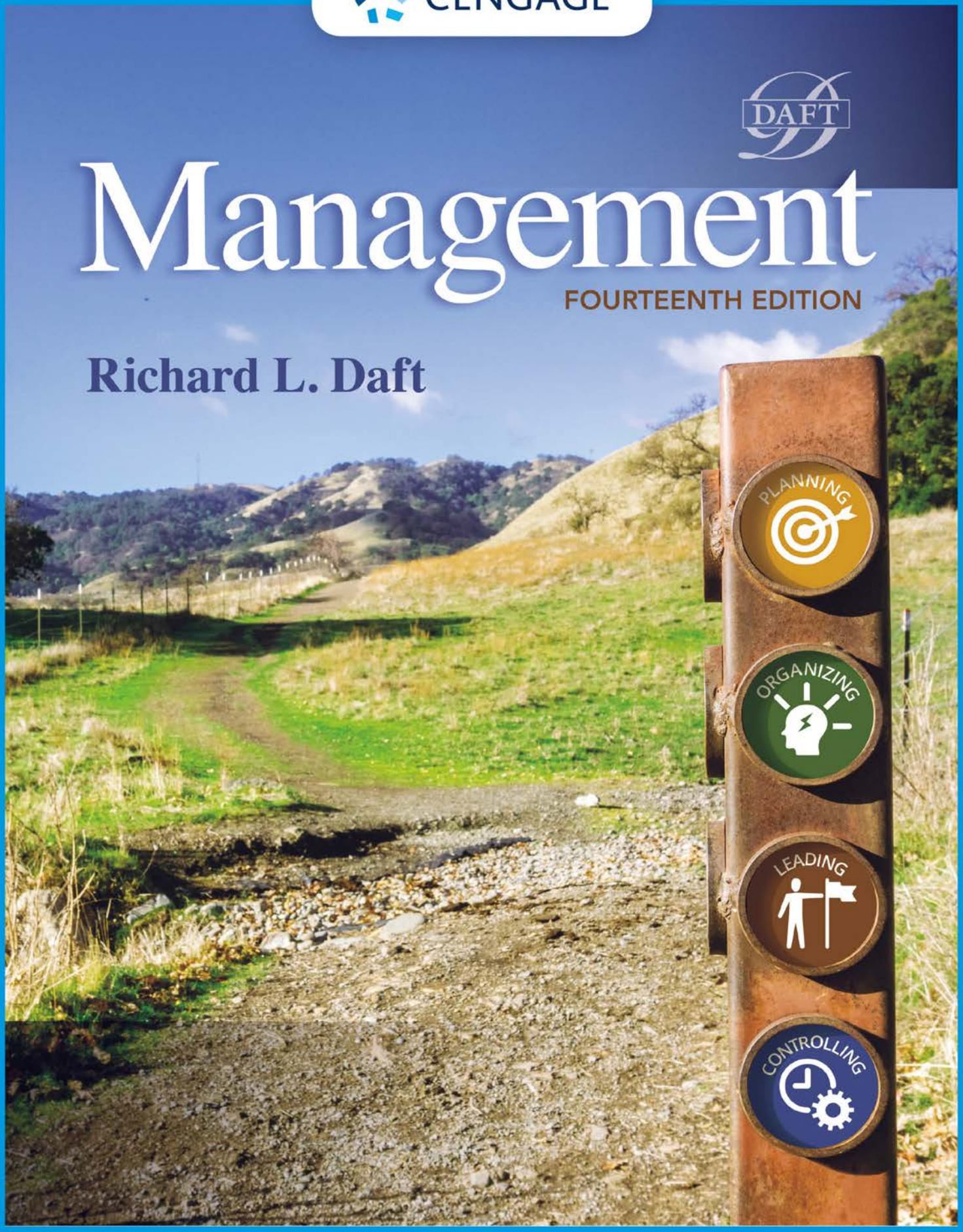
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Management

