

This International Student Edition is for use outside of the U.S.



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BATEMAN | KONOPASKE

7e

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REI's Stewardship Strategy

## Chapter Ten

The B Team Says "Plan A Is No Longer Acceptable"

## Chapter Fourteen

The Gates Foundation: Do Even Good Intentions Need to Be Controlled?



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# M: Management

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7th Edition

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## m: management

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### **M: MANAGEMENT**

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# BRIEF Contents

## part one Introduction 2

- 1 Managing in a Global World 2
- 2 The Evolution of Management 26
- 3 The Organizational Environment and Culture 44

## part two Planning 70

- 4 Ethics and Corporate Responsibility 70
- 5 Planning and Decision Making 92
- 6 Entrepreneurship 122

## part three Organizing 150

- 7 Organizing for Success 150



**8** Managing Human Resources 178

**9** Managing Diversity and Inclusion 204

## part four Leading 226

**10** Leadership 226

**11** Motivating People 252

**12** Teamwork 276

**13** Communicating 300

## part five Controlling 324

**14** Managerial Control 324

**15** Innovating and Changing 348



# Contents

## part one Introduction 2



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## **1 MANAGING IN A GLOBAL WORLD 2**

### **1 | THE FOUR FUNCTIONS OF MANAGEMENT 4**

- 1.1 | Planning Helps You Deliver Value 4
- 1.2 | Organizing Resources Achieves Goals 5
- 1.3 | Leading Mobilizes Your People 6
- 1.4 | Controlling Means Learning and Changing 7

1.5 | Managing Requires All Four Functions 7

## **2 | FOUR DIFFERENT LEVELS OF MANAGERS 8**

2.1 | Top Managers Strategize and Lead 8

2.2 | Middle Managers Bring Strategies to Life 9

2.3 | Frontline Managers Are the Vital Link to Employees 9

2.4 | Team Leaders Facilitate Team Effectiveness 9

2.5 | Three Roles That All Managers Perform 11

## **3 | MANAGERS NEED THREE BROAD SKILLS 12**

3.1 | Technical Skills 13

3.2 | Conceptual and Decision Skills 13

3.3 | Interpersonal and Communication Skills 13



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## **4 | MAJOR CHALLENGES FACING MANAGERS 14**

4.1 | Business Operates on a Global Scale 14

- 4.2 | Technology Is Advancing Continuously 15
- 4.3 | Knowledge Needs Managing 16
- 4.4 | Collaboration Boosts Performance 17
- 4.5 | Diversity Needs to Be Leveraged 17

## **5 | SOURCES OF COMPETITIVE ADVANTAGE 18**

- 5.1 | Innovation Keeps You Ahead of Competitors 18
- 5.2 | Quality Must Improve Continually 18

---

page vii

- 5.3 | Services Must Meet Customers' Changing Needs 19
- 5.4 | Do It Better *and* Faster 19
- 5.5 | Low Costs Help Increase Your Sales 20
- 5.6 | Sustainability 21
- 5.7 | The Best Managers Deliver All Six Advantages 21

**Take Charge of Your Career: Study abroad while you can 15**

**REI's Stewardship Strategy 10**

## **2 THE EVOLUTION OF MANAGEMENT 26**

### **1 | ORIGINS OF MANAGEMENT 27**

- 1.1 | The Evolution of Management 28

### **2 | CLASSICAL APPROACHES 28**

- 2.1 | Systematic Management 29
- 2.2 | Scientific Management 29
- 2.3 | Bureaucracy 32

2.4 | Administrative Management 33

2.5 | Human Relations 34

### **3 | CONTEMPORARY APPROACHES 36**

3.1 | Sociotechnical Systems Theory 36

3.2 | Quantitative Management 36

3.3 | Organizational Behavior 36

3.4 | Systems Theory 37

### **4 | MODERN CONTRIBUTORS 38**

4.1 | An Eye on the Future 39



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**Take Charge of Your Career: Use history to your advantage 35**

**Companies Embrace Green Power 40**



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## **3 THE ORGANIZATIONAL ENVIRONMENT AND CULTURE 44**

### **1 | THE MACRO-ENVIRONMENT 46**

- 1.1 | Laws and Regulations Protect and Restrain Organizations 46
- 1.2 | The Economy Affects Managers and Organizations 47
- 1.3 | Technology Is Changing Every Business Function 47
- 1.4 | Demographics Describe Your Employees and Customers 48
- 1.5 | Social Values Shape Attitudes Toward Your Company and Its Products 49

### **2 | THE COMPETITIVE ENVIRONMENT 50**

- 2.1 | Rivals Can Be Domestic or Global 50
- 2.2 | New Entrants Appear When Barriers to Entry Are Low 51

2.3 | Customers Determine Your Success 52

2.4 | Competitors' Products Can Complement or Substitute for Yours 53

2.5 | Suppliers Provide Your Resources 54

### **3 | KEEPING UP WITH CHANGES IN THE ENVIRONMENT 55**

3.1 | Environmental Scanning Keeps You Aware 55

3.2 | Developing Scenarios Helps You Think About the Future 56

3.3 | Forecasting Predicts Your Future Environment 56

3.4 | Benchmarking Helps You Become Best in Class 56

### **4 | RESPONDING TO THE ENVIRONMENT 57**

4.1 | Adapt to the External Environment 57

4.2 | Influence Your Environment 58

4.3 | Change the Boundaries of the Environment 59

4.4 | Three Criteria Help You Choose the Best Approach 61

### **5 | YOUR ORGANIZATION'S INTERNAL ENVIRONMENT AND CULTURE 61**

5.1 | What Is Organizational Culture? 61

5.2 | Companies Give Clues About Their Culture 63

5.3 | Four Types of Organizational Cultures 64

5.4 | Managers Can Leverage Culture to Meet External Challenges 65

**Take Charge of Your Career: Assess the organizational culture—and yourself 63**

**Water for People 49**





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## 4 ETHICS AND CORPORATE RESPONSIBILITY 70

