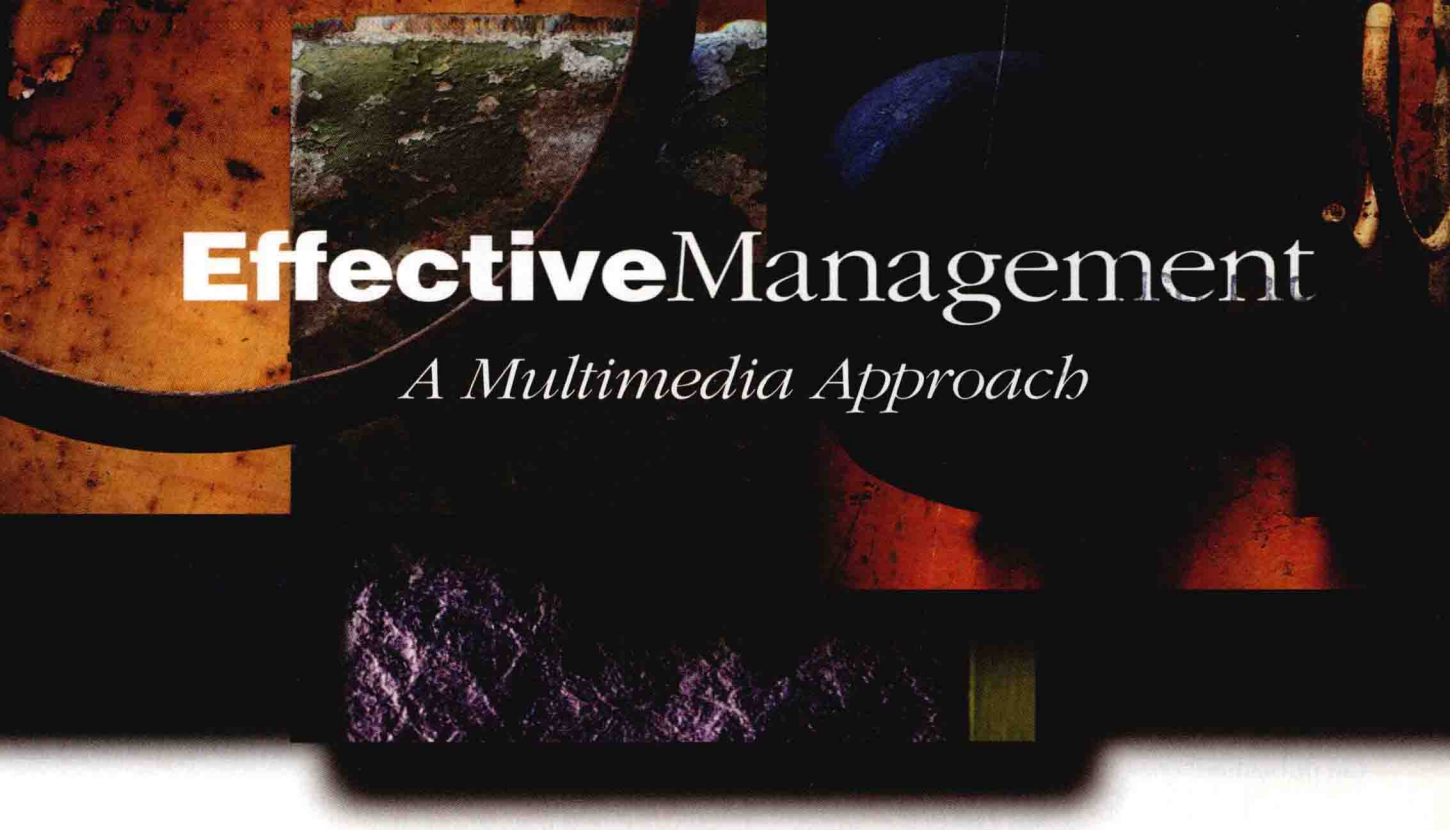
EFFECTIVE MANAGEMENT

A MULTIMEDIA APPROACH

TEXT • GRAPHICS • VIDEO • ANIMATION

CHUCK WILLIAMS



Effective Management

A Multimedia Approach

Chuck Williams
Texas Christian University

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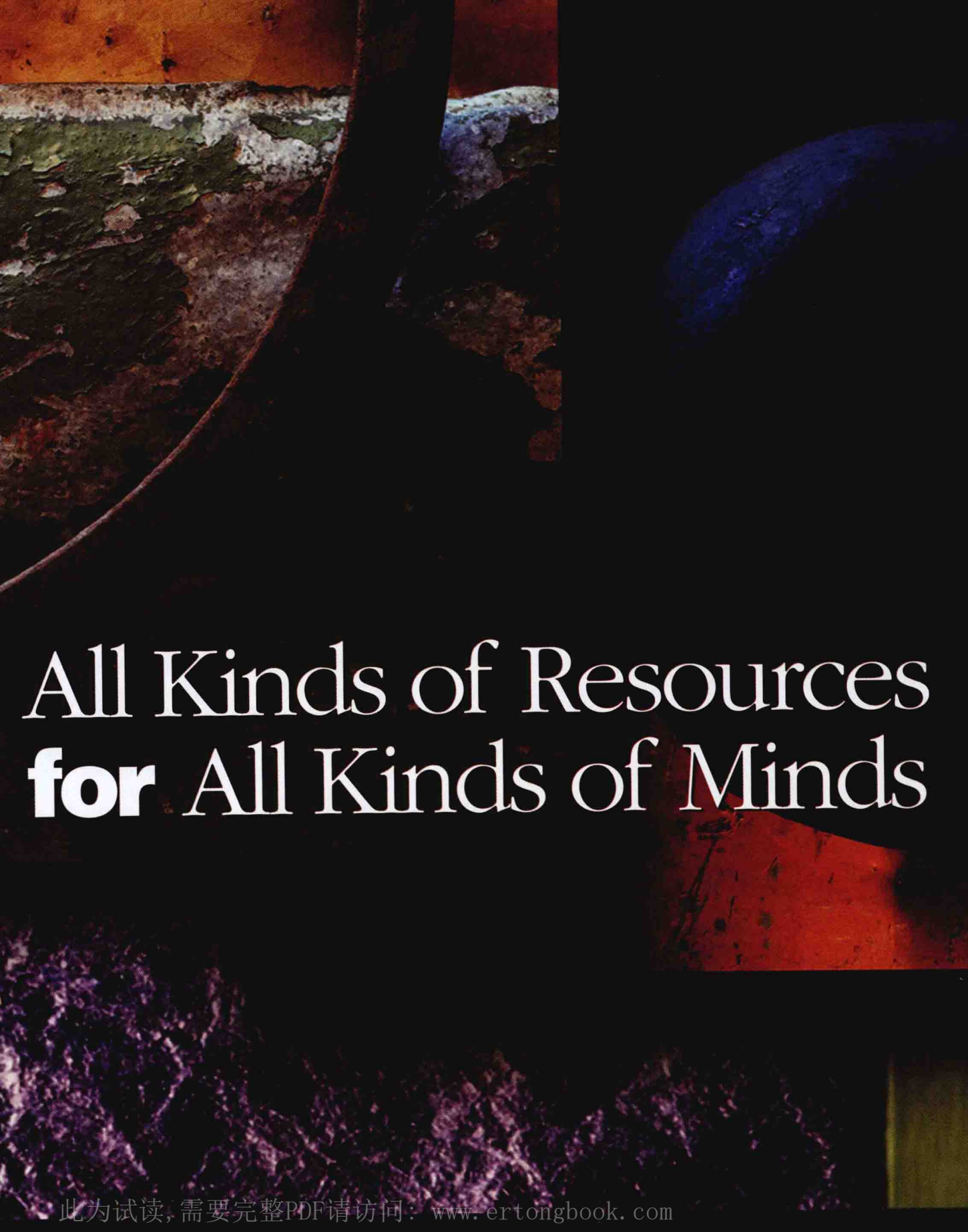
To Jenny, Ben, Rebecca, and Zack

The book is done. Let's play.



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All Kinds of Minds

Every person approaches learning differently. Some learn best listening in a lecture environment, while others like to privately reflect on readings. Many learners struggle with concepts until they actually can see them in a model or graph, and there are those who need first-hand experience to gain understanding. Then, of course, there are those who learn best through a combination of any number of these. Fortunately, today's technology allows us to build learning environments tailored to all these unique learning styles.