FOURTEENTH EDITION

Richard L. Daft



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Management

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Vanderbilt University

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

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BRIEF CONTENTS

PART 1 INTRODUCTION TO MANAGEMENT 2

1 Leading Edge Management 2
2 The Evolution of Management Thinking 38

PART 2 THE ENVIRONMENT OF MANAGEMENT 74

3 The Environment and Corporate Culture 74
4 Managing in a Global Environment 110
5 Managing Ethics and Social Responsibility 144
6 Managing Start-Ups and New Ventures 180

PART 3 PLANNING 216

7 Planning and Goal Setting 216
8 Strategy Formulation and Execution 248
9 Managerial Decision Making 284

PART 4 ORGANIZING 324

10 Designing Organization Structure 324
11 Managing Innovation and Change 370
12 Managing Human Talent 406
13 Managing Diversity and Inclusion 446

PART 5 LEADING 484

14 Understanding Individual Behavior 484
15 Leadership 528
16 Motivating Employees 570
17 Managing Communication 608
18 Leading Teams 648

PART 6 CONTROLLING 688

19 Managing Quality and Performance 688

Appendix: Operations Management and E-Commerce 721
Name Index 741
Company Index 756
Subject Index 761

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CONTENTS

PART 1 INTRODUCTION TO MANAGEMENT 2

1 Leading Edge Management 2

Manager Achievement 3
Management Competencies for Today's World 5
Leading-Edge Management Competencies 5, The Trend Toward Bosslessness 6
The Basic Functions of Management 7
Planning 8, Organizing 9, Leading 10, Controlling 10
Organizational Performance 11
Management Skills 13
Technical Skills 13, Human Skills 14, Conceptual Skills 14, When Skills Fail 15
Challenges Facing New Managers 17
What Is a Manager's Job Really Like? 19
Manager Types 19, Manager Activities 20
How Do You Manage Your Time? 21
Manager Roles 24
Managing in Nonprofit Organizations 27
Discussion Questions 29
Apply Your Skills: Engagement Exercise 30
Apply Your Skills: Small Group Breakout 31
Apply Your Skills: Ethical Dilemma 31
Apply Your Skills: Case for Critical Analysis 32
Endnotes 33

2 The Evolution of Management Thinking 38

Are You a New-Style Manager? 39
The Historical Struggle: The Things of Production Versus the Humanity of Production 40
Classical Perspective 42
Scientific Management 42, Bureaucratic Organizations 44, Administrative Principles 46, Management Science 47
Humanistic Perspective 50
Early Advocates 50, Human Relations Movement 51
What Is Your Manager Frame? 52
Human Resources Perspective 54, Behavioral Sciences Approach 55
Recent Historical Trends 56
Systems Thinking 56, Contingency View 58
Management Thinking into the Future 59
Managing the New Technology-Driven Workplace 60
Managing the New People-Driven Workplace 63
The Historical Struggle: Is Artificial Intelligence the Answer? 65
Discussion Questions 66
Apply Your Skills: Engagement Exercise 66
Apply Your Skills: Small Group Breakout 67
Apply Your Skills: Ethical Dilemma 67
Apply Your Skills: Case for Critical Analysis 68
Endnotes 69

PART 2 THE ENVIRONMENT OF MANAGEMENT 74

3 The Environment and Corporate Culture 74

Are You Fit for Managerial Uncertainty? 75
The External Environment 76
Task Environment 77, General Environment 81
The Organization–Environment Relationship 85
Environmental Uncertainty 85, Adapting to the Environment 86
The Internal Environment: Corporate Culture 88
What is Culture? 88, Toxic Cultures 91
Interpreting/Shaping Culture 92
Symbols 92, Stories 92, Heroes 92, Slogans 93, Ceremonies 93,
Types of Culture 94,
Adaptability Culture 95, Achievement Culture 95, Involvement Culture 95, Consistency Culture 96
What is Your Culture Preference? 96
Shaping Corporate Culture for Innovative Response 97
Managing the High-Performance Culture 98, Cultural Leadership 100
Discussion Questions 101
Apply Your Skills: Engagement Exercise 102
Apply Your Skills: Small Group Breakout 102
Apply Your Skills: Ethical Dilemma 103
Apply Your Skills: Case for Critical Analysis 103
Endnotes 104