It's a Big Issue 71

It's a Personal Issue 72

### 1 | YOUR PERSPECTIVES SHAPE YOUR ETHICS 73

1.1 | Universalism 73

1.2 | Egoism 74

1.3 | Utilitarianism 74

1.4 | Relativism 75



1.5 | Virtue Ethics 75

## **2 | BUSINESS ETHICS MATTER 76**

2.1 | Ethical Dilemmas 76

2.2 | Ethics and the Law 77

2.3 | The Ethical Climate Influences Employees 77

2.4 | Danger Signs 78

## **3 | MANAGERS SHAPE (UN)ETHICAL BEHAVIOR 79**

3.1 | Ethical Leadership 79

3.2 | Ethics Codes 79

3.3 | Ethics Programs 80

## **4 | YOU CAN LEARN TO MAKE ETHICAL DECISIONS 80**

4.1 | The Ethical Decision-Making Process 81

4.2 | Outcomes of Unethical Decisions 81

4.3 | Ethics Requires Courage 82

## **5 | CORPORATE SOCIAL RESPONSIBILITY 83**

5.1 | Levels of Corporate Social Responsibility 83

5.2 | Do Businesses Really Have a Social Responsibility? 84

5.3 | You Can Do Good and Do Well 85

## **6 | THE NATURAL ENVIRONMENT 86**

6.1 | Economic Activity Has Environmental Consequences 86

6.2 | Development Can Be Sustainable 86

6.3 | Some Organizations Set Environmental Agendas 87

**Take Charge of Your Career: Want to find an ethical employer?**

78

## A College Built by and for the Poor 87



Yoshikazu Tsuno/AFP/Getty Images

## 5 PLANNING AND DECISION MAKING 92

### 1 | THE PLANNING PROCESS 93

- 1.1 | Analyze the Situation 94
- 1.2 | Generate Alternative Goals and Plans 94
- 1.3 | Evaluate Goals and Plans 94
- 1.4 | Select Goals and Plans 95
- 1.5 | Implement the Goals and Plans 95
- 1.6 | Monitor and Control Performance 95

### 2 | LEVELS OF PLANNING 96

- 2.1 | Strategic Planning Sets a Long-Term Direction 96
- 2.2 | Tactical and Operational Planning Support the Strategy 96
- 2.3 | All Levels of Planning Should Be Aligned 97

### **3 | STRATEGIC PLANNING PROCESS 98**

- 3.1 | Establish a Mission, Vision, and Goals 98
- 3.2 | Analyze External Opportunities and Threats 100
- 3.3 | Analyze Internal Strengths and Weaknesses 101
- 3.4 | Conduct a SWOT Analysis and Formulate Strategy 103

### **4 | BUSINESS STRATEGY 105**

### **5 | IMPLEMENT THE STRATEGY 107**



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## **6 | MANAGERIAL DECISION MAKING 108**

6.1 | Identifying and Diagnosing the Problem 109

6.2 | Generating Alternative Solutions 110

6.3 | Evaluating Alternatives 110

6.4 | Making the Choice 111

6.5 | Implementing the Decision 112

6.6 | Evaluating the Decision 112

## **7 | HUMAN NATURE ERECTS BARRIERS TO GOOD DECISIONS 113**

7.1 | Psychological Biases 113

7.2 | Time Pressures 114

7.3 | Social Realities 114

## **8 | GROUP PROCESS AFFECTS DECISION QUALITY 114**

8.1 | Groups Can Help 114

8.2 | Groups Can Hurt 115

8.3 | Groups Must Be Well Led 116

8.4 | Groups Can Drive Innovation 116

**Take Charge of Your Career: Strategically manage your job search 111**

**The Green Cities Movement 106**

## **6 ENTREPRENEURSHIP 122**

### **1 | ENTREPRENEURSHIP 125**

1.1 | Why Become an Entrepreneur? 126

1.2 | What Does It Take to Succeed? 126

### **2 | WHAT BUSINESS SHOULD YOU START? 127**

2.1 | The Idea 127

2.2 | The Opportunity 127

2.3 | Franchises 129

2.4 | The Internet 130

2.5 | Next Frontiers 131

2.6 | Social Entrepreneurship 131

2.7 | Side Streets 132

### **3 | WHAT DOES IT TAKE, PERSONALLY? 132**

3.1 | Making Good Choices 133

3.2 | Failure Happens, but You Can Improve the Odds of Success  
134

3.3 | The Role of the Economic Environment 134

3.4 | Business Incubators 135

### **4 | COMMON MANAGEMENT CHALLENGES 135**

4.1 | You Might Not Enjoy It 135

4.2 | Survival Is Difficult 135

4.3 | Growth Creates New Challenges 136

4.4 | It's Hard to Delegate 136

4.5 | Poor Controls 136

4.6 | Misuse of Funds 137

4.7 | Going Public 137

4.8 | Mortality 137

### **5 | PLANNING AND RESOURCES HELP YOU SUCCEED 138**

5.1 | Planning 138

5.2 | Nonfinancial Resources 140

### **6 | CORPORATE ENTREPRENEURSHIP 141**



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## 6.1 | Build Support for Your Ideas 142





