of HRM in building human capital, a discussion of employer branding, and an expanded section on the trend toward contingent employment. There are also new sections on using social media and internships for recruiting, online checking of job candidates, and a brief discussion of using big data to make hiring or compensation decisions. The

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section on training and development has been updated and includes a discussion of social learning.

Chapter 13 has been revised to reflect the most recent thinking on organizational diversity issues. The chapter includes an updated discussion of demographic changes occurring in the domestic and global workforce and how organizations are responding. It also includes an expanded section on the importance of a diversity of perspective within organizations, a revised section on the glass ceiling and the "bamboo ceiling," and a new section on the "queen bee syndrome." The chapter closes by delving into the importance of mentoring and employee affinity groups for supporting diverse employees.

Chapter 14 continues its solid coverage of the basics of understanding individual behavior, including personality, attitudes, perception, and emotions. In addition, the chapter includes a section on the value and difficulty of self-awareness, techniques for enhancing self-awareness and recognizing blind spots, and an expanded discussion of the importance of developing trust within organizations. The chapter also describes self-management and gives a step-by-step guide to time management. The section on stress management has been enhanced by a discussion of challenge stress versus threat stress and revised sections describing ways that both individuals and organizations can combat the harmful effects of too much stress.

Chapter 15 examines contemporary approaches to leadership, including Level 5 leadership, authentic leadership, and servant leadership. The chapter also discusses charismatic and transformational leadership, task versus relationship leadership behaviors, gender differences in leadership, the importance of leaders discovering and honing their strengths, and the role of followers. The section on leadership power has been revised to include the concept of *hard* versus *soft* power.

Chapter 16 covers the foundations of motivation and incorporates new opening sections on positive versus negative approaches to motivating employees and the use of intrinsic versus extrinsic rewards. The chapter also describes motivational methods such as the making progress principle, employee engagement, and building a thriving workforce.

Chapter 17 explores the basics of good communication and includes new discussions of using social media for communication, using redundant communication for important messages, and practicing powerful body positions to enhance nonverbal communication. The chapter also discusses the importance of listening, asking questions, and speaking with candor. It includes a section on creating an open communication climate and an expanded and enriched discussion of communicating to influence and persuade.

Chapter 18 takes a fresh look at the contributions that teams make in organizations. It also acknowledges that work teams are sometimes ineffective and explores the reasons for this, including such problems as free riders and lack of trust. The chapter looks at the difference between putting together a team and building teamwork, covers the types of teams, and includes a look at using technology effectively in virtual teams. It also discusses how factors such as team diversity, member roles, norms, and team cohesiveness influence effectiveness. There is also a section on negotiation and managing conflict, including an explanation of task versus relationship conflict.

Chapter 19 provides an overview of financial and quality control, including the feedback control model, Six Sigma, International Organization for Standards (ISO) certification, and use of the balanced scorecard. The chapter includes a discussion of zero-based budgeting, an explanation of quality partnering, and a step-by-step benchmarking process. The chapter also addresses current concerns about corporate governance, including new government regulations and requirements.

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In addition to the topics listed previously, this text integrates coverage of the Internet, social media, and new technology into the various topics covered in each and every chapter.

ORGANIZATION

The chapter sequence in *Management* is organized around the management functions of planning, organizing, leading, and controlling. These four functions effectively encompass both management research and the characteristics of the manager's job.

Part 1 introduces the world of management, including the nature of management, issues related to today's chaotic environment, historical perspectives on management, and the technology-driven workplace.

Part 2 examines the environments of management and organizations. This section includes material on the business environment and corporate culture, the global environment, ethics and social responsibility, and the environment of small business and entrepreneurship.

Part 3 presents three chapters on planning, including organizational goal setting and planning, strategy formulation and execution, and the decision-making process.

Part 4 focuses on organizing processes. These chapters describe dimensions of structural design, the design alternatives that managers can use to achieve strategic objectives, structural designs for promoting innovation and change, the design and use of the human resource function, and how the approach to managing diverse employees is significant to the organizing function.

Part 5 is devoted to leadership. The section begins with a chapter on understanding individual behavior, including self-awareness and self-understanding. This foundation paves the way for subsequent discussions of leadership, motivation of employees, communication, and team management.

Part 6 describes the controlling function of management, including basic principles of total quality management (TQM), the design of control systems, and the difference between hierarchical and decentralized control.

