

Brief Contents

Preface	xi		
Acknowledgments	xvi		
<i>Part One</i>			
Management	2		
Chapter 1			
Managers and Managing	2		
Appendix to Chapter 1			
The Evolution of Management Theory	32		
<i>Part Two</i>			
The Environment of Management	40		
Chapter 2			
Managing the Organizational Environment	40		
Chapter 3			
Managing Ethics, Social Responsibility, and Diversity	64		
<i>Part Three</i>			
Planning and Decision Making	92		
Chapter 4			
The Manager as a Decision Maker	92		
Chapter 5			
The Manager as a Planner and Strategist	120		
		<i>Part Four</i>	
		Organizing	154
		Chapter 6	
		Managing Organizational Structure	154
		Chapter 7	
		Organizational Culture and Change	184
		<i>Part Five</i>	
		Leading Individuals and Groups	208
		Chapter 8	
		Motivation	208
		Chapter 9	
		Leadership	234
		Chapter 10	
		Managing Teams	264
		Chapter 11	
		Managing Human Resources	290
		Chapter 12	
		Communication, Conflict, and Negotiation	318
		<i>Part Six</i>	
		Controlling	348
		Chapter 13	
		Organizational Control	348
		Integrated Cases	377
		Glossary	383
		Endnotes	393
		Photo Credits	412
		Name/Company/URL Index	413
		Subject Index	419

Contents

Preface	xi		
Acknowledgments	xvi		
<i>Part One</i>			
Management	2		
Chapter 1			
Managers and Managing	2		
A Case in Contrast			
WestJet Brings Back Its First CEO	3		
What Is Management?	4		
Achieving High Performance: A Manager's Goal	5		
Managerial Functions	6		
<i>Think About It</i>			
How to Be an Effective Mine Manager	6		
Planning	7		
Organizing	7		
Leading	8		
Controlling	8		
Types of Managers	9		
<i>Think About It</i>			
CEO and President Shares Power With Her Managers	9		
Levels of Management	11		
Recent Changes in Managerial Hierarchies	13		
<i>Think About It</i>			
Managing from the Bottom at WestJet	13		
Restructuring	13		
Empowerment and Self-Managed Teams	14		
Tips for Managers	14		
Managing Resources	14		
Managerial Roles and Skills	15		
<i>Think About It</i>			
The Many Roles of Management	15		
Managerial Roles Identified by Mintzberg	15		
Managerial Skills	18		
Tips for Managers	19		
Tasks and Roles	19		
		Challenges for Management in the Canadian Environment	19
		<i>Think About It</i>	
		Canadian Armed Forces Face Diversity	19
		Organizational Size	20
		The Types of Organizations	20
		The Political and Legal Climate	21
		Managing a Diverse Workforce	21
		Challenges for Management in a Global Environment	22
		<i>Think About It</i>	
		How Mountain Equipment Co-op Faces the Globalization Challenge	22
		Building a Competitive Advantage	23
		Maintaining Ethical Standards	24
		Utilizing New Information Systems and Technologies	25
		Summary and Review	25
		Management in Action	27
		Management Case:	
		The Challenges of Heading the CBC	30
		Management Case in the News:	
		Managers Crucial to Curbing Turnover	31
		Appendix to Chapter 1	
		The Evolution of Management Theory	32
		Scientific Management Theory	32
		Job Specialization and the Division of Labour	32
		F.W. Taylor and Scientific Management	33
		The Gilbreths	34
		Administrative Management Theory	34
		The Theory of Bureaucracy	35
		Fayol's Principles of Management	36
		Behavioural Management Theory	37
		The Work of Mary Parker Follett	37
		The Hawthorne Studies and Human Relations	37
		Theory X and Theory Y	37
		Management Science Theory	38
		Organizational Environment Theory	38
		The Open-Systems View	39
		Contingency Theory	39