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6.2 | Build Intrapreneurship in Your Organization 142

6.3 | Managing the Risks 142

6.4 | An Entrepreneurial Orientation Encourages New Ideas 143

**Take Charge of Your Career: You don't have to wait! You can be an entrepreneur while still in school 129**

**Ashoka's Bill Drayton, Pioneering Social Entrepreneur 144**

---

page x

**part three Organizing 150**



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## **7 ORGANIZING FOR SUCCESS 150**

### **1 | FUNDAMENTALS OF ORGANIZING 151**

- 1.1 | Differentiation Creates Specialized Jobs 152
- 1.2 | Integration Coordinates Employees' Efforts 152

### **2 | THE VERTICAL STRUCTURE 154**

- 2.1 | Authority Is the Vertical Glue 154
- 2.2 | Span of Control and Layers Influence a Manager's Authority 155
- 2.3 | Delegation Is How Managers Use Others' Talents 155
- 2.4 | Decentralizing Spreads Decision-Making Power 157

### **3 | THE HORIZONTAL STRUCTURE 158**

- 3.1 | Functional Organizations Foster Efficient Experts 159
- 3.2 | Divisional Organizations Increase Customer Focus 159
- 3.3 | Matrix Organizations Try to Be the Best of Both Worlds 161

3.4 | Network Organizations Are Built on Collaboration 163

## **4 | ORGANIZATIONAL INTEGRATION 164**

4.1 | Standardization Coordinates Work Through Rules and Routines 165

4.2 | Plans Set a Common Direction 165

4.3 | Mutual Adjustment Allows Flexible Coordination 165

4.4 | Coordination Requires Communication 166

## **5 | ORGANIZATIONAL AGILITY 166**

5.1 | Strategies Promote Organizational Agility 166

5.2 | Agile Organizations Focus on Customers 168

5.3 | Technology Can Support Agility 170

**Take Charge of Your Career: Land an internship 162**

**Community Solutions' Goal to End Homelessness 163**

## **8 MANAGING HUMAN RESOURCES 178**

### **1 | STRATEGIC HUMAN RESOURCES MANAGEMENT 179**

1.1 | HR Planning Involves Three Stages 180

### **2 | STAFFING THE ORGANIZATION 183**

2.1 | Recruiting Attracts Good Candidates 183

### **3 | SELECTING THE BEST HIRE 185**

3.1 | Selection Methods 185

3.2 | Reliability and Validity Are Essential 187

3.3 | Sometimes Employees Must Be Let Go 187



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### 3.4 | Legal Issues and Equal Employment Opportunity 188



Chris Ryan/OJO Images/Getty Images

## 4 | TRAINING AND DEVELOPMENT 190

4.1 | Programs Include Four Phases 190

4.2 | Common Objectives and Topics 190

## **5 | PERFORMANCE APPRAISAL 191**

5.1 | What Do You Appraise? 191

5.2 | Who Should Do the Appraisal? 192

5.3 | How Do You Give Employees Feedback? 194

---

page xi

## **6 | DESIGNING REWARD SYSTEMS 194**

6.1 | Pay Decisions Consider the Company, Position, and Individual 194

6.2 | Incentive Pay Encourages Employees to Perform 195

6.3 | Executive Pay Is Controversial 196

6.4 | Employees Get Benefits, Too 196

6.5 | Pay and Benefits Must Meet Legal Requirements 197

6.6 | Employers Must Protect Health and Safety 197

## **7 | LABOR RELATIONS 198**

7.1 | What Labor Laws Exist? 198

7.2 | How Do Employees Form Unions? 199

7.3 | How Is Collective Bargaining Conducted? 199

7.4 | What Does the Future Hold? 200

**Take Charge of Your Career: Tips for receiving constructive feedback 194**

**Would You Work for a Social Enterprise? 182**



## 9 MANAGING DIVERSITY AND INCLUSION 204

### 1 | DIVERSITY IS DYNAMIC AND EVOLVING 206



Ariel Skelley/Blend Images

#### 1.1 | Diversity Shaped America's Past 207



Source: National Archives and Records Administration (NWDNS-306-SSM-4A-35-6)

1.2 | Diversity Is Becoming Even More Important 207

1.3 | The Future Will Be More Diverse Than Ever 212

## **2 | DIVERSITY AND INCLUSION HAVE ADVANTAGES AND CHALLENGES 212**

2.1 | Potential Advantages of Diversity and Inclusion Initiatives 212

2.2 | Challenges Associated with Managing Diversity 212

## **3 | MULTICULTURAL ORGANIZATIONS 213**

## **4 | ORGANIZATIONS CAN CULTIVATE A DIVERSE WORKFORCE 215**

4.1 | Start by Securing Top Managers' Commitment 215

4.2 | Conduct an Organizational Assessment 215



- 4.3 | Attract a Diverse Group of Qualified Employees 216
- 4.4 | Train Employees to Understand and Work with Diversity 216
- 4.5 | Retain Talented Employees 217

## **5 | MANAGING GLOBALLY 218**

- 5.1 | Changes in the Global Workforce 219
- 5.2 | Global Managers Need Cross-Cultural Skills 219
- 5.3 | National Cultures Shape Values and Business Practices 221
- 5.4 | Globalization Brings Complex Ethical Challenges 222

