

PART 1	INTRODUCTION TO MANAGEMENT	2
	1 Innovative Management for Turbulent Times	4
	2 The Evolution of Management Thinking	36
PART 2	THE ENVIRONMENT OF MANAGEMENT	68
	3 The Environment and Corporate Culture	70
	4 Managing in a Global Environment	104
	5 Ethics and Social Responsibility	138
	6 Managing Small Business Start-Ups	172
PART 3	PLANNING	206
	7 Managerial Planning and Goal Setting	208
	8 Strategy Formulation and Implementation	236
	9 Managerial Decision Making	270
PART 4	ORGANIZING	304
	10 Designing Adaptive Organizations	306
	11 Managing Change and Innovation	346
	12 Human Resource Management	378
	13 Meeting the Challenge of Diversity	414
PART 5	CONTROLLING	450
	14 Managerial and Quality Control	452
	15 Information Technology and E-Business	486
	16 Operations and Value Chain Management	516
PART 6	LEADING	550
	17 Dynamics of Behavior in Organizations	552
	18 Leadership	588
	19 Motivation	620
	20 Communication	656
	21 Teamwork	692
	Appendix: Video Case Library	728
	Glossary	778
	Indexes	791

1 Innovative Management for Turbulent Times 4

Manager's Challenge 5

The Definition of Management 7

The Four Management Functions 8

Planning 8 ■ Organizing 8 ■ Leading 9 ■ Controlling 9

Organizational Performance 10

Management Skills 11

Conceptual Skills 11 ■ Human Skills 11 ■ Technical Skills 12

■ When Skills Fail 12

Management Types 13

Vertical Differences 14 ■ Horizontal Differences 15

What Is It Like to Be a Manager? 16

Making the Leap: Becoming a New Manager 16 ■ Manager Activities 17

■ Manager Roles 20

Managing in Small Businesses and Nonprofit Organizations 23

Management and the New Workplace 25

Forces on Organizations 26 ■ The Innovative Response 26

■ New Management Competencies 27 ■ Turbulent Times: Managing Crises and Unexpected Events 28

Manager's Solution 29

Discussion Questions 30

Management in Practice: Experiential Exercise 31

Management in Practice: Ethical Dilemma 32

Case for Critical Analysis 32

Endnotes 33

2 The Evolution of Management Thinking 36

Manager's Challenge 37

Management and Organization 38

Classical Perspective 40

Scientific Management 41 ■ Bureaucratic Organizations 42

■ Administrative Principles 44

Humanistic Perspective 46

Human Relations Movement 46 ■ Human Resources Perspective 47

■ Behavioral Sciences Approach 50

Management Science Perspective 50

Recent Historical Trends 52

Systems Theory 52 ■ Contingency View 53 ■ Total Quality Management 54

Innovative Management Thinking for Turbulent Times 54

The Learning Organization 55 ■ Managing the Technology-Driven Workplace 56

Manager's Shoptalk

Do You Really Want to Be a
Manager? 18

New Manager Self-Test

Manager Role and
Reality 20

Unlocking Innovative

Solutions Through

Technology [Click Here for](#)
Lower Taxes 24

Unlocking Innovative

Solutions Through

Technology Of Railroads
and Web Sites 40

New Manager Self-Test

Evolution of Style 48

Manager's Shoptalk

Ebbs and Flows of

Management Innovations,

1950–2000 51

Manager's Shoptalk

The Ties That Bind 75

New Manager Self-Test

Manager Mind and the Environment 83

Unlocking Innovative Solutions Through People

It's Power (and Responsibility) to the People 95

Unlocking Innovative Solutions Through

Technology Nighthawks

to the Rescue 110

Manager's Shoptalk How

Well Do You Play the

Culture Game? 120

New Manager Self-Test

Cultural Intelligence 128

Manager's Solution	59
Discussion Questions	60
Management in Practice: Experiential Exercise	61
Management in Practice: Ethical Dilemma	61
Case for Critical Analysis	62
Endnotes	62
CONTINUING CASE	66

2 THE ENVIRONMENT OF MANAGEMENT 68

3 The Environment and Corporate Culture 70

Manager's Challenge	71
The External Environment	72
General Environment	73
Task Environment	78
The Organization–Environment Relationship	81
Environmental Uncertainty	81
Adapting to the Environment	82
The Internal Environment: Corporate Culture	85
Symbols	87
Stories	87
Heroes	87
Slogans	88
Ceremonies	88
Environment and Culture	89
Adaptive Cultures	89
Types of Cultures	90
Shaping Corporate Culture for Innovative Response	92
Managing the High-Performance Culture	93
Cultural Leadership	94
Manager's Solution	96
Discussion Questions	97
Management in Practice: Experiential Exercise	98
Management in Practice: Ethical Dilemma	99
Case for Critical Analysis	99
Endnotes	100