Effective Management takes advantage of those technologies to provide learners the most robust learning environment possible, providing tools for learners who study best through one particular style or a combination of styles. It combines the proven scholarship of an academic textbook with the most extensive multimedia learning package available. The textbook provides an exceptionally balanced presentation of modern management theory and its application to today's global environment. Then to emphasize key concepts, the author integrates "Experiencing Management," an award-winning collection of on-line modules that reinforce key concepts. In addition, the package includes a rich learning support package, including a Study Aid audio CD, a multimedia CD-ROM, InfoTrac College Edition, and more, to create the most comprehensive student learning package available.

While *Effective Management: A Multimedia Approach* provides many options to accommodate different learning styles, it offers instructors the complete flexibility to assign all or parts of the package.

CORRELATION CHART OF TEXT CHAPTERS AND MULTIMEDIA RESOURCES

	Instructor's Manual on IRCD	Test Bank on IRCD: True/False **TF** Short Answer **SA** Multiple-Choice **MC** Critical Thinking Essay **CTE**	PowerPoint™ Slides on IRCD (# of slides)	Videos	*Experiencing Management* On-line Concepts and Activities	Student CD-ROM	Audio CD-ROM	Web Site
Chapter 1	Chapter 1	TF: 65 MC: 70 SA: 10 CTE: 5	29	A Management Success Story: Sunshine Cleaning Systems		The student CD-ROM offers a video case that explores the characteristics of learning organizations. It features Yahoo!, the company that leads the way for more traditional organizations on the Web, learning as it goes. Case questions are programmed to allow students to e-mail their solutions directly to their instructors. Also available on the CD-ROM are additional videos, interactive quiz questions for each chapter, plus complete business and management glossaries.	The audio CD-ROM is a complete study guide on disc – providing students with comprehensive audio lectures of each chapter in the text. On-the-go students will find this a must-have portable study tool.	*Effective Management: A Multimedia Approach* has its own Web site at **http://williams.swcollege.com** The full PowerPoint presentation is available for you to download as lecture support for yourself as well as a study aid for your students. The "Features Archive" includes some of the more popular pedagogical features from *Management, first edition,* by Chuck Williams. A multiple-choice and true/false tutorial and a glossary organized by chapter to help students study for exams are also featured.
Chapter 2	Chapter 2	TF: 62 MC: 68 SA: 10 CTE: 5	38	Health Care Environment: Central Michigan Community Hospital				
Chapter 3	Chapter 3	TF: 57 MC: 61 SA: 8 CTE: 4	48	Ethics in Business: The Bank of Alma	Ethics & Social Responsibility			
Chapter 4	Chapter 4	TF: 89 MC: 96 SA: 15 CTE: 9	75	Decision Making: Next Door Food Stores	Planning & Strategic Processes; Organizational Control; Decision Making			
Chapter 5	Chapter 5	TF: 65 MC: 70 SA: 10 CTE: 5	26	Management Information Systems: Archway Cookies	Communication			
Chapter 6	Chapter 6	TF: 65 MC: 70 SA: 10 CTE: 5	3	Control: Sunshine Cleaning Systems	Organizational Control			
Chapter 7	Chapter 7	TF: 65 MC: 70 SA: 10 CTE: 5	29	Global Strategy: Enforcement Technology, Inc.	International Management			
Chapter 8	Chapter 8	TF: 65 MC: 70 SA: 10 CTE: 5	31	Entrepreneurship: Second Chance Body Armor	Planning & Strategic Processes			
Chapter 9	Chapter 9	TF: 65 MC: 70 SA: 10 CTE: 5	34	Managing Change: Central Michigan Community Hospital	Innovation & Change			
Chapter 10	Chapter 10	TF: 65 MC: 70 SA: 10 CTE: 5	45	Organizational Design: JIAN	Organizational Design			
Chapter 11	Chapter 11	TF: 65 MC: 70 SA: 10 CTE: 5	32	Teamwork: Valassis Communications	Teams			
Chapter 12	Chapter 12	TF: 65 MC: 70 SA: 10 CTE: 5	50	Managing Human Resources: Next Door Food Stores	Human Resources			
Chapter 13	Chapter 13	TF: 65 MC: 70 SA: 10 CTE: 5	28	Quality: Wainwright Industries	Operations Management			
Chapter 14	Chapter 14	TF: 65 MC: 70 SA: 10 CTE: 5	44	Motivation: Self-Directed Work Teams at Next Door Food Stores	Motivation			
Chapter 15	Chapter 15	TF: 65 MC: 70 SA: 10 CTE: 5	45	Leadership: Sunshine Cleaning Systems	Leadership			
Chapter 16	Chapter 16	TF: 65 MC: 70 SA: 10 CTE: 5	35	Organizational Communication: Valassis Communications	Communication			