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4 Managing in a Global Environment 110

Are You Ready to Work Internationally? 111
A Borderless World 112
Globalization 112, Developing a Global Mind-Set 115
The Changing International Landscape 117
China Rising 117, India, the Service Giant 119
Multinational Corporations 120
Characteristics of Multinational Corporations 121, Serving the Bottom of the Pyramid 122
Getting Started Internationally 123
Legal–Political Challenges 125
Sociocultural Challenges 127
Social Values 127, Communication Challenges 130
Are You Culturally Intelligent? 132
International Trade Alliances 133
Gatt and the WTO 133, European Union 134, United States–Mexico–Canada Agreement 135
Discussion Questions 136
Apply Your Skills: Engagement Exercise 136
Apply Your Skills: Small Group Breakout 137
Apply Your Skills: Ethical Dilemma 138
Apply Your Skills: Case for Critical Analysis 138
Endnotes 139

5 Managing Ethics and Social Responsibility 144

What Is Your Level of Ethical Maturity? 145
What Is Managerial Ethics? 146
Ethical Management Today 148, The Business Case for Ethics and Social Responsibility 149, Ethical Dilemmas: What Would You Do? 150
Frameworks for Ethical Decision Making 152
Utilitarian Approach 152, Individualism Approach 153, Moral-Rights Approach 153, Justice Approach 153, Practical Approach 154
The Individual Manager and Ethical Choices 155
The Stages of Moral Development 155, Giving Versus Taking 156
Are You a Giver or a Taker? 157
What Is Corporate Social Responsibility? 158
A New Purpose for the Corporation: Stakeholders 159, The Green Movement 162, Sustainability and the Triple Bottom Line 163, Benefit Corporations and B Lab 164
Managing Company Ethics and Social Responsibility 166
Values-Oriented Approach 166, Structure-Oriented Approach 168, Whistle-Blowing 169
Discussion Questions 170
Apply Your Skills: Engagement Exercise 171
Apply Your Skills: Small Group Breakout 171
Apply Your Skills: Ethical Dilemma 172
Apply Your Skills: Case For Critical Analysis 172
Endnotes 173

6 Managing Start-Ups and New Ventures 180

Do You Think Like an Entrepreneur? 181
What Is Entrepreneurship? 182
Who Are Entrepreneurs? 184
Minority-Owned Businesses 184, Immigrant-Owned Businesses 185, Women-Owned Businesses 186, Traits of Entrepreneurs 187
Starting an Online or Mobile App Business 191
Social Entrepreneurship 193
Launching a Start-Up 195
Starting with an Idea 196, Writing the Business Plan 197, Choosing a Legal Structure 199, Arranging Financing 199
Do You Make Presentations with Passion? 202
Participating in a Business Incubator 203
The Franchise Appeal 204
Entrepreneurship Internationally 206
Discussion Questions 207
Apply Your Skills: Engagement Exercise 207
Apply Your Skills: Small Group Breakout 208
Apply Your Skills: Ethical Dilemma 208
Apply Your Skills: Case for Critical Analysis 209
Endnotes 210

PART 3 PLANNING 216

7 Planning and Goal Setting 216

Does Goal Setting Fit Your Management Style? 217
Goal Setting and Planning Overview 218
Levels of Goals and Plans 218, The Organizational Planning Process 220
Goal Setting in Organizations 222
Your Approach to Studying 222
Organizational Mission 223, Managing Goal Conflict 225, Align Goals Using a Strategy Map 227
Performance Management 229
Criteria for Effective Goals 229, Management by Objectives 231, Single-Use and Standing Plans 234
Benefits and Limitations of Planning 235
Planning for a Turbulent Environment 237
Contingency Planning 237, Scenario Building 238, Setting Stretch Goals for Excellence 238, Crisis Planning 239