4 Managing in a Global Environment 104

Manager's Challenge	105
A Borderless World	106
Getting Started Internationally	108
Outsourcing	109
Exporting	109
Licensing	110
Direct Investing	111
China Inc.	112
The International Business Environment	113
The Economic Environment	114
Economic Development	115
Infrastructure	115
Resource and Product Markets	115
Exchange Rates	116
The Legal-Political Environment	116
Political Risk and Instability	116
Laws and Regulations	117
The Sociocultural Environment	117
Social Values	117
Other Cultural Characteristics	121
International Trade Alliances	122
GATT and the World Trade Organization	122
European Union	123
North American Free Trade Agreement (NAFTA)	124
Other Trade Alliances	125
The Globalization Backlash	126
Multinational Corporations	126
Managing in a Global Environment	127
Developing Cultural Intelligence	127
Managing Cross-Culturally	129

Manager's Solution	130
Discussion Questions	131
Management in Practice: Experiential Exercise	132
Management in Practice: Ethical Dilemma	133
Case for Critical Analysis	133
Endnotes	134

5 Ethics and Social Responsibility 138

Manager's Challenge	139
What Is Managerial Ethics?	140
Criteria for Ethical Decision Making	142
Utilitarian Approach	142
Individualism Approach	143
Moral-Rights Approach	143
Justice Approach	144
Factors Affecting Ethical Choices	144
The Manager	145
The Organization	149
What Is Social Responsibility?	150
Organizational Stakeholders	151
The Ethic of Sustainability and the Natural Environment	153
Evaluating Corporate Social Responsibility	155
Economic Responsibilities	155
Legal Responsibilities	156
Ethical Responsibilities	156
Discretionary Responsibilities	157
Managing Company Ethics and Social Responsibility	157
Ethical Individuals	157
Ethical Leadership	158
Organizational Structures and Systems	159
Ethical Challenges in Turbulent Times	162
The Business Case for Ethics and Social Responsibility	162
Economic Performance	164
Manager's Solution	165
Discussion Questions	166
Management in Practice: Experiential Exercise Ethical Work Climates	166
Management in Practice: Ethical Dilemma	167
Case for Critical Analysis	167
Endnotes	168

5 Managing Small Business Start-Ups 172

Manager's Challenge	173
What Is Entrepreneurship?	174
Entrepreneurship and the Environment	175
Entrepreneurship Today	176
Definition of Small Business	179
Impact of Entrepreneurial Companies	179
Who Are Entrepreneurs?	181
Diversity of Entrepreneurs	182
Personality Traits	183
Social Entrepreneurship: An Innovative Approach to Small Business	185
Launching an Entrepreneurial Start-Up	186
Starting with the Idea	187
Writing the Business Plan	187
Choosing a Legal Structure	189
Getting Financing	190
Tactics for Becoming a Business Owner	191
Managing a Growing Business	194
Stages of Growth	194
Planning	195
Organizing	196
Leading	196
Controlling	197

Manager's Shoptalk

Challenging the Boss on

Ethical Issues 145

New Manager Self-Test

Manager Courage 148

Unlocking Innovative

Solutions Through People

South Mountain Prac-

tices Community

Entrepreneurism 163

New Manager Self-Test

Improvisation 176

Unlocking Innovative

Solutions Through People

White Dog Enterprises:

Doing Well by Doing

Good 186

Manager's Shoptalk

Helpful Hints for Writing

the Business Plan 188

New Manager Self-Test
Does Goal-Setting Fit Your
Management Style? 211

Manager's Shoptalk
Regulating E-mail in the
Workplace 223

**Unlocking Innovative
Solutions Through
Technology** Fighting Fires
at Symantec 229

**Unlocking Innovative
Solutions Through People**
Four Seasons Hotels:
Managing by the Golden
Rule 254

New Manager Self-Test
What Is Your Strategy
Strength? 259

Manager's Shoptalk Tips
for Effective Strategy
Implementation 260

Manager's Solution	197
Discussion Questions	198
Management in Practice: Experiential Exercise	199
Management in Practice: Ethical Dilemma	199
Case for Critical Analysis	200
Endnotes	201
CONTINUING CASE	204