**Take Charge of Your Career: Finding a mentor 218**

**The Greenest Countries and Companies on Earth 219**

---

page xii

**part four Leading 226**



Sam Edwards/age fotostock

**10 LEADERSHIP 226**

## **1 | VISION 228**

## **2 | LEADING AND MANAGING 229**

2.1 | Comparing Leaders and Managers 229

2.2 | Good Leaders Need Good Followers 230

## **3 | POWER AND LEADERSHIP 230**

## **4 | TRADITIONAL APPROACHES TO UNDERSTANDING LEADERSHIP 231**

4.1 | Certain Traits May Set Leaders Apart 231

4.2 | Certain Behaviors May Make Leaders Effective 233

4.3 | The Best Way to Lead Depends on the Situation 235

## **5 | CONTEMPORARY PERSPECTIVES ON LEADERSHIP 239**

5.1 | Charismatic Leaders Inspire Their Followers 240

5.2 | Transformational Leaders Revitalize Organizations 240

5.3 | Authentic Leadership Adds an Ethical Dimension 243

## **6 | YOU CAN LEAD 243**

6.1 | Seek Opportunities to Lead 243

6.2 | Good Leaders Need Courage 245

**Take Charge of Your Career: Hone your leadership skills 245**

**The B Team Says “Plan A Is No Longer Acceptable” 241**

## **11 MOTIVATING PEOPLE 252**

### **1 | SETTING GOALS 254**

- 1.1 | Well-Crafted Goals Are Highly Motivating 254
- 1.2 | Stretch Goals Help Employees Reach New Heights 254
- 1.3 | Goal Setting Needs Careful Managing 255
- 1.4 | Set Your Own Goals, Too 256

## **2 | REINFORCING PERFORMANCE 257**

- 2.1 | Behavior Has Consequences 257
- 2.2 | Be Careful What You Reinforce 258
- 2.3 | Should You Punish Mistakes? 259
- 2.4 | Feedback Is Essential Reinforcement 259

## **3 | PERFORMANCE-RELATED BELIEFS 259**

- 3.1 | If You Try Hard, Will You Succeed? 260
- 3.2 | If You Succeed, Will You Be Rewarded? 260
- 3.3 | All Three Beliefs Must Be High 260
- 3.4 | Expectancy Theory Identifies Leverage Points 261

## **4 | UNDERSTANDING PEOPLE'S NEEDS 261**

- 4.1 | Maslow Arranged Needs in a Hierarchy 262
- 4.2 | Alderfer Identified Three Work-Related Needs 262
- 4.3 | McClelland Said Managers Seek Achievement, Affiliation, and Power 263
- 4.4 | Do Need Theories Apply Internationally? 264

## **5 | DESIGNING JOBS THAT MOTIVATE 264**

- 5.1 | Managers Can Make Work More Interesting 265
- 5.2 | Herzberg Proposed Two Important Job-Related Factors 266

5.3 | Hackman and Oldham: Meaning, Responsibility, and Feedback Provide Motivation 266

5.4 | To Motivate, Empowerment Must Be Done Right 267



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## **6 | ACHIEVING FAIRNESS 268**

6.1 | People Assess Equity by Making Comparisons 268

6.2 | People Expect and Strive for Equity 269

6.3 | Procedures—Not Just Outcomes—Should Be Fair 270

## **7 | EMPLOYEE WELL-BEING 270**

7.1 | Companies Are Improving the Quality of Work Life 271

7.2 | Psychological Contracts Are Understandings of Give-and-Take 271

**Take Charge of Your Career: Are you motivated to find a job you love? 265**

**Stonyfield Organic Motivates Through Its Mission 256**



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## **12 TEAMWORK 276**

### **1 | THE CONTRIBUTIONS OF TEAMS 277**

### **2 | THE NEW TEAM ENVIRONMENT 278**

2.1 | Organizations Have Different Types of Teams 278

2.2 | Self-Managed Teams Empower Employees 279

### **3 | HOW GROUPS BECOME REAL TEAMS 280**

3.1 | Group Activities Shift as the Group Matures 281

3.2 | Groups Enter Critical Periods 281

3.3 | Teams Face Challenges 281

3.4 | Some Groups Develop into Teams 282

### **4 | WHY DO GROUPS FAIL? 282**

### **5 | BUILDING EFFECTIVE TEAMS 283**

- 5.1 | Effective Teams Focus on Performance 284
- 5.2 | Managers Can Motivate Effective Teamwork 284
- 5.3 | Effective Teams Have Skilled Members 285
- 5.4 | Norms Shape Team Behavior 285
- 5.5 | Team Members Must Fill Important Roles 286
- 5.6 | Cohesiveness Can Boost Team Performance—Sometimes 287
- 5.7 | Managers Can Build Cohesiveness and High-Performance Norms 288

## **6 | MANAGING LATERAL RELATIONSHIPS 289**

- 6.1 | Some Team Members Should Manage Outward 289
- 6.2 | Some Relationships Help Teams Coordinate with Others in the Organization 290

## **7 | CONFLICT IS INEVITABLE BUT MANAGEABLE 291**

- 7.1 | Conflicts Arise Both Within and Among Teams 291
- 7.2 | Conflict Management Techniques 291
- 7.3 | Mediating Can Help Resolve a Conflict 292
- 7.4 | Conflict Isn't Always Face-to-Face 293