INNOVATIVE TEXT FEATURES

A major goal of this book is to offer better ways of using the textbook medium to convey management knowledge to the reader. To this end, the book includes several innovative features that draw students in and help them contemplate, absorb, and comprehend management concepts. South-Western has brought together a team of experts to create and coordinate color photographs, video cases, beautiful artwork, and supplemental materials for the best management textbook and package on the market.

Chapter Outline and Objectives. Each chapter begins with a clear statement of its learning objectives and an outline of its contents. These devices provide an overview of what is to come and also can be used by students to guide their study and test their understanding and retention of important points.

Opening Questionnaire. The text grabs student attention immediately by giving students a chance to participate in the chapter content actively by completing a short questionnaire related to the topic.

Take a Moment. At strategic places within the chapter, students are invited to "Take a Moment" to complete a "New Manager Self-Test" or end-of-chapter activity that relates to the concepts being discussed.

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New Manager Self-Test. A "New Manager Self-Test" in each chapter provides opportunities for self-assessment as a way for students to experience management issues in a personal way. The change from individual performer to new manager is dramatic, and these self-tests, several of which are new for the 12th edition, provide insight into what to expect and how students might perform in the world of the new manager.

Green Power. A "Green Power" box in each chapter highlights how managers in a specific company are innovatively addressing issues of sustainability and environmental responsibility. Examples of companies spotlighted in these boxes include Deutsche Post DHL Group, Burt's Bees, Acciona, Abtech Industries, Nike, Waste Management, Inc., HSBC, Bean and Body, PepsiCo, Fujitsu, The Honest Company, SAP, and Royal DSM.

Concept Connection Photo Essays. A key feature of the book is the use of photographs accompanied by detailed photo essay captions that enhance learning. Each caption highlights and illustrates one or more specific concepts from the text to reinforce student understanding of the concepts. Although the photos are beautiful to look at, they also convey the vividness, immediacy, and concreteness of management events in today's business world.

Contemporary Examples. Every chapter of this book contains several examples of management incidents. They are placed at strategic points in the chapter and are designed to illustrate the application of concepts to specific companies. These in-text examples—indicated by the title "Innovative Way"—include well-known U.S. and international organizations, including HCL Technologies, Instagram, Toyota, Met Life, Lenovo, FedEx, Amazon, Tupperware Nordic, Olympus, Maker's Mark, Prudential UK, General Motors (GM), Priceline, and Unilever, as well as lesser-known companies and not-for-profit organizations, including Elkay Manufacturing, Godrej & Boyce, Sum All, Nasty Gal, the U.S. Postal Service, Hilcorp Energy, StudentsFirst, and Menlo Innovations. The 12th edition includes 36 new and 6 updated "Innovative Way" examples that put students in touch with the real world of organizations so that they can appreciate the value of management concepts. In addition, 18 of the 19 opening company examples are new.

Manager's Shoptalk. A "Manager's Shoptalk" box in each chapter addresses a specific topic straight from the field of management that is of special interest to students. Several of these boxes in this edition describe examples of bossless organizations, while others describe a contemporary topic or problem that is relevant to chapter content or contain a diagnostic questionnaire or a special example of how managers handle a problem. The boxes heighten student interest in the subject matter and provide an auxiliary view of management issues not typically available in textbooks.

Video Cases. At the end of each chapter, there is a video case that illustrates the concepts presented in the text. These 19 "On the Job" videos (one per chapter) enhance the classroom experience by giving students the chance to hear from real-world business leaders so they can see the direct application of the management theories they have learned. Companies discussed include Tough Mudder, Bissell Brothers Brewery, Black Diamond Equipment, Camp Bow Wow, Theo Chocolate, and many more innovative organizations. Each video case explores critical managerial issues, allowing students to synthesize material they've just viewed. The video cases sections culminate with several questions that can be used to launch classroom discussion or can be assigned as homework. Suggested answers are provided in the Instructor's Manual.

Exhibits. Several exhibits have been added or revised in this edition to enhance student understanding. Many aspects of management are research-based, and some concepts tend to be abstract and theoretical. The many exhibits throughout this book enhance students' awareness and understanding of these concepts. These exhibits consolidate key points,

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indicate relationships among concepts, and visually illustrate concepts. They also make effective use of color to enhance their imagery and appeal.

Remember This. At the end of each major section of a chapter is a "Remember This" bullet-point summary of the key concepts, ideas, and terms discussed in that section. The "Remember This" feature gives students an easy way to review the salient points covered in the chapter.