PART 3 PLANNING 206

7 Managerial Planning and Goal Setting 208

Manager's Challenge	209
Overview of Goals and Plans	210
Purposes of Goals and Plans	211
Goals in Organizations	213
Organizational Mission	213 ■ Goals and Plans 214 ■ Alignment of Goals 216
Criteria for Effective Goals	217
Planning Types	219
Management by Objectives	219 ■ Single-Use and Standing Plans 221
Contingency Plans	222
Planning in a Turbulent Environment	223
Building Scenarios	224 ■ Crisis Planning 224
Planning for High Performance	226
Traditional Approaches to Planning	227 ■ High-Performance Approaches to Planning 227
Manager's Solution	230
Discussion Questions	231
Management in Practice: Experiential Exercise	232
Management in Practice: Ethical Dilemma	232
Case for Critical Analysis	233
Endnotes	234

8 Strategy Formulation and Implementation 236

Manager's Challenge	237
Thinking Strategically	238
What Is Strategic Management?	239 ■ Grand Strategy 239
Global Strategy	240 ■ Purpose of Strategy 242 ■ Levels of Strategy 244
The Strategic Management Process	246
Strategy Formulation Versus Implementation	247 ■ Situation Analysis 247
Formulating Corporate-Level Strategy	249
Portfolio Strategy	249 ■ The BCG Matrix 249
Formulating Business-Level Strategy	251
Porter's Competitive Forces and Strategies	251 ■ Partnership Strategies 255
Formulating Functional-Level Strategy	257
Strategy Implementation and Control	258
Leadership	259 ■ Structural Design 261 ■ Information and Control Systems 261 ■ Human Resources 262
Implementation During Turbulent Times	262
Global Mind-Set	262 ■ Corporate Culture 262 ■ Information Technology 263
Manager's Solution	263
Discussion Questions	264

Management in Practice: Experiential Exercise 265

Management in Practice: Ethical Dilemma 265

Case for Critical Analysis 266

Endnotes 267

9 Managerial Decision Making 270

Manager's Challenge 271

Types of Decisions and Problems 272

Programmed and Nonprogrammed Decisions 272 ■ Certainty, Risk, Uncertainty, and Ambiguity 273

Decision-Making Models 275

Classical Model 275 ■ Administrative Model 277 ■ Political Model 279

Decision-Making Steps 281

Recognition of Decision Requirement 282 ■ Diagnosis and Analysis of Causes 282

■ Development of Alternatives 283 ■ Selection of Desired Alternative 283

Implementation of Chosen Alternative 285 ■ Evaluation and Feedback 285

Personal Decision Framework 286

Increasing Participation in Decision Making 288

The Vroom-Jago Model 288 ■ New Decision Approaches for Turbulent Times 292

Manager's Solution 295

Discussion Questions 295

Management in Practice: Experiential Exercise 296

Management in Practice: Ethical Dilemma 297

Case for Critical Analysis 298

Endnotes 299

CONTINUING CASE 302

PART 4 ORGANIZING 304

10 Designing Adaptive Organizations 306

Manager's Challenge 307

Organizing the Vertical Structure 308

Work Specialization 309 ■ Chain of Command 309 ■ Span of Management 311

■ Centralization and Decentralization 313

Departmentalization 314

Vertical Functional Approach 316 ■ Divisional Approach 316 ■ Matrix

Approach 318 ■ Team Approach 320 ■ The Virtual Network Approach 321

■ Advantages and Disadvantages of Each Structure 323

Organizing for Horizontal Coordination 326

The Need for Coordination 326 ■ Task Forces, Teams, and Project Management 327

■ Reengineering 329

Factors Shaping Structure 331

Structure Follows Strategy 332 ■ Structure Reflects the Environment 333

■ Structure Fits the Technology 335

Manager's Solution 338

Discussion Questions 339

Management in Practice: Experiential Exercise 340

Management in Practice: Ethical Dilemma 341

Cases for Critical Analysis 341

Endnotes 342

Unlocking Innovative Solutions Through Technology Southwest Uses Technology to Keep a Hawk's Eye on Costs 277