**Take Charge of Your Career: Build your teamwork skills now 288**

**Teams Make Social Impact by Design 280**

## **13 COMMUNICATING 300**

### **1 | INTERPERSONAL COMMUNICATION 301**

- 1.1 | One-Way Communication Is Common 301

1.2 | Communication Should Flow in More Than One Direction 302

## **2 | WATCH OUT FOR COMMUNICATION PITFALLS 303**

2.1 | Everyone Uses Perceptual and Filtering Processes 303

2.2 | Mistaken Perceptions Cause Misunderstandings 304

## **3 | COMMUNICATIONS FLOW THROUGH DIFFERENT CHANNELS 305**

3.1 | Digital Media Offer Flexible, Efficient Channels 306

3.2 | Managing the Digital Load 308

3.3 | The Virtual Office 308

3.4 | Use “Richer” Media for Complex or Critical Messages 309

## **4 | IMPROVING COMMUNICATION SKILLS 310**

4.1 | Senders Can Improve Their Communication Skills 310

4.2 | Nonverbal Signals Matter, Too 311

4.3 | Receivers Can Improve Their Listening, Reading, and Observational Skills 312

## **5 | ORGANIZATIONAL COMMUNICATION 314**

5.1 | Downward Communication Directs, Motivates, Coaches, and Informs 314

5.2 | Upward Communication Is Invaluable 315

5.3 | Horizontal Communication Fosters Collaboration 316

## **6 | INFORMAL COMMUNICATION NEEDS ATTENTION 317**

6.1 | Managing Informal Communication 317





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## **7 | TRANSPARENT INFORMATION FLOW BUILDS TRUST 318**

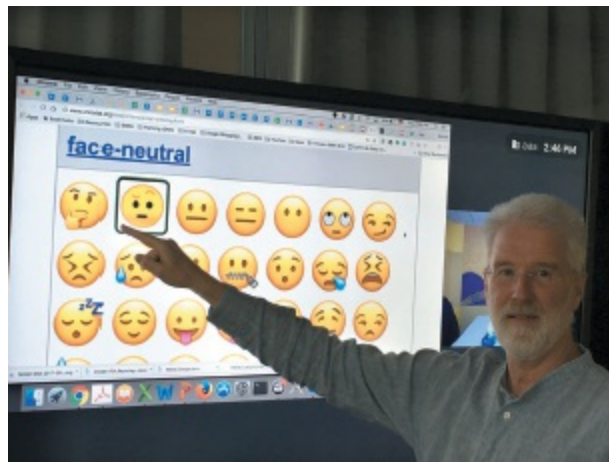
**Take Charge of Your Career: Tips for being an effective public speaker 311**

**Patagonia: Getting the Green Message Out with Social Media 307**



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## part five Controlling 324



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## 14 MANAGERIAL CONTROL 324

### 1 | SPINNING OUT OF CONTROL? 325

## **2 | BUREAUCRATIC CONTROL SYSTEMS 326**

- 2.1 | Control Systems Include These Steps 326
- 2.2 | Bureaucratic Control Occurs Before, During, and After Operations 330
- 2.3 | Management Audits Control Multiple Systems 332
- 2.4 | Sustainability Audits and the Triple Bottom Line 332

## **3 | BUDGETARY CONTROLS 332**

- 3.1 | Fundamental Budgetary Considerations 333
- 3.2 | Types of Budgets 333
- 3.3 | Activity-Based Costing 334

## **4 | FINANCIAL CONTROLS 335**

- 4.1 | Balance Sheet 335
- 4.2 | Profit and Loss Statement 337
- 4.3 | Financial Ratios 337
- 4.4 | People Are Not Machines 338

## **5 | MORE EFFECTIVE CONTROL SYSTEMS 339**

- 5.1 | Establish Valid Performance Standards 339
- 5.2 | Provide Adequate Information 341
- 5.3 | Ensure Acceptability Plus Empathy 341
- 5.4 | Maintain Open Communication 341
- 5.5 | Use Multiple Approaches 341

## **6 | THE OTHER CONTROLS: MARKETS AND CLANS 343**

- 6.1 | Market Controls Let Supply and Demand Determine Prices

and Profits 343

6.2 | Clan Control Relies on Empowerment and Culture 344

**Take Charge of Your Career: How to control without being too controlling 328**

**The Gates Foundation: Do Even Good Intentions Need to Be Controlled? 334**

## **15 INNOVATING AND CHANGING 348**

### **1 | DECIDING TO ADOPT NEW TECHNOLOGY 350**

1.1 | Deciding When to Adopt New Technology 350

1.2 | Being a Technology Leader 351

1.3 | Sometimes Innovative Technology Is Disruptive 351

1.4 | First-Mover Advantages 352

1.5 | First-Mover Disadvantages 352

1.6 | Sometimes Following Is the Best Option 352

1.7 | Measuring Current Technologies 353

### **2 | BASE TECHNOLOGY DECISIONS ON RELEVANT CRITERIA 354**

2.1 | Anticipated Market Receptiveness 354

2.2 | Technological Feasibility 354

2.3 | Economic Viability 354

2.4 | Organizational Fit 354

### **3 | KNOW WHERE TO GET NEW TECHNOLOGIES 355**

### **4 | ORGANIZING FOR INNOVATION 357**

- 4.1 | Who Is Responsible for New Technology Innovations? 357
- 4.2 | To Innovate, Unleash Creativity 357
- 4.3 | Don't Let Bureaucracy Squelch Innovation 358
- 4.4 | Development Projects Can Drive Innovation 358
- 4.5 | Job Design and Human Resources Make Innovation Possible 358