Glossaries. Learning the management vocabulary is essential to understanding contemporary management. This process is facilitated in three ways. First, key concepts are boldfaced and completely defined where they first appear in the text. Second, brief definitions are set out at the end of each major section in the "Remember This" lists for easy review and follow-up. Third, a glossary summarizing all key terms and definitions appears at the end of the book for handy reference.

Discussion Questions. Each chapter closes with discussion questions that will enable students to check their understanding of key issues, to think beyond basic concepts, and to determine areas that require further study.

Apply Your Skills Exercises. End-of-chapter exercises called "Apply Your Skills: Experiential Exercise" and "Apply Your Skills: Ethical Dilemma" provide self-tests for students and opportunities to experience management issues in a personal way. These exercises take the form of questionnaires, scenarios, and activities. The exercises are tied into the chapter through the "Take a Moment" features, which refer students to the end-of-chapter exercises at the appropriate points in the chapter content.

Small Group Breakout Exercises. "Small Group Breakout" exercises at the end of each chapter give students a chance to develop both team and analytical skills. Completing the small-group activities will help students learn to use the resources provided by others in the group, to pool information, and to develop a successful outcome together. The "Small Group Breakouts" provide experiential learning that leads to deeper understanding and application of chapter concepts.

Case for Critical Analysis. Also appearing at the end of each chapter is a brief but substantive case that offers an opportunity for student analysis and class discussion. These cases are based on real management problems and dilemmas, but the identities of companies and managers have been disguised. These cases, several of which are new for the 12th edition, allow students to sharpen their diagnostic skills for management problem solving.

Integrative Cases. Located at the end of each part, the six Integrative Cases provide additional real-world insights into how managers deal with planning, leading, organizing, controlling, and other managerial issues. The six interrelated cases also reinforce the "green" theme, as they all reference aspects of the emerging natural gas fuel industry.

MINDTAP'S INNOVATIVE DIGITAL FEATURES

Students who purchase the MindTap product for *Management,* 12th edition, will enjoy a number of innovative features designed to enhance their learning experience. The e-book has been enriched with interactive figures and animated videos that increase comprehension of the most challenging topics, and the insightful video cases are embedded directly into the end-of-chapter materials. At the beginning of each chapter, students will be asked to take a self-assessment questionnaire that introduces an important topic and shows how it relates to students' current experience. Students will also have ready access to the assignments chosen by the instructor, which may include test-prep quizzes, homework questions, Write Experience essay-writing practice, and experiential exercises (role-play activities and group project activities).

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New to this edition, the role-play activities give students opportunities to practice their managerial and communication skills in an online, real-time environment, while the group project activities encourage them to take a modern approach to applying key concepts using a digital collaborative workspace. By giving them opportunities to collaborate online, apply course concepts, and create solutions to realistic management problems, all of these learning activities are designed to enable students to Engage, Connect, Perform, and Lead—in short, to learn to "Think and Act Like Managers," with demonstrable skills in critical thinking, analysis, and much more.

Augmenting the entire MindTap experience, robust diagnostic tools powered by Knewton provide students with feedback and personalized study plans based on actual assigned coursework rather than a separate set of quizzes. Using recommendations provided by Knewton, students can focus their efforts on the most important concepts they need to learn at that moment in time, as well as more effectively prepare for exams. Furthermore, Knewton gives instructors the ability to focus class time on the most relevant material and effectively assist struggling students. Using the MindTap Progress App, instructors can track student proficiency, which will allow them to quickly react to where students are in their learning and make the best use of class time. This creates even more opportunities to train students to "Think and Act Like Managers."

Of Special Interest to Instructors

Instructors will find a number of valuable resources available on our online instructor resource center, accessed through cengagebrain.com. These include the following:

Instructor's Manual. Designed to provide support for instructors new to the course, as well as innovative materials for experienced professors, the Instructor's Manual includes Chapter Outlines, annotated learning objectives, Lecture Notes, and sample Lecture Outlines. In addition, the Instructor's Manual includes answers and teaching notes to end-of-chapter materials, including the video cases and the integrative cases.

Test Bank. This edition's Test Bank has been dramatically upgraded to include a wider range of questions across Bloom's taxonomy. True/false, multiple-choice, completion, and short-answer questions test students' knowledge and comprehension; additional multiple-choice questions explore their ability to analyze and apply key concepts; and finally, essay questions challenge their ability to synthesize and evaluate, or to "think like managers." All questions are given metadata tags to assist instructors in locating questions by difficulty level, Bloom's level, learning objective, or topic. Instructors can access the Test Bank through our new Cognero system, which allows for electronic editing and creation of tests, or via Microsoft Word documents available at the Instructor Resource Center. Test Banks can also be ingested into all major learning management systems.