Manager's Shoptalk Decision Biases to Avoid 284

New Manager Self-Test Your Decision-Making Behavior 287

Manager's Shoptalk How to Delegate 312

Unlocking Innovative Solutions Through People Teams Work at Imagination Ltd. 321

New Manager Self-Test Authority Role Models 331

New Manager Self-Test

Taking Charge of

Change 356

**Unlocking Innovative
Solutions Through People**

The Spies Who Came in

from the Cold 360

Manager's Shoptalk

Making Change Stick 366

Unlocking Innovative

Solutions Through

Technology TopCoder to

the Rescue 394

New Manager Self-Test

People on the Bus 396

Manager's Shoptalk

The Right Way to Interview a Job

Applicant 398

Manager's Shoptalk

A Guide for Expatriate

Managers in America 421

New Manager Self-Test

Subtle Biases 429

Unlocking Innovative

Solutions Through People

Google Chow 436

11 Managing Change and Innovation 346

Manager's Challenge 347

Turbulent Times and the Changing Workplace 348

Changing Things: New Products and Technologies 348

Exploration 349 ■ Cooperation 351 ■ Entrepreneurship 354

Changing People and Culture 357

Training and Development 357 ■ Organization Development 358

Model of Planned Organizational Change 362

Forces for Change 363 ■ Need for Change 364

Implementing Change 365

Resistance to Change 365 ■ Force-Field Analysis 367

■ Implementation Tactics 368

Manager's Solution 371

Discussion Questions 372

Management in Practice: Experiential Exercise 372

Management in Practice: Ethical Dilemma 373

Case for Critical Analysis 374

Endnotes 374

12 Human Resource Management 378

Manager's Challenge 379

The Strategic Role of Human Resource Management 380

Environmental Influences on HRM 381

Competitive Strategy 381 ■ Federal Legislation 384

The Changing Nature of Careers 385

The Changing Social Contract 385 ■ HR Issues in the New Workplace 386

Attracting an Effective Workforce 389

Human Resource Planning 390 ■ Recruiting 391 ■ Selecting 395

Developing an Effective Workforce 399

Training and Development 399 ■ Performance Appraisal 401

Maintaining an Effective Workforce 404

Compensation 404 ■ Benefits 406 ■ Termination 406

Manager's Solution 407

Discussion Questions 408

Management in Practice: Experiential Exercise 409

Management in Practice: Ethical Dilemma 409

Case for Critical Analysis 410

Endnotes 411

13 Meeting the Challenge of Diversity 414

Manager's Challenge 415

Valuing Diversity 417

Dimensions of Diversity 418 ■ Attitudes Toward Diversity 419

The Changing Workplace 420

Challenges Minorities Face 422 ■ Management Challenges 422

Current Debates About Affirmative Action 424

The Glass Ceiling 425

The Opt-Out Trend 426 ■ The Female Advantage 427

Current Responses to Diversity 428

Changing the Corporate Culture 428 ■ Changing Structures and Policies 430

■ Diversity Training 432

Defining New Relationships in Organizations	434
Emotional Intimacy	434 ■ Sexual Harassment 434
Global Diversity	435
Selection and Training	436 ■ Communication Differences 437
Diversity in a Turbulent World	438
Multicultural Teams	438 ■ Employee Network Groups 439
Manager's Solution	440
Discussion Questions	441
Management in Practice: Experiential Exercise	441
Management in Practice: Ethical Dilemma	442
Case for Critical Analysis	443
Endnotes	444
CONTINUING CASE	448

PART 5 CONTROLLING 450

14 Managerial and Quality Control 452

Manager's Challenge	453
The Meaning of Control	454
Organizational Control Focus	455
Feedforward Control	455 ■ Concurrent Control 456 ■ Feedback Control 456
Feedback Control Model	458
Steps of Feedback Control	458 ■ Application to Budgeting 460
Financial Control	462
Financial Statements	462 ■ Financial Analysis: Interpreting the Numbers 463
The Changing Philosophy of Control	465
Total Quality Management	468
TQM Techniques	468 ■ TQM Success Factors 472
Trends in Quality and Financial Control	472
International Quality Standards	473 ■ New Financial Control Systems 473
Innovative Control Systems for Turbulent Times	474
Open-Book Management	474 ■ The Balanced Scorecard 476
■ New Workplace Concerns	478
Manager's Solution	479
Discussion Questions	480
Management in Practice: Experiential Exercise	481
Management in Practice: Ethical Dilemma	481
Case for Critical Analysis	482
Endnotes	483

15 Information Technology and E-Business 486

Manager's Challenge	487
Information Technology Has Changed Everything	488
Boundaries Dissolve; Collaboration Reigns	488
■ People Do Better Work	489 ■ Things Are More Efficient 489
■ Employees Are Engaged	490 ■ People Can Suffer from Information Overload 491
The Evolving World of Information Technology	492
A New Generation of IT	492 ■ Applying New IT Within Organizations 493