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Discussion Questions 242
Apply Your Skills: Engagement Exercise 242
Apply Your Skills: Small Group Breakout 243
Apply Your Skills: Ethical Dilemma 243
Apply Your Skills: Case for Critical Analysis 243
Endnotes 244

8 Strategy Formulation and Execution 248
What Is Your Strategy Strength? 249
Thinking Strategically 251
What Is Strategic Management? 252
Purpose of Strategy 252, Levels of Strategy 254
The Strategic Management Process 256
Your Approach to Studying, Part 2 257
Strategy Formulation versus Execution 259, SWOT Analysis 259
Formulating Corporate-Level Strategy 261
Portfolio Strategy 261, The BCG Matrix 262, Diversification Strategy 263
Formulating Business-Level Strategy 265
Porter's Five Competitive Forces 265, Porter's Competitive Strategies 267
Global Strategy 269
Globalization Strategy 270, Multidomestic Strategy 271, Glocalization Strategy 272
Strategy Execution 273
Discussion Questions 276
Apply Your Skills: Engagement Exercise 276
Apply Your Skills: Small Group Breakout 277
Apply Your Skills: Ethical Dilemma 277
Apply Your Skills: Case for Critical Analysis 278
Endnotes 279

9 Managerial Decision Making 284
How Do You Make Decisions? 285
Types of Decisions and Problems 287
Programmed and Nonprogrammed Decisions 287, Facing Uncertainty and Ambiguity 288
Decision-Making Models 292
The Ideal, Rational Model 292, How Managers Make Decisions 293, The Political Model 295
Decision-Making Steps 297
Recognition of Decision Requirement 297, Diagnosis and Analysis of Causes 297, Development of Alternatives 299, Selection of the Desired Alternative 299, Implementation of the Chosen Alternative 301, Evaluation and Feedback 301
Personal Decision Framework 302
What's Your Personal Decision Style? 302
Why Do Managers Make Bad Decisions? 306
Innovative Decision Making 310
Start with Brainstorming 310, Use Hard Evidence 311, Engage in Rigorous Debate 311, Avoid Groupthink 312, Know When to Bail 312, Do a Premortem and Postmortem 312
Discussion Questions 314
Apply Your Skills: Engagement Exercise 314
Apply Your Skills: Small Group Breakout 315
Apply Your Skills: Ethical Dilemma 315
Apply Your Skills: Case for Critical Analysis 316
Answers to Questions in "Manager's Shoptalk" 317
Endnotes 318

PART 4 ORGANIZING 324

10 Designing Organization Structure 324
What Are Your Leadership Beliefs? 325
Organizing the Vertical Structure 326
Division of Labor 327, Chain of Command 328
Authority Role Models 331
Span of Management 332, Centralization and Decentralization 333
Departmentalization 336
Vertical Functional Approach 336, Divisional Approach 339, Matrix Approach 341, Team Approach 344, Virtual Network Approach 347
Organizing for Horizontal Coordination 351
The Need for Coordination 351, Task Forces, Teams, and Project Management 352, Relational Coordination 354
Factors Shaping Structure 356
Structure Follows Strategy 357, Structure Fits the Workflow Technology 358
Discussion Questions 360
Apply Your Skills: Engagement Exercise 360
Apply Your Skills: Small Group Breakout 361
Apply Your Skills: Ethical Dilemma 362
Apply Your Skills: Case for Critical Analysis 362
Endnotes 363

11 Managing Innovation and Change 370
How Innovative Are You? 371
Innovation and the Changing Workplace 372
Disruptive Innovation 372, The Ambidextrous Approach 373