FrameworkoftheText

Combining Theory with Specific Stories and Examples

Say "theory" to college students, and they assume that you're talking about complex, arcane ideas and terms that have nothing to do with the "real world," but that need to be memorized for tests and then forgotten after the final exam. However, students needn't be wary of theoretical concepts. Theories are simply ideas. And good theories are simply good ideas that have been tested through rigorous scientific study and analysis.

Where textbooks go wrong is that they stop at theory and read like encyclopedias. Or, they focus on theoretical issues related to research rather than practice. However, good management theories (i.e., good ideas) needn't be complex or arcane. In fact, the late Rensis Likert, of the University of Michigan, once said that there is nothing as practical as good theory.

So, to provide practical, theory-driven advice and encourage students to put theory-driven knowledge into practice, each chapter in this book contains 50 to 60 specific stories and examples that illustrate how managers are using management ideas in their organizations. For instance, to illustrate the importance of understanding other cultures in successfully preparing employees for international assignments, the common, research-based theory is described. But instead of stopping there as most other texts would, this text combines the theory and research with a specific, real-world anecdote to illustrate the pitfalls and difficulties of adjusting to foreign cultures. This helps provide a vivid understanding by bringing theory into a tangible, interesting context.

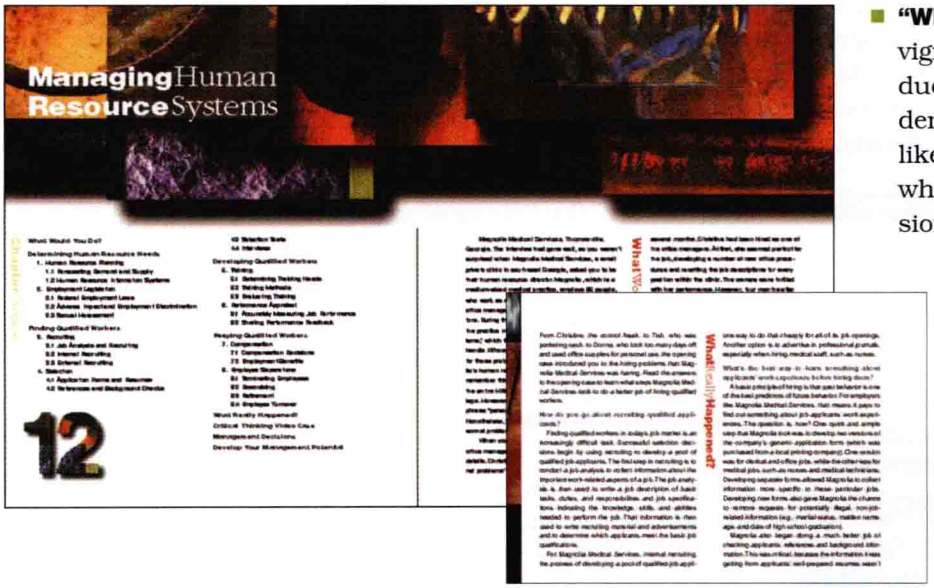
In short, both research and theory **and** stories and examples are important for effective learning. Therefore, this book contains thousands of specific, up-to-date examples and stories that apply management theories in interesting ways. So, to get more out of this book, students should read and understand the theoretical ideas and then read the stories and examples to learn how those ideas should or should not be used in practice.

FeaturesoftheText

- **Compelling writing style:** Williams uses real-life stories and examples to illustrate management concepts – rather than dry, encyclopedic profiles. The result: students can actually relate to how text topics play out in business settings...and are more likely to retain information.