## **5 | BECOMING WORLD-CLASS 359**

- 5.1 | Build Companies for Sustainable, Long-Term Greatness 359
- 5.2 | Replace the "Tyranny of the *Or*" with the "Genius of the *And*" 359
- 5.3 | Don't Just Change, Develop 360
- 5.4 | Certain Management Practices Make Organizations Great 361

## **6 | LEADING CHANGE 361**

- 6.1 | Motivate People to Change 361
- 6.2 | A Three-Stage Model Shows Ways to Manage Resistance 362
- 6.3 | Certain Strategies Enlist Cooperation 363
- 6.4 | Harmonize Multiple Changes 365
- 6.5 | Managers Must Lead Change Actively 365

## **7 | SHAPING THE FUTURE 366**

- 7.1 | Create the Future 366
- 7.2 | Shape Your Own Future 367
- 7.3 | Learn and Lead the Way 368
- 7.4 | A Collaborative, Sustainable Future? 369

**Take Charge of Your Career: Is a side hustle in your future?  
368**

## TerraCycle Is Changing How We Look at Garbage 364

### Index 375



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# CHAPTER

## Changes

Overall, the seventh edition of *M: Management* is more streamlined and reader-friendly, with current content and a layout that is visually appealing to today's college learner. The endnotes of course are updated and expanded.

## Chapter 1

- New chapter opener about Lynsi Snyder, CEO of In-N-Out Burger, practicing effective leadership and management.
- New example: Tricia Griffith, CEO of Progressive Insurance, fostering an environment of teamwork that motivates employees.
- New example: Capital One experiencing a massive data breach due to ineffective cyber controls.
- New example regarding Pacific Gas & Electric's outdated equipment causing several catastrophic wildfires in California.
- Updated Sustaining the Future feature showcasing REI's stewardship strategy.
- New example: Mary Barra, CEO of GM, using conceptual and decision skills to adapt to environmental changes to ensure the auto company's long-term success.
- New example of Nike and Starbucks operating their enterprises on a global scale.
- New example: Netflix, the largest global streaming service in the world, entertaining over 150 million subscribers with its locally produced content.
- Updated Take Charge of Your Career feature about the benefits of studying abroad.
- Updated statistics about global Internet usage.
- New example: Stitch Fix, IPSY, TikTok, and Snapchat are online success stories.
- Updated section about employee diversity and labor force trends.
- New example about Starbucks, Gatorade, and Nike allowing customers to customize products.

- New example: Walmart increasing the efficiency of employee scheduling by launching a new self-service app called My Walmart Schedule.
- New example: List of companies with strong sustainability performance like Corporate Knights, Banco do Brasil, and McCormick.
- New example about Patagonia's Worn Wear program repairing customers' outdoor gear and clothing to reduce waste.
- New example: Managers at Discount Tire delivering all six sources of competitive advantage.

## Chapter 2

- Updated chapter opener about the importance of knowing how management practices have evolved over time.
- Edited exhibit that illustrates the evolution of management thought.
- Updated Sustaining the Future feature about companies embracing green power.
- Trimmed nonessential text, enhancing the student experience.

## Chapter 3

- New chapter opener about Gordon Logan (founder of Sports Clips) creating a hair salon designed specifically for male customers.
- New example: Microsoft and Walmart paying millions to settle charges that the companies violated the U.S. Foreign Corrupt Practices Act.
- Updated list of federal regulatory agencies.
- New example: Escalating trade war against China and exit of the United Kingdom (Brexit) from the European Union affecting managers and organizations.
- Updated section about the stock market being an important economic influence.
- New example of mobile apps like Gusto for HR payroll services and Slack for instant messaging and team collaboration changing how business gets done.
- New Did You Know? feature suggesting that students texting during lectures leads to lower exam scores.

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page xvi

- Updated section on employee demographics and immigration trends.
- Updated Sustaining the Future feature: “Water for People.”
- New example: IBM allowing both parents of a newborn or adopted child to take up to 20 weeks of parental leave.
- New example: Johnson & Johnson providing reservable lactation rooms for working mothers.
- New example of immersive virtual reality games like *Beat Saber*

and *The Thrill of the Fight* getting players moving.

- New section about the United States-Mexico-Canada Agreement (USMCA).
- New example: Gillette learned that social media is hard to control after it posted a video about the #MeToo movement that backfired.
- Updated example of Whole Foods positioning itself as an alternative to traditional grocery stores.
- New example: PepsiCo, Dell, and Berkshire Hathaway monitoring events in the environment that may affect their businesses.
- New example about GMC Cadillac developing an electric car for the fast-growing Chinese auto market.
- New example: Ford adapts to changing regulations and customer tastes by using aluminum alloy in the body of its popular F-150 truck.
- New example: Fitppl, a health foods brand, taking voluntary actions by sponsoring organized volunteer cleanups of natural areas.
- New example: Ariana Grande sues Forever 21, claiming it used her unauthorized likeness in a social media campaign.
- New Take Charge of Your Career feature discussing how job seekers can assess whether they fit with an employer's organizational culture.