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Changing Things: New Products and Processes 375
Discovery 376
How Creative Are You? 380
Horizontal Collaboration and Open Innovation 381, Innovation Roles and Structures 384
Changing People and Culture 387
Training and Development 387, Organization Development 388
Implementing Innovation and Change 390, Implementation Stages 391, Why Do People Resist Change? 392, Create a Sense of Urgency 393, Use Implementation Tactics 394
Discussion Questions 396
Apply Your Skills: Engagement Exercise 396
Apply Your Skills: Small Group Breakout 397
Apply Your Skills: Ethical Dilemma 398
Apply Your Skills: Case for Critical Analysis 399
Endnotes 399

12 Managing Human Talent 406
Getting the Right People on the Bus 407
The Strategic Role of HRM Is to Drive Organizational Performance 408
The Strategic Approach 408, Building Human Capital to Drive Performance 411
The Impact of Federal Legislation on HRM 413
What Is Your Focus? 415
The Changing Social Contract 416
The End of Lifetime Employment 416, Leading-Edge HR Practices 418
Finding the Right People 420
Human Resource Planning 420, Recruiting 421, Selecting 425
Developing Talent 430
Training and Development 430, Performance Management 431
Maintaining an Effective Workforce 435
Rewards 435, Benefits 436, Termination 437
Discussion Questions 438
Apply Your Skills: Engagement Exercise 439
Apply Your Skills: Small Group Breakout 439
Apply Your Skills: Ethical Dilemma 440
Apply Your Skills: Case for Critical Analysis 440
Endnotes 441

13 Managing Diversity and Inclusion 446
Do You Have a Gender and Authority Bias? 447
Diversity in the Workplace 448
Diversity Challenges in Corporate America 449, Diversity Challenges on a Global Scale 452
Managing Diversity 454
Diversity and Inclusion 454, Diversity of Thought 455, Dividends of Workplace Diversity 456
Factors Shaping Personal Bias 458
Valuing Workplace Diversity 458
Unconscious Bias 459, Workplace Prejudice, Discrimination, and Stereotypes 461, Challenges Underrepresented Employees Face 462
Factors Affecting Women's Careers 464
The First Rung of the Management Ladder 465, The Female Advantage 468
Diversity Initiatives and Programs 469
Enhance Structures and Policies 469, Expand Recruitment Efforts 470, Establish Sponsor Relationships 470, Provide Personal Coaching and Feedback 471, Increase Awareness of Sexual Harassment 472, Encourage Employee Resource Groups 472
Discussion Questions 474
Apply Your Skills: Engagement Exercise 475
Apply Your Skills: Small Group Breakout 476
Apply Your Skills: Ethical Dilemma 477
Apply Your Skills: Case for Critical Analysis 477
Endnotes 479

PART 5 LEADING 484

14 Understanding Individual Behavior 484
Are You Self-Confident? 485
Understanding Yourself and Others 486
The Value and Difficulty of Knowing Yourself 486, Enhance Your Self-Awareness 486
Job Satisfaction and Trust 489
Job Satisfaction 489, Trust 491
Perception and Attributions 492
Perception and Perceptual Distortions 492, Attributions: A Special Case of Perception 494
Personality and Behavior 496
Personality Traits 496, Attitudes and Behaviors Influenced by Personality 500, Problem-Solving Styles and the Myers-Briggs Type Indicator™ 503
Emotions 504
Positive and Negative Emotions 505, Emotional Intelligence 506
Do You Express Emotion? 507
Managing Yourself 509
Basic Principles for Self-Management 509, A Step-By-Step Guide for Managing Your Time 510
Stress and Resilience 512

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Challenge Stress and Threat Stress 512, Causes of Work Stress 513, Enhancing Resilience 514
Discussion Questions 517
Apply Your Skills: Engagement Exercise 517
Apply Your Skills: Small Group Breakout 520
Apply Your Skills: Ethical Dilemma 521
Apply Your Skills: Case for Critical Analysis 521
Endnotes 522