Manager's Shoptalk
Cyberslackers Beware: The
Boss Is Watching 457

**Unlocking Innovative
Solutions Through People**
Controlling With Love, Not
Fear 467

New Manager Self-Test
Freedom Versus
Regulation 469

New Manager Self-Test
Brain Hemispheric Domi-
nance 491

Manager's Shoptalk
Putting Performance
Dashboards to Work 497

**Unlocking Innovative
Solutions Through People**
Grant J. Hunt Co. Likes the
Personal Touch 506

New Manager Self-Test
Political Skills 524

Manager's Shoptalk A
German Factory Shows How
to Be Fast and Flexible 528

**Unlocking Innovative
Solutions Through
Technology** At PrairieStone
Pharmacy, Smaller Is
Better 530

**Unlocking Innovative
Solutions Through
Technology** Can Success
Be Guaranteed in Affairs of
the Heart? 566

New Manager Self-Test
Self-Confidence 568

Manager's Shoptalk
What's Your Crisis
EQ? 569

Types of Information Systems 493

- Data Versus Information 494 ■ Operations Information Systems 494
- Management Information Systems 494

The Internet and E-business 497

- E-Business Strategies 500 ■ E-Marketplaces 503 ■ Enterprise Resource Planning Systems 504 ■ Customer Relationship Management 507 ■ Turning Data and Information into Knowledge 508

Manager's Solution 510

Discussion Questions 511

Management in Practice: Experiential Exercise 511

Management in Practice: Ethical Dilemma 512

Case for Critical Analysis 513

Endnotes 514

16 Operations and Value Chain Management 516

Manager's Challenge 517

The Organization as a Value Chain 518

- Manufacturing and Service Operations 519 ■ Operations Management and Competitive Strategy 520 ■ The Integrated Enterprise 521

Designing Operations Management Systems 523

- Product and Service Design 523 ■ Procurement 525 ■ Facilities Layout 526
- Technology Automation 529 ■ Facility Location 532 ■ Capacity Planning 533

Inventory Management 533

- The Importance of Inventory 534 ■ Economic Order Quantity 535
- Material Requirements Planning 536 ■ Just-in-Time Inventory 536
- Logistics and Distribution Management 538

Lean Manufacturing and Productivity 538

- Lean Manufacturing 538 ■ Measuring Productivity 539
- Improving Productivity 540

Manager's Solution 542

Discussion Questions 542

Management in Practice: Experiential Exercise 543

Management in Practice: Ethical Dilemma 543

Case for Critical Analysis 544

Endnotes 545

CONTINUING CASE 548

6 LEADING 550

17 Dynamics of Behavior in Organizations 552

Manager's Challenge 553

Organizational Behavior 554

Attitudes 554

- Components of Attitudes 555 ■ High-Performance Work Attitudes 557
- Conflicts Among Attitudes 559

Perception 560

- Perceptual Selectivity 560 ■ Perceptual Distortions 561 ■ Attributions 562

Personality and Behavior 563

- Personality Traits 564 ■ Emotional Intelligence 565 ■ Attitudes and Behaviors Influenced by Personality 567 ■ Person-Job Fit 572

Learning 573

The Learning Process 573 ■ Learning Styles 574 ■ Continuous Learning 575

Stress and Stress Management 576

Type A and Type B Behavior 576 ■ Causes of Work Stress 577 ■ Innovative Responses to Stress Management 578

Manager's Solution 579

Discussion Questions 580

Management in Practice: Experiential Exercise 581

Management in Practice: Ethical Dilemma 584

Case for Critical Analysis 584

Endnotes 585

18 Leadership 588

Manager's Challenge 589

The Nature of Leadership 590

Leadership for Contemporary Times 590

Level 5 Leadership 591 ■ Women's Ways of Leading 592

Leadership Versus Management 593

Leadership Traits 594

Behavioral Approaches 595

Ohio State Studies 595 ■ Michigan Studies 596 ■ The Leadership Grid 596

Contingency Approaches 598

Hersey and Blanchard's Situational Theory 598 ■ Fiedler's Contingency Theory 600
■ Matching Leader Style to the Situation 601 ■ Path-Goal Theory 602
■ Substitutes for Leadership 604