## Chapter 4

- New example: Coca-Cola, Intel, and Best Buy enacting ethics policies related to employee use of social media.
- New example about Facebook selling without permission user data to Cambridge Analytica, a political consulting firm.
- New example: The Justice Department charges several people, including celebrities and university coaches, for participating in a college admissions scandal.
- New example of WhatsApp being used to circulate unconfirmed news about the Brazilian presidential election.
- New example: Kim Kardashian, a popular social media–based influencer, accumulating more than 140 million followers.
- Updated Did You Know? feature ranking 180 countries from most honest (New Zealand) to least honest (Somalia).
- New example: Rate of retaliation against employees reporting unethical behavior tripled over a 10-year period.
- Business leaders at Apple, Google, Intel, Facebook, and Ingersoll Rand remaining committed to the Paris Climate Accord’s goal of limiting climate change.
- New example: Chick-fil-A fostering an ethical organizational climate by hiring individuals who are honest, respectful, and kind.
- Cognizant Technology Solutions Corp. paid \$25 million to the U.S. government to settle a case involving attempted bribery of Indian government officials.
- New Take Charge of Your Career feature: “Want to find an ethical employer?”
- Updated example of Ethisphere Institute honoring companies like



Hilton, L'Oréal, and Grupo Bimbo for making a positive impact on society.

- Updated example of 10,000 students and graduates from 300 colleges and institutions signing the MBA Oath to act with integrity.
- Updated example of New Belgium Brewery's sustainability practices.
- New example: LEGO identifying sustainable alternatives for its building bricks and product packaging.
- New example: Nintendo, Southwest Airlines, and Honda taking steps to reduce carbon emissions caused by their operations.
- Updated Sustaining the Future feature: "A College Built by and for the Poor."
- New example: Bloomberg Philanthropies bringing business leaders and scientists together to identify ways to replace coal with clean energy.
- Updated section on water scarcity and how companies are responding to the shortage.
- New example: Ben & Jerry's stops using ingredients dried with harmful herbicides.
- New example about IKEA working toward using 100 percent renewable energy and sourcing wood from only sustainable sources.
- New section on the circular economy, an economic system that is an alternative to the current "take-make-waste" industrial model.

## Chapter 5

- New chapter opener about the unexpected effects of the COVID-19 pandemic reminding organizations to plan strategically for contingencies.
- New quote by Simon Sinek.
- New example: Mission statements from Life is Good, Patagonia, and Honest Tea.
- New example: Vision statements from Creative Commons, Alzheimer's Association, and Hilton.
- Updated example of McDonald's acting in alignment with its mission.
- New example of Florida Power & Light investing in nuclear, wind, and solar energy.
- New example about Denmark's Orsted and GE partnering to build offshore wind farms.

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page xvii

- New example: Anheuser-Busch InBev developing strategic plans to leverage its tangible and intangible assets.
- New example: IBM's nearly 10,000 patents are rare and valuable resources.
- New example about Jimmy John's core capability of fast sandwich production and delivery.
- New example: Apple creating appealing product designs to achieve competitive advantage.
- New example of In-N-Out Burger and Walmart using benchmarking to eliminate inefficiencies.

- New example about Five Guys following a concentration business strategy.
- New example: Procter & Gamble diversifying into unrelated product areas from hand soaps to laundry detergents to paper towels.
- New example of UK retailer Boots making changes to grow and maintain its competitive market position.
- New example about Tiefs using a differentiation strategy by producing handwritten thank-you cards and colorful high-quality packaging.
- New example: Oatly's oat milk being popular among baristas who like the unique product's quality.
- Updated Sustaining the Future feature: "The Green Cities Movement."
- Updated section about the Wells Fargo fake customer account scandal.
- New example: Companies like Amazon, Alphabet, and Volkswagen spending heavily on research and development.
- New example: Amazon takes a risk and sells over 100 million Echo speakers with Alexa voice activation.

## Chapter 6

- New chapter opener discussing Anne Wojcicki, the successful entrepreneur who founded 23andMe.
- New example of one-third of adults in Texas, Utah, California, and Colorado starting businesses.
- New example: Cindy Mi, CEO of VIPKID, connecting North Americans to teach over half a million Chinese students.
- New quote by Peter Drucker.
- Updated example about Shama Hyder and her company, Zen Media.
- Updated example: Bill Gross starting more than 150 companies.
- New example: Tiff's Treats, which started off as a hot-cookie delivery service, expanded to over 50 stores with over 1,000 employees.
- New example about Apoorva Mehta cofounding Instacart, a grocery home delivery service.
- New example: Guzman Energy providing affordable renewable energy to communities in the western United States.
- Updated example of Team Rubicon helping victims of Hurricane Dorian in the Bahamas.
- Updated Take Charge of Your Career: "You don't have to wait! You can be an entrepreneur while still in school."
- New example about Krispy Kreme being a successful franchise with over 1,000 stores.
- Updated Traditional Thinking—The Best Managers Today feature about crowdfunding websites like Kickstarter and Indiegogo.

- Updated example about the advertising support model used by Google and Facebook.
- New example about Society6 using an affiliate model to market its premium consumer goods to affiliates who decorate and sell them.
- New example: List of entrepreneurial frontiers including virtual reality, cryptocurrency, and robots powered by artificial intelligence.
- New quote by Richard Branson.
- Updated Did You Know? feature about the best U.S. cities for starting new businesses.
- New example: Uber expanding its service offerings to include Uber Eats food delivery service and Uber Mobility, rentable battery-powered bikes.
- New feature discussing the top three factors that predict start-up company success.