Part Two

The Environment of Management	40	Making Ethical Decisions	68
Chapter 2		Codes of Ethics	69
Managing the Organizational Environment	40	Ethics and Stakeholders	70
A Case in Contrast		Ethics and National Culture	70
From Crown Corporation to Privatization	41	What Behaviours Are Ethical?	71
What Is the Organizational Environment?	43	Promoting Ethics	72
The Task Environment	44	Establishing Ethical Control Systems	72
<i>Think About It</i>		Tips for Managers	
It's Hard to Get into the Lottery Ticket Printing Business	44	Championing Ethical Behaviour	73
Suppliers	45	Social Responsibility	74
Distributors	45	<i>Think About It</i>	
Customers	46	Communicopia.Net's Socially Responsible Advantage	74
Competitors	46	Approaches to Social Responsibility	74
The General Environment	48	Why Be Socially Responsible?	75
<i>Think About It</i>		Managing an Increasingly Diverse Workforce	77
NB Power Faces Deregulation	48	<i>Think About It</i>	
Economic Forces	48	Sweetgrass Comes to the RCMP	77
Technological Forces	49	The Ethical Need to Manage Diversity Effectively	79
Demographic Forces	49	Effectively Managing Diversity Makes Good Legal Sense	80
Political and Legal Forces	50	Effectively Managing Diversity Makes Good Business Sense	80
Global Forces	51	Increasing Diversity Awareness	81
Tips for Managers		Techniques for Increasing Diversity Awareness and Skills	81
Forces in the Environment	52	The Importance of Top-Management Commitment to Diversity	82
Managing the External Environment	53	Tips for Managers	
<i>Think About It</i>		Managing an Increasingly Diverse Workforce	83
Starbucks Goes to Vienna and Bans Smoking in a City of Smokers	53	Sexual Harassment	83
Reducing the Impact of Environmental Forces	54	<i>Think About It</i>	
Managers as Agents of Change	54	Zero Tolerance Leads to Firing	83
Tips for Managers		Forms of Sexual Harassment	84
Managing the External Environment	55	Steps Managers Can Take to Eradicate Sexual Harassment	85
Summary and Review	56	Summary and Review	85
Management in Action	57	Management in Action	87
Management Case:		Management Case:	
The Brewing Industry	60	Is It Right to Use Child Labour?	89
Management Case in the News:		Management Case in the News:	
Levi's Is Hiking up Its Pants	61	Stuff Your Gold Watch	90
Chapter 3		Part Three	
Managing Ethics, Social Responsibility, and Diversity	64	Planning and Decision Making	92
A Case in Contrast		Chapter 4	
Ethical Stances at Pembina and Bridgestone	65	The Manager as a Decision Maker	92
What Are Ethics?	67	A Case in Contrast	
<i>Think About It</i>		A Tale of Two Decisions at Calling Systems International	93
Should Canadians Be Doing Business in Sudan?	67		

Think About It
 Finning Goes from SWOT to Implementing Strategy 145

Tips for Managers
 Strategy 146
 Summary and Review 146
 Management in Action 148
 Management Case in the News:
 De Zen and the Art of Home Maintenance 150
 Management Case in the News:
 Holding Its Own 152

Part 4
 Organizing 154

Chapter 6
 Managing Organizational Structure 154

A Case in Contrast
 **Altamira Moves from Its Entrepreneurial
 Roots to a Team Structure** 155

Designing Organizational Structure 157

Think About It
 Cascades Inc.'s Product Structure 157

Grouping Tasks into Jobs: Job Design 158

Think About It
 Sadie Hawkins Lives at Windsor Auto Plants 158
 Job Enlargement and Job Enrichment 159

**Grouping Jobs into Functions and
 Divisions** 160

Think About It
 From Geographic to Market Structure at Royal Bank 160
 Functional Structure 161
 Divisional Structures: Product, Geographic,
 and Market 162
 Matrix and Product Team Designs 164

Coordinating Functions and Divisions 166

Think About It
 Procter & Gamble's New World Hierarchy 166
 Allocating Authority 167

Tips for Managers
 Choosing a Divisional Structure 170

Overall Structure: Formal or Flexible? 170

Think About It
 Two Restaurants, Two Styles 170
 Mechanistic Structures 171
 Organic Structures 171
 Factors Affecting Choice of Organizational
 Structure 172

Tips for Managers
 Designing Structure and Jobs 174

**Strategic Alliances and Network
 Structure** 174

Think About It
 Membertou Development Seeks Jobs for the Mi'kmaq 174
 Strategic Alliances and Joint Ventures 175
 Network Structure 175
 Outsourcing 176

Summary and Review 177
Management in Action 179
 Management Case:
 The Organizing Approach at Microsoft 182
 Management Case in the News:
 Survival of the Fittest 183

Chapter 7
 Organizational Culture and Change 184

A Case in Contrast
 **Corporate Cultures Affect Openness and
 Decision Making** 185

Organizational Culture 187

Think About It
 Nokia's Finnish Ways 187
 Levels of Culture 188
 Creating a Strong Organizational Culture 188
 Teaching the Culture to Employees 189