Leading Change 605

Charismatic and Visionary Leadership 605 ■ Transformational Leaders 607

Power and Influence 608

Position Power 609 ■ Personal Power 609 ■ Interpersonal Influence Tactics 610

Enduring Leadership Approaches 611

Servant Leadership 612 ■ Moral Leadership 612

Manager's Solution 613

Discussion Questions 614

Management in Practice: Experiential Exercise 614

Management in Practice: Ethical Dilemma 615

Case for Critical Analysis 616

Endnotes 617

19 Motivation 620

Manager's Challenge 621

The Concept of Motivation 622

Foundations of Motivation 624

Traditional Approach 624 ■ Human Relations Approach 624 ■ Human Resource Approach 624 ■ Contemporary Approach 624

Content Perspectives on Motivation 625

Hierarchy of Needs Theory 625 ■ ERG Theory 626 ■ Two-Factor Theory 628
■ Acquired Needs Theory 629

Process Perspectives on Motivation 630

Equity Theory 630 ■ Expectancy Theory 632 ■ Goal-Setting Theory 633

Reinforcement Perspective on Motivation 635

Reinforcement Tools 635 ■ Schedules of Reinforcement 636

New Manager Self-Test
Interpersonal Patterns 593

**Unlocking Innovative
Solutions Through People**
The De La Salle Spartans
Win with Soul 597

Manager's Shoptalk Are
You a Charismatic
Leader? 607

New Manager Self-Test
Employee Engagement
623

Manager's Shoptalk The
Carrot-and-Stick Contro-
versy 639

**Unlocking Innovative
Solutions Through People**
Nucor: Giving People a
Stake in the Business 644

Unlocking Innovative Solutions Through People
Managers at Kwik-Fit Learn That It Pays to Listen 666

New Manager Self-Test
Personal Networking 674

Manager's Shoptalk
Leaping over Language Barriers 682

Unlocking Innovative Solutions Through Technology MySQL: Creating a Twenty-First-Century Global Team 701

New Manager Self-Test
Managing Conflict 713

Manager's Shoptalk
How to Run a Great Meeting 718

Job Design for Motivation 639

Job Simplification 640 ■ Job Rotation 640 ■ Job Enlargement 641
■ Job Enrichment 641 ■ Job Characteristics Model 641

Innovative Ideas for Motivating 643

Empowering People to Meet Higher Needs 645 ■ Giving Meaning to Work 646

Manager's Solution 648

Discussion Questions 649

Management in Practice: Experiential Exercise 650

Management in Practice: Ethical Dilemma 651

Case for Critical Analysis 651

Endnotes 652

20 Communication 656

Manager's Challenge 657

Communication and the Manager's Job 658

What Is Communication? 659 ■ The Communication Process 659

Communicating Among People 661

Communication Channels 661 ■ Communicating to Persuade and Influence
Others 663 ■ Nonverbal Communication 664 ■ Listening 665

Organizational Communication 668

Formal Communication Channels 668 ■ Team Communication Channels 672
■ Personal Communication Channels 673

Communicating During Turbulent Times 677

Open Communication 677 ■ Dialogue 678 ■ Crisis Communication 679
■ Feedback and Learning 679

Managing Organizational Communication 680

Barriers to Communication 681 ■ Overcoming Communication Barriers 682

Manager's Solution 684

Discussion Questions 685

Management in Practice: Experiential Exercise 685

Management in Practice: Ethical Dilemma 686

Case for Critical Analysis 687

Endnotes 688

21 Teamwork 692

Manager's Challenge 693

Teams at Work 694

What Is a Team? 694 ■ Model of Work Team Effectiveness 695

Types of Teams 696

Formal Teams 696 ■ Self-Directed Teams 698
■ Teams in the New Workplace 699

Team Characteristics 702

Size 702 ■ Diversity 703 ■ Member Roles 703

Team Processes 705

Stages of Team Development 705 ■ Team Cohesiveness 707
■ Team Norms 709

Managing Team Conflict 711

Balancing Conflict and Cooperation 711 ■ Causes of Conflict 712 ■ Styles to
Handle Conflict 713 ■ Negotiation 715

Work Team Effectiveness 717

Productive Output 717 ■ Satisfaction of Members 717 ■ Capacity to Adapt
and Learn 719

Manager's Solution	719
Discussion Questions	720
Management in Practice: Experiential Exercise	720
Management in Practice: Ethical Dilemma	721
Case for Critical Analysis	722
Endnotes	723
CONTINUING CASE	726
Appendix: Video Case Library	728
Glossary	778
Indexes	791