## Chapter 7

- Updated chapter opener about the organizational restructuring of Activision Blizzard (owner of the *Call of Duty* and *Candy Crush* franchises).
- New quote by Stephen R. Covey.
- New example: Top management teams from Target, Airbnb, Amazon, and Nepris meeting regularly to make important decisions for their organizations.
- New example about Elon Musk, CEO of Tesla, flattening the company's management structure to improve communication and increase market responsiveness.
- New example: Fog Creek Software growing to a point where it needed middle managers positioned between programmers and top management.
- New example: Burgerville recycling oil into biofuel and using 100 percent renewable energy to power its operations.
- New example: Unilever organizing into four product divisions with more than 100 independent company divisions.
- Updated Take Charge of Your Career feature: "Land an internship."
- New example: China and India are the leading producers of motorcycles in the world.
- Updated Sustaining the Future case: "'Community Solutions' Goal to End Homelessness."
- New example: Hyundai Motor aligning with Uber to develop the S-A1, an autonomous personal air vehicle.

- Updated example about Bombardier Aerospace using a virtual network of suppliers to make its products.
- New example: Basecamp maintaining its agile, balanced, and anti-workaholic culture.
- New example of how Pizza Hut, Microsoft, *USA Today*, and Honeywell are learning organizations.
- New example: Mead Metals crediting ISO 9001 certification with helping it safely create high-quality products.
- New example about Apple using large batch technologies to make AirPods and Beats.
- New example: Panera using standardized production runs to deliver consistent food products to its customers.
- New quote by Albert Einstein.
- Trimmed nonessential text, enhancing the student experience.



## Chapter 8

- Updated chapter opener about Enterprise hiring and training ambitious people, promoting from within, and putting customers and employees first.
- New example: Alcon, Southwest Airlines, and Toyota seeing their employees as adding unique value to customers.
- New example about employees contributing to hard-to-imitate cultures at Pipedrive, Google, and Airbnb.
- New example: Companies like Nielsen, Virgin Media, and Clarks leveraging data analytics to make more informed talent management decisions.
- New quote by Jim Collins.
- New example: Microsoft, Alphabet, Deloitte, and EY relying on H-1B employees to fill key positions.
- New example of managers at Mayo Clinic encouraging employees to be lifelong learners and to continually develop capabilities by taking on new roles.
- Updated example of Accenture's progress toward its goal of having a 50 percent female workforce by 2025.
- Updated example about JPMorgan Chase's "Veteran Jobs Mission" expanding to 230 companies with a goal of hiring one million veterans.
- Updated Did You Know? feature identifying the top reasons why employees leave their organizations.
- New example: Job candidates answering interview questions with the STAR method: describing the specific situation, required tasks, action taken, and results achieved.

- New example: Former CEOs of Bausch & Lomb, Yahoo!, and RadioShack adding false information to their résumés.
- Updated example: Nearly 85 percent of recruiters check candidates' information posted on social networking sites.
- Updated section discussing how 76,000 charges of illegal discrimination were filed in 2019, costing employers millions in settlements.
- New example: Uber agreeing to pay over \$4 million to settle a sexual harassment and retaliation charge.
- New example: Dollar General settling a race discrimination charge for \$6 million.
- New example of an Alaskan mining company settling charges for not providing advancement opportunities for women.
- Updated exhibit listing important training and development topics.
- New example: Companies like The Gap, Adobe, and Deloitte replacing their formal, annual performance appraisals with informal, frequent check-ins.
- New quote by Ken Blanchard.
- New Take Charge of Your Career: "Tips for receiving constructive feedback."
- New example: CEO pay is more than 278 times the average worker's pay.
- New exhibit titled: "HR executives cannot neglect safety and health."

## Chapter 9

- New chapter opener about managing diversity being one of the biggest challenges and opportunities.
- New example of there being only 33 percent female representation at Google.
- New example: Federal contractor, SOS International, applying affirmative action policies to advance the inclusion of minorities, women, veterans, and the disabled.
- New quote by Ola Joseph.
- Updated section about changing diversity of the U.S. workforce.
- Updated section about women's earnings, pay gaps, and glass ceiling effects.
- New examples of female CEOs of *Fortune* 500 companies, including Safra Catz of Oracle and Tricia Griffith of Progressive.
- New Did You Know? feature highlighting some of Diversity Inc's Top 50 Companies for Diversity.
- Updated statistics regarding the participation of minorities and immigrants in the workplace.
- New example of successful immigrant entrepreneurs like Beto Perez of Zumba, Jan Koum of WhatsApp, and Mariama Levy of Verdi Consulting.
- New example: Hilton, Farmers Insurance, and Old Navy being awarded for their myriad diversity initiatives.
- New example: Companies like 3M, Yum! Brands, Lowe's, and Target employing corporate diversity officers.
- New example: Merck and Microsoft, among other companies, supporting minority internships.

- Updated section about people with mental and physical disabilities.
- New quote by Isabel Allende.
- New example: L'Oréal, Sodexo, and Lenovo listed on *Bloomberg's* 2019 Gender-Equality Index.

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page xix

- New example about Starbucks closing 8,000 stores to provide four hours of racial bias training to 175,000 employees.
- Updated Take Charge of Your Career: “Finding a mentor.”
- New example: KFC in China adapting its menu by adding egg tarts, rice congee, and matcha ice cream among other items to match location-specific tastes.
- Updated Sustaining the Future case: “The Greenest Countries and Companies on Earth.”