Organizational Culture and Change 192

Think About It
 Sunflower Has to Fire Abusive Managers 192

Managing Organizational Change 194

Think About It
 Moore Meets the Paperless Revolution 194
 Assessing the Need for Change 194
 Deciding on the Change to Make 195
 Introducing the Change 196
 Evaluating the Change 197

Tips for Managers
 Introducing Change 198

**Managing Change in a Unionized
 Environment** 198

Think About It
 How to Tackle Featherbedding 198

Summary and Review 199
Management in Action 201
 Management Case in the News:
 Fostering Corporate Culture 203
 Management Case in the News:
 In the Clutches of a Slowdown 205

Part Five

Leading Individuals and Groups 208

Chapter 8

Motivation 208

A Case in Contrast**Motivating Employees at Eastman Kodak and Mars** 209**The Nature of Motivation** 211*Think About It*

Motivating Retail Workers 211

Needs Theories 212*Think About It*

Treating People Right at Pazmac Enterprises 212

Maslow's Hierarchy of Needs 213

Herzberg's Motivator-Hygiene Theory 214

Other Needs 215

Expectancy Theory 215*Think About It*

Motorola Promotes High Motivation in Malaysia 215

Expectancy 216

Instrumentality 217

Valence 217

Bringing It All Together 217

Goal-Setting Theory 218

Reinforcement Theory 219*Think About It*

Would You Want to Work in a Slaughterhouse? 219

Organizational Behaviour Modification 220

Equity Theory 221*Think About It*

Public Sector vs. Private Sector Pay 221

Equity 222

Inequity 223

Ways to Restore Equity 223

Tips for Managers

Expectancy and Equity Theories 224

Pay and Motivation 224*Think About It*

What Do Employees Want? 224

How Does Pay Motivate? 225

Summary and Review 226

Management in Action 228

Management Case:

Motivating with Stretch Targets 230

Management Case in the News:

Telus Gives Stock Options to All Its Employees 232

Chapter 9

Leadership 234

A Case in Contrast**Levy Fosters Growth While Irwin Fosters Decline** 235**The Nature of Leadership** 237*Think About It*

Curtailling Coercive Power Makes Good Business Sense 237

Personal Leadership Style and Managerial Tasks 238

Power: The Key to Leadership 239

Empowerment: An Ingredient in Modern Management 241

Models of Leadership 242

Leadership as Supervision 242*Think About It*

Consideration and Customer Service at Staples 242

The Trait Model 242

The Behavioural Models 243

Contingency Models of Leadership 244

Bringing It All Together 249

Tips for Managers

Contingency Models of Leadership 249

Transformational Leadership: Leading With Vision 250*Think About It*

Transformational Leadership in South Korea 250

Influencing Others 251

Research Support 253

Tips for Managers

Transformational Leadership 253

Gender, Culture, and Leadership 253*Think About It*

Belinda Stronach Takes Over Magna From Her Father 253

Gender and Leadership 254

Leadership Styles Across Cultures 255

Emotional Intelligence and Leadership 256

Summary and Review 256

Management in Action 258

Management Case:

Cynthia Trudell: Leading in a Man's World 260

Management Case in the News:

M&M Founder Carving Bigger Slice of Market: Specialty Meats 262

Chapter 10

Managing Teams 264

A Case in Contrast**Teams Work Wonders at Willow Manufacturing** 265

Why the Popularity of Groups and Teams in the Workplace?	267	<i>Think About It</i>	At Greenarm Management, Family Comes First	293
<i>Think About It</i>			Overview of the Components of HRM	293
Creating Workplaces that Encourage Teamwork	267	Recruitment and Selection		295
Types of Groups and Teams	268	<i>Think About It</i>	Amusement Parks Hire Seniors	295
<i>Think About It</i>			Human Resource Planning	295
Self-Managed Teams at Langley Memorial Reduce Management Costs	268		Job Analysis	296
The Top-Management Team	268		External and Internal Recruitment	297
Research and Development Teams	269		The Selection Process	298
Command Groups	269	Tips for Managers		
Task Forces	269	Recruitment and Selection		300
Self-Managed Work Teams	270	Training and Development		300
Virtual Teams	271	<i>Think About It</i>	At SaskPower, Leaders Are Trained, Not Born	300
Beware! Teams Aren't Always the Answer	271		Issues in Career Development	301
Group Dynamics	272	Performance Appraisal and Feedback		303
<i>Think About It</i>		<i>Think About It</i>	How Much Appraisal, How Often?	303
Virtual Teams Require Planning	272		Who Appraises Performance?	304
Group Size and Roles	272		Effective Performance Feedback	305
Group Leadership	274	Tips for Managers		
Group Development Over Time	275	Performance Appraisal		307
Group Norms	275	Pay and Benefits		307
Group Cohesiveness	277	<i>Think About It</i>	How Do Wages Get Set?	307
Managing Groups and Teams for High Performance	278		Pay Level	308
<i>Think About It</i>			Pay Structure	308
Dofasco Uses Teams to Beat Other Steelmakers	278		Benefits	308
Motivating Group Members to Achieve		Labour Relations		309
Organizational Goals	279	<i>Think About It</i>	Students Join Union in Montreal	309
Preventing Groupthink	279		Labour Unions	309
Reducing Social Loafing in Groups	280	Summary and Review		310
Helping Groups to Manage Conflict Effectively	280	Management in Action		312
Tips for Managers		Management Case in the News:		
Group Dynamics and Managing Groups and Teams for High Performance	280	Job Security, No. Tall Latte, Yes.		314
Summary and Review	281	Management Case in the News:		
Management in Action	283	The Blessed: Under 30, They Are the Darlings of the Industry—But They Want More		316
Management Case:				
Teams Manage AES (With the Help of a Few Managers)	285			
Management Case in the News:				
Team-Building Adventures More than Game	287			
Chapter 11		Chapter 12		
Managing Human Resources	290	Communication, Conflict, and Negotiation	318	
A Case in Contrast		A Case in Contrast		
Training and Development at Comtek and TD Canada Trust	291	The Importance of Good Communication Skills		319
Strategic Human Resource Management	293	Communication in Organizations		321

<i>Think About It</i>		
FPI's Failed Communication Brings Restrictive Legislation	321	
The Communication Process	321	
The Role of Perception in Communication	323	
Information Richness and Communication Media	324	
<i>Think About It</i>		
Eavesdropping on Voice Mail and Email	324	
Face-to-Face Communication	325	
Spoken Communication Electronically Transmitted	325	
Personally Addressed Written Communication	326	
Impersonal Written Communication	327	
Tips for Managers		
Information Richness and Communication Media	327	
Developing Communication Skills	328	
<i>Think About It</i>		
Understanding Cultural Symbolisms	328	
Communication Skills for Senders	328	
Communication Skills for Receivers	331	
Understanding Linguistic Styles	332	
Tips for Managers		
Sending and Receiving Messages	334	
Organizational Conflict	334	
<i>Think About It</i>		
Cayoosh Resort	334	
Conflict Management Strategies	335	
Tips for Managers		
Handling Conflict	338	
Negotiation Strategies	338	
<i>Think About It</i>		
Debra McPherson and the BC Nurses' Union	338	
Collective Bargaining	339	
Tips for Managers		
Negotiation	340	
Summary and Review	340	
Management in Action	342	
Management Case in the News:		
Stinging Office E-Mail Lights 'Firestorm'	344	
Management Case in the News:		
Unions Find Fertile Ground at Newspapers	346	
Part Six		
Controlling	348	
Chapter 13		
Organizational Control	348	
A Case in Contrast		
Different Approaches to Output Control		349
Create Different Managerial Responses		349
What Is Organizational Control?		351
<i>Think About It</i>		
Nacan Products Promotes Safety		351
The Importance of Organizational Control		352
Steps in the Control Process		353
Control Systems		355
Styles of Control		357
Output Control		357
<i>Think About It</i>		
ScotiaMcLeod Looks to Become a Conservative		
Blue-Chip Safe House		357
Financial Measures of Performance		358
Organizational Goals		360
Operating Budgets		360
Problems with Output Control		361
Behaviour Control		362
<i>Think About It</i>		
Nacan Products Revisited		362
Direct Supervision		362
Management by Objectives		363
Bureaucratic Control		363
Problems with Bureaucratic Control		364
Tips for Managers		
Control		364
Clan Control		365
<i>Think About It</i>		
WestJet's Employees Control Costs		365
How Clan Control Works		365
How Culture Controls Managerial Action		366
Summary and Review		368
Management in Action		370
Management Case:		
Mutual Life Goes Public, and Changes Its Name		372
Management Case in the News:		
Fast Ferry Directors Resign		373
Integrated Cases		377
Canadian Tire at Crossroads, Once Again		378
Firm Encounters China Syndrome		380
Glossary		383
Endnotes		393
Photo Credits		412
Name/Company/URL Index		413
Subject Index		419