15 Leadership 528
Task Versus People Orientation 529
The Nature of Leadership 530
From Management to Leadership 533
Contemporary Leadership 534
Level 5 Leadership 534, Servant Leadership 536, Authentic Leadership 537, Interactive Leadership 538
Leadership Traits 540
Behavioral and Contingency Approaches 542
Behavioral: Task Versus People 542, Contingency: The Situational Model of Leadership 544, Contingency: Fiedler's Contingency Theory 546, Contingency: Situational Substitutes for Leadership 547
Charismatic and Transformational Leadership 549
Charismatic Leadership 549, Transformational Versus Transactional Leadership 550
Followership 553
What Is Your Follower Style? 555
Power and Influence 557
Hard Position Power 557, Personal Soft Power 557, Other Sources of Power 558, Interpersonal Influence Tactics 559
Discussion Questions 561
Apply Your Skills: Engagement Exercise 562
Apply Your Skills: Small Group Breakout 563
Apply Your Skills: Ethical Dilemma 563
Apply Your Skills: Case for Critical Analysis 564
Endnotes 565

16 Motivating Employees 570
What Motivates You? 571
Individual Needs and Motivation 572
Intrinsic and Extrinsic Rewards 573
Content Perspectives on Motivation 577
The Hierarchy of Needs 577, ERG Theory 578, A Two-Factor Approach to Motivation 580, Acquired Needs 581
Do You Have a Need for Achievement, Affiliation, or Power? 582
Process Perspectives on Motivation 583
Goal Setting 584, Equity Theory 585, Expectancy Theory 587
Reinforcement Perspective on Motivation 589
Direct Reinforcement 590, Social Learning Theory 591
Job Design for Motivation 592
Job Enrichment 592, Job Characteristics Model 593
Leading-Edge Ideas for Motivating 595
Empowering People to Meet Higher Needs 596, Giving Meaning to Work Through Engagement 597
Discussion Questions 599
Apply Your Skills: Engagement Exercise 599
Apply Your Skills: Small Group Breakout 600
Apply Your Skills: Ethical Dilemma 601
Apply Your Skills: Case for Critical Analysis 602
Endnotes 603

17 Managing Communication 608
Do You Focus on What Others Say? 609
Communication Is the Manager's Job 610
What Is Communication? 611, A Model of Communication 612
Purpose-Driven Communication 613
Communicating Vision, Mission, and Values 614, Communicating to Persuade and Influence Others 614
Communicating Effectively with Others 616
Open Communication Climate 617, Communication Channels 618, Giving Feedback 621, Communicating with Candor 622, Asking Questions 623, Listening 624, Nonverbal Communication 625
Workplace Communication 627
Social Media 627, Personal Communication Networks 630
Are You Building a Personal Network? 631
Formal Communication Channels 634
Discussion Questions 637
Apply Your Skills: Engagement Exercise 638
Apply Your Skills: Small Group Breakout 640
Apply Your Skills: Ethical Dilemma 640
Apply Your Skills: Case for Critical Analysis 641
Endnotes 642

18 Leading Teams 648
How Do You Like to Work? 649
The Value of Teams 650
What Is A Team? 651, Contributions Of Teams 652, Types Of Teams 654
Virtual Teams 658
The Personal Dilemma of Teamwork 661
Model of Team Effectiveness 662
Team Demographics 665
Size 665, Diversity 665, Member Roles 665
What Team Role Do You Play? 666
Team Processes 668
Stages of Team Development 668, Building a Cohesive Team 670, Establishing Team Norms 671

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Managing Team Conflict 673
Types of Conflict 673, Balancing Conflict and Cooperation 674, Causes of Conflict 675, Styles of Handling Conflict 675, Ways of Expressing Conflict 677, Negotiation 677
Discussion Questions 679
Apply Your Skills: Engagement Exercise 679
Apply Your Skills: Small Group Breakout 680
Apply Your Skills: Ethical Dilemma 680
Apply Your Skills: Case for Critical Analysis 681
Endnotes 682