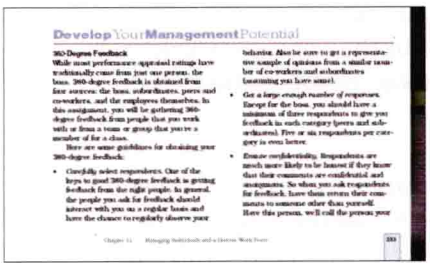
- **Engaging activities and applications:** Williams goes a step beyond simply presenting theories. After illustrating how real companies are practicing concepts, he includes activities that invite students to compare their own thinking with professional managers.

- **Current information:** Williams supports his text with the latest research – presenting only the theories that are relevant today, and discarding outdated theories that have proven invalid.

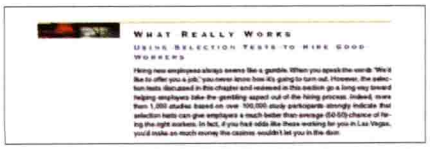


- **"What Would You Do":** Opening vignettes set the scene for introducing business problems. Students are called upon to think like managers now – and apply what they've learned to real decision making.

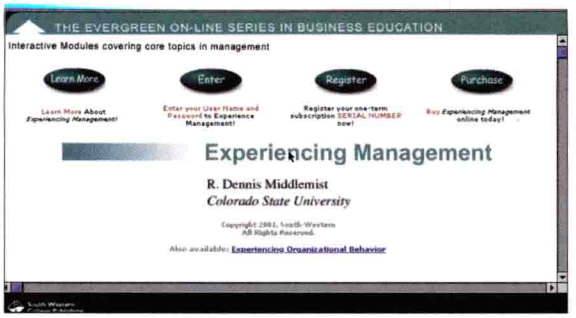
- **"What Really Happened":** End-of-chapter wrap-ups tell students what the real company did and what the results were. This is great way for students to compare their own thinking with that of real managers.



- **"Developing Your Managerial Potential":** Self-directed activities help students build skills they can use now...including time management, conflict management, goal setting, and more.



- **"What Really Works":** Using the new research tool meta-analysis, Williams presents concrete study results to give a best estimate of what really works in the business world.



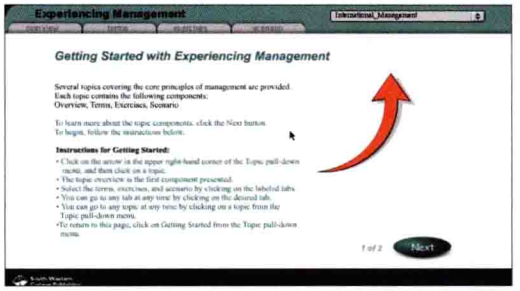
ExperiencingManagement

Experiencing Management by R. Dennis Middlemist is the on-line teaching assistant that helps students understand and reinforce management concepts – 24 hours a day.

This award-winning, Web-based teaching tool is a fully integrated, on-line instructional system that engagingly and dynamically presents management content and scenarios. Four areas of information (Overview, important Terms, relevant Exercises, and illustrated Scenario) are presented for a variety of key topics.

Experiencing Management's content was developed through extensive reviews of management textbooks and publications, as well as the author's teaching experience.

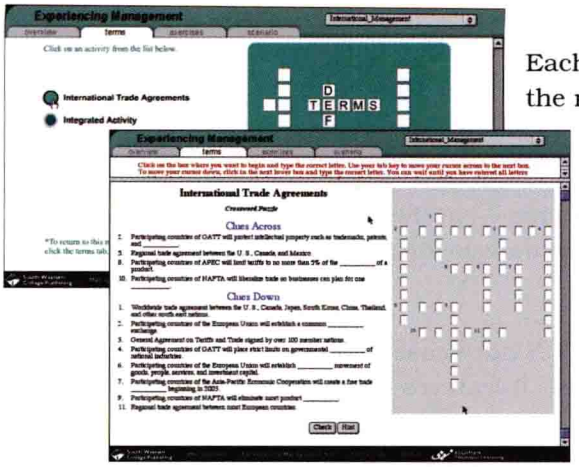
Below is a walk-through of the *Experiencing Management* International Management Module. Since all the modules follow the same organization and include the same exercises, you may use this model to walk through any of the other modules. The address of the site is:
http://www.experiencingmanagement.com