PowerPoint Lecture Presentation. The PowerPoint Lecture Presentation enables instructors to customize their own multimedia classroom presentation. Containing an average of 27 Microsoft PowerPoint slides per chapter, the package includes figures and tables from the text and summarized teaching notes. The material is organized by chapter and can be modified or expanded for individual classroom use.

On the Job Videos. Put management in action with this edition's video package. The "On the Job" videos—about two-thirds of which are new—illustrate real-life managers applying management concepts at work within a variety of companies, large and small, giving students an insider's perspective. This edition's video set includes familiar favorites like Theo Chocolate, Camp Bow Wow, and Barcelona Restaurant Group, as well as some new additions guaranteed to pique students' interest: Bissell Brothers Brewery, Black Diamond Equipment, Tough Mudder, Mi Ola Swimwear, and many more.

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To access the additional course materials and companion resources, please visit www.cengagebrain.com. At the CengageBrain.com home page, search for the ISBN of your title (from the back cover of your book) using the search box at the top of the page. This will take you to the product page, where free companion resources can be found. Students can purchase access to these resources for additional fees; please contact your Cengage sales representative for more information.

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Catawba College

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Limestone College

Kelly Mollica
University of Memphis

Behnam Nakhai
Millersville University

Michael Scharff
Limestone College

Michael Shaner
Saint Louis University

Ted Teweles
California State University Long Beach

Jerrold Van Winter
Hood College

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Moraine Valley College

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Pasco-Hernando Community College

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University of Houston Downtown

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Reginald L Audibert
California State University—Long Beach

Hal Babson
Columbus State Community College

Reuel Barksdale
Columbus State Community College

Gloria Bemben
Finger Lakes Community College

Pat Bernson
County College of Morris

Andy Bertsch
Minot State University

Art Bethke
Northeast Louisiana University

Frank Bosco
Marshall University

Burrell A. Brown
California University of Pennsylvania

Paula Buchanan
Jacksonville State University

Deb Buerkley
Southwest Minnesota State University

Thomas Butte
Humboldt State University

Peter Bycio
Xavier University, Ohio

Diane Caggiano
Fitchburg State College

Douglas E. Cathon
St. Augustine's College

Peggy Cerrito
Augsburg College

Bruce Charnov
Hofstra University

Camille Chapman
Greenville Technical College

Jim Ciminskie
Bay de Noc Community College

Gloria Cockerell
Collin College

Dan Connaughton
University of Florida

Bruce Conwers
Kaskaskia College

Jack Cox
Amberton University

Byron L. David
City College of New York

V. J. Daviero
Pasco Hernando Community College

H. Kristl Davison
University of Mississippi

Richard De Luca
William Paterson University

Robert DeDominic
Montana Tech

Mark DeHainaut
California University of Pennsylvania

Joe J. Eassa, Jr.
Palm Beach Atlantic University

John C. Edwards
East Carolina University

Mary Ann Edwards
College of Mount St. Joseph

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Paul Ewell
Bridgewater College

Mary M. Fanning
College of Notre Dame of Maryland

Janice M. Feldbauer
Austin Community College

Merideth Ferguson
Baylor University

Daryl Fortin
Upper Iowa University

Karen Fritz
Bridgewater College

Michael P. Gagnon
New Hampshire Community Technical College

Richard H. Gayor
Antelope Valley College

Dan Geeding
Xavier University, Ohio

James Genseal
Joliet Junior College

Peter Gibson
Becker College

Alexandra Giesler
Augsburg College

Yezdi H. Godiwalla
University of Wisconsin—Whitewater

Carol R. Graham
Western Kentucky University

Gary Greene
Manatee Community College

James Halloran
Wesleyan College

Ken Harris
Indiana University Southeast

Kathy Hastings
Greenville Technical College

Paul Hayes
Coastal Carolina Community College

Dennis Heaton
Maharishi University of Management, Iowa

Stephen R. Hiatt
Catawba College

Jeffrey D. Hines
Davenport College

Bob Hoerber
Westminster College

Betty Hoge
Bridgewater College

James N. Holly
University of Wisconsin–Green Bay

Genelle Jacobson
Ridgewater College

Jody Jones
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Texas Tech University

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Northeast Louisiana University

Alla L. Wilson
University of Wisconsin–Green Bay

Ignatius Yacomb
Loma Linda University

Imad Jim Zbib
Ramapo College of New Jersey

Vic Zimmerman
Pima Community College

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