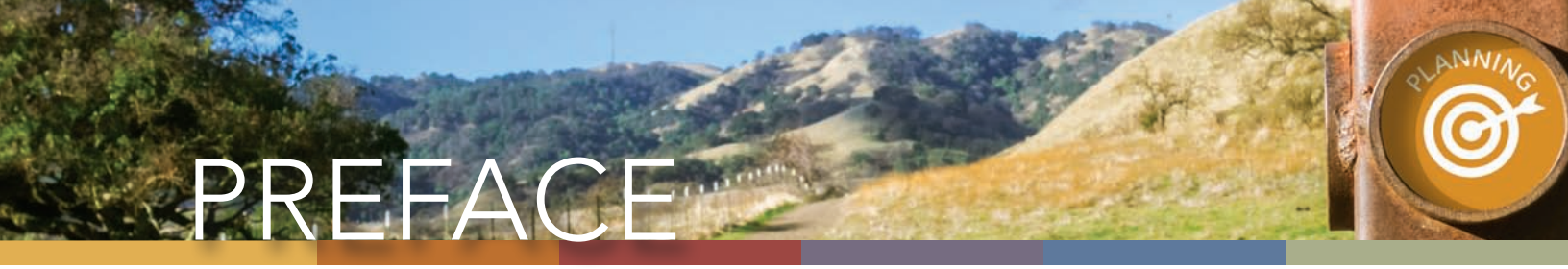
PART 6 CONTROLLING 688

19 Managing Quality and Performance 688
Improvement Attitude 689
The Meaning of Control 690
Feedback Control Model 692
Four Steps of Feedback Control 693, The Balanced Scorecard 695
The Changing Philosophy of Control 697
What Is Your Attitude Toward Organizational Regulation and Control? 697
Hierarchical Versus Decentralized Approaches 698, The Dilemma of Algorithmic Control 700
Total Quality Management 702
TQM Techniques 702, TQM Success Factors 705
Budgetary Control 706
Expense Budget 707, Revenue Budget 707, Cash Budget 707, Capital Budget 708, Zero-Based Budget 708
Financial Control 710
Financial Statements 710, Financial Analysis: Interpreting The Numbers 712
Discussion Questions 714
Apply Your Skills: Engagement Exercise 714
Apply Your Skills: Small Group Breakout 715
Apply Your Skills: Ethical Dilemma 716
Apply Your Skills: Case for Critical Analysis 716
Endnotes 718

Appendix: Operations Management and E-Commerce 721

Name Index 741
Company Index 756
Subject Index 761

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PREFACE

Leading-Edge Management

The year 2020 presented unique and far-reaching challenges to managers in organizations of all types and sizes. The effects of the COVID-19 pandemic put some companies out of business for good and forced managers in all organizations to adapt to new ways of working. Shifting economic conditions and widespread social and political unrest in the United States as well as other countries around the world added to the turmoil and further eroded the myth of a stable environment. Even before the recent dramatic upheavals, managers and organizations were being buffeted by far-reaching competitive, social, technological, and economic changes. Business schools, as well as managers, are scrambling to cope with the turbulence, 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*, 14th edition, with a goal of helping current and future managers find leading-edge 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 and social turmoil, the need for crisis management skills, e-commerce and mobile commerce, economic instability, rapidly changing technologies, globalization, outsourcing, cybersecurity threats, increasing government regulation, social media, global supply chains—all of these challenges, and more, 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 and social 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. But to spur innovation, adapt to rapid environmental shifts, and achieve high performance, managers need different skills. Managers must 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 bumpy terrain of today's chaotic business environment. Rather than controlling their employees, savvy 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 in a way that is both interesting and valuable to students, while retaining the best of traditional management thinking. To achieve this vision, I have included the most up-to-date management concepts and research and have shown the contemporary application of management ideas in organizations. At the end of each major chapter section, a "Remember This" feature offers a quick review of the salient concepts and terms that students should

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