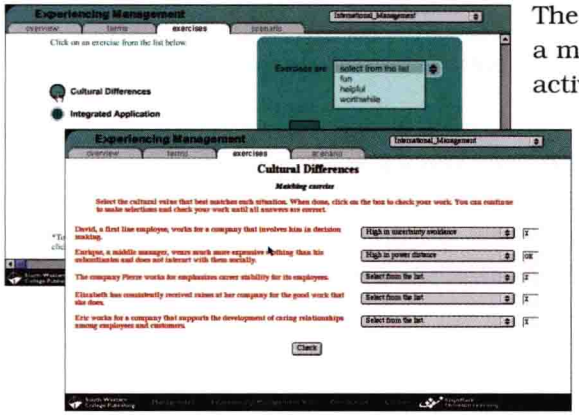
As you can see, the first page of *Experiencing Management* contains detailed directions on how to use the modules. To get started, select a topic from the drop-down box in the top right corner. This box is found throughout the product so you may move to another module at any time. To follow this example, select **INTERNATIONAL MANAGEMENT**.

This is the first screen of the International Management module. Note the key concepts are on the left-hand side. If you pass the mouse over each key term, you will see a definition appear in the green box to the right. This provides the learner with a brief introduction to the concept. Click on the key term **INTERNATIONAL TRADE AGREEMENTS** to learn more.

A short paragraph introduces you to the model or graph you are going to view. Select **BEGIN** and then move through the sequence by pressing the green arrow to the right. At any point you may move back a step or replay the entire model. It is important to note that these models and animations will move at the same speed, *no matter what your Internet connection rate*. When completed, you may select the **OVERVIEW** to return to the main menu and more international management topics. When ready, select the **TERMS** tab.

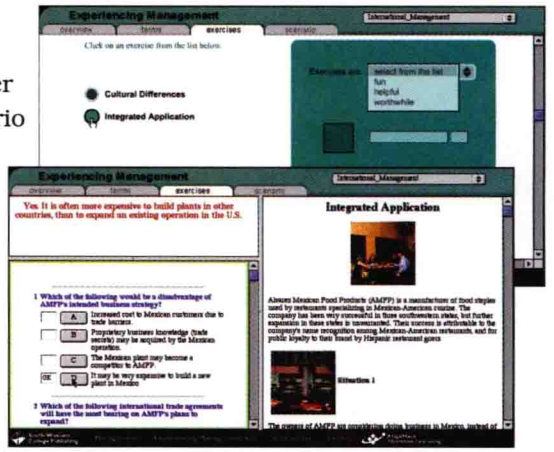


Each module contains two crossword puzzles on two of the major concepts. For this example we have selected **INTERNATIONAL TRADE AGREEMENTS**. To complete the crossword, type in the letter in the correct box to complete the answer. Correct letters remain in the puzzle while incorrect letters disappear. By clicking **HINT**, a letter will be added to help the learner along. After viewing the crossword select the **EXERCISES** tab.



The exercises in each module present students with either a matching or "drag and drop" exercise and an integrated activity. We have selected the **CULTURAL DIFFERENCES** exercise, which is a matching exercise. After matching key terms with their statements, click the **CHECK** box to check your scores. When completed, click the **EXERCISES** tab to move on to the **INTEGRATED APPLICATION**.

The **INTEGRATED APPLICATION** presents the learner with a short scenario and photos that represent real business situations. Students are asked to respond through the questions on the left. Responses to their answers appear in **red** at the top of the screen. After exploring the **INTEGRATED APPLICATION** select the **SCENARIO** tab.



Each module contains an animated scenario that presents a situation relating to the most difficult or important concepts. This scenario is on **INTERNATIONAL BUSINESS STRATEGIES**.

It is important to note again that these animations run at the same rate, regardless of Internet connection speed. Each scenario is divided into three parts and the learner is asked to respond to what they see happening at the end of each section. If the learner answers incorrectly, they are provided with rationale as to why their answer was wrong and given an opportunity to answer again. They cannot move on in the animation until they answer correctly.

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StudentResources

The **Audio CD** is a comprehensive study guide on disc. Detailed outlines are provided for each chapter of the text. This portable study tool can be conveniently used most anywhere – in the dorm room, walking to class, driving in the car – to give reinforcement of key management concepts.

The **Student CD-ROM** offers a video case that explores the characteristics of learning organizations. It features Yahoo!, the hi-tech company that leads the way for more traditional organizations on the Web, learning as it goes. Case questions are programmed to allow students to e-mail their solutions directly to their instructors. Also available on the CD-ROM are additional videos, interactive quiz questions for each chapter, plus complete business and management glossaries.

WizeUp

The **WizeUp Digital Edition** of *Effective Management: A Multimedia Approach* contains the complete South-Western text, powered by WizeUp software. It features powerful study tools to help students study faster and easier (available at **http://www.wizeup.com**).

With the digital version students can...

- instantly find exactly what they need by using powerful search tools;
- add notes anywhere in their textbooks;
- search, sort, and print their notes to make a custom study guide;
- trade notes digitally with their classmates and professors;
- create custom hyperlinks from their books to the Web or any other digital resource;
- highlight any text and erase highlights if they make a mistake.

WebSite http://williams.swcollege.com

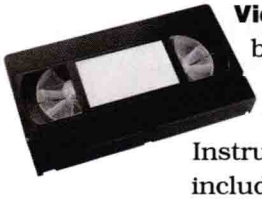
This dynamic, comprehensive Web site features the following teaching and learning support:

- *Experiencing Management* margin notes
- Quizzes
- Glossary organized by chapter
- Instructor resources, including Instructor's Manual and PowerPoint presentation slides
- Additional boxed features not included in the text, including *Back to the Future; Blast from the Past*; and *Been There, Done That*
- Internet exercises

InstructorResources

Key instructor ancillaries (Instructor's Manual, Test Bank, and PowerPoint slides) are provided on an **Instructor's Resource CD-ROM**, giving instructors the ultimate tool for customizing lectures and presentations.

ExamView® This supplement contains all of the questions in the test bank. This program is an easy-to-use test creation software compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers, and select questions (randomly or numerically) by previewing them on the screen. Instructors can also create and administer quizzes online, whether over the Internet, a local area network (LAN), or a wide area network (WAN).



Video Segments have been selected to support the themes of the book and to deepen students' understanding of the management behavior concepts presented throughout the text. Information on using the videos can be found in the Instructor's Manual on the Instructor's Resource CD-ROM. Companies profiled in the video series include the Bank of Alma, Valassis Communications, Central Michigan Community Hospital, Next Door Food Stores, Sunshine Cleaning Systems, and Archway Cookies.

Meet the Author: Chuck Williams, Texas Christian University

Chuck Williams is an Associate Professor of Management and Associate Dean at the M.J. Neeley School of Business at Texas Christian University. He received his B.A. in Psychology from Valparaiso University, and specialized in the areas of organizational behavior, human resources, and strategic management while earning his M.B.A and Ph.D. in Business Administration from Michigan State University. Previously, he taught at Michigan State University, was on the Faculty of Oklahoma State University, and was Chair of the Management Department at TCU.

His research interests include employee recruitment and turnover, performance appraisal, and employee training and goal setting. Chuck has published research in the *Journal of Applied Psychology*, the *Academy of Management Journal*, *Human Resource Management Review*, *Personnel Psychology*, and the *Organizational Research Methods Journal*. He has been on a number of editorial boards and continues to serves as an *ad hoc* reviewer for numerous academic journals. He was the initial webmaster for the Research Methods Division of the Academy of Management **(http://www.aom.pace.edu/rmd)**. Chuck was also a recipient of the Society for Human Resource Management's Yoder-Heneman Research Award.

Chuck has consulted for a number of organizations: General Motors, IBM, JCPenney, Tandy Corporation, Trism Trucking, Central Bank and Trust, StuartBacon, Hillwood Development, Source One Spares, the City of Fort Worth, the American Cancer Society, and others. He has taught in executive development programs at Oklahoma State University, The University of Oklahoma, and Texas Christian University.

Chuck teaches a number of different courses, but has been privileged to teach his favorite course, *Introduction to Management*, for nearly 20 years. His teaching philosophy is based on four principles: (1) courses should be engaging and interesting; (2) there's nothing as practical as a good theory; (3) students learn by doing; and (4) students learn when they are challenged. Chuck has been a recipient of TCU's Dean's Teaching Award, and was once named instructor of the year by the undergraduate students at TCU's Neeley School of Business.

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