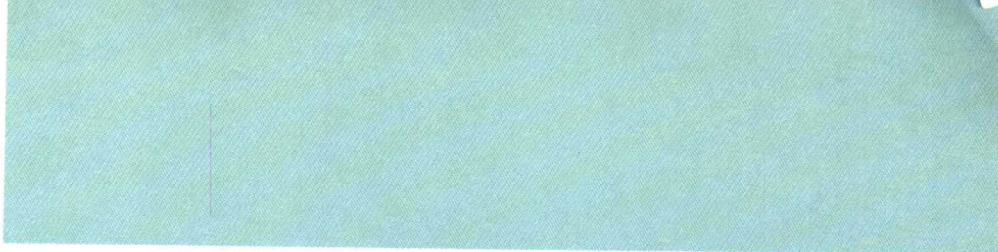
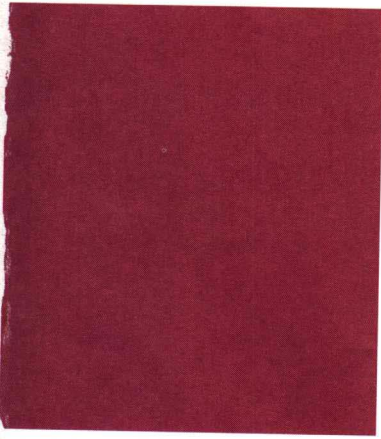


MANAGEMENT

KREITNER

6TH EDITION





Management

SIXTH EDITION

Robert Kreitner
Arizona State University

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■ *In loving memory of my father, Robert John Kreitner, Jr., 1912–1992.*

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Preface

Managers face difficult and exciting challenges today. A global economy in which world-class quality is the ticket to ride, increased diversity in the work force, and calls for more ethical conduct promise to keep things interesting. As trustees of society's precious human, material, financial, and informational resources, today's and tomorrow's managers hold the key to a better world. A solid grounding in management is essential to guide large or small, profit or non-profit, organizations successfully through these rapidly-changing times. *Management*, Sixth Edition, represents an important first step toward managerial success. It is a comprehensive, up-to-date, and highly readable introduction to management theory, research, and practice. This sixth edition is the culmination of my nearly twenty-five years in the management classroom; its style and content have been shaped by interaction with hundreds of students, instructors, and reviewers. Organized along a time-tested functional/process framework, *Management*, Sixth Edition, integrates classical and modern concepts with a rich array of real-world examples and cases.

New Topics and Key Themes

In response to feedback from instructors, students, and managers who read the previous edition, and reflecting the latest trends in management thinking, we have added more than seventy-six new topics in this edition. Among them are the 21st-century manager, total quality management (TQM) tools, Deming management, lessons from the International Quality Study™, strategy-making modes, key strategic capabilities, decision making and collaborative computing, fish-bone diagrams, learning organizations, ethical implications of downsizing/layoffs, characteristics of organizational cultures, Americans with Disabilities Act (ADA), how to foster union-management cooperation, peer review of employee grievances, computer E-mail communication tips, videoconferencing tips, U.S. Family and Medical Leave Act (FMLA), the empowerment puzzle, Greenleaf's "servant leader," how individuals deal with changes they like or fear, cooperative conflict, added value negotiating, strategic production competencies (cost, time, and quality), ISO 9000, small-business myths, managing non-profit organizations, and managing volunteers.

To make room for these new topics, outdated material and unnecessary wording were studiously identified and eliminated. The net result is an efficient and very up-to-date introduction to the field of management.

An Overriding Focus on Change

It may be a cliché to say “the only certainty today is change,” but it is nonetheless true. The challenge for today’s and especially tomorrow’s managers is to be aware of *specific* changes, along with the factors contributing to them and their likely influence on the practice of management. Change has been woven into the fabric of this book in the following ways:

- Under the heading of “The Changing Workplace,” each chapter-opening case introduces students to real-world changes at large and small, domestic and foreign, and profit and nonprofit organizations.
- Chapter 1: Profile of the 21st-century manager identifies ten major changes in the practice of management.
- Chapter 3: Entire chapter devoted to management’s changing social, political/legal, economic, and technological environment.
- Chapter 9: New discussion of learning organizations.
- Chapter 10: A look at tomorrow’s organizational structures.
- Chapter 12: Computer-age communication tips for using E-mail and video-conferencing.
- Chapter 16: Major treatment of managing change.
- Chapter 19: How the increasingly global economy will affect you *personally*.

Emphasis on Quality

Coverage of product and service quality has been significantly increased in this edition. This new coverage includes:

- Chapter 1: Introduction to the concepts of continuous improvement and total quality management (TQM).
- Chapter 2: Historical review of contributions of quality advocates: Shewhart, Ishikawa, Deming, Juran, Feigenbaum, and Crosby.
- Chapter 4: Completely new chapter on product and service quality, including Deming’s approach to management.
- Chapter 13: Quality control circles.
- Chapter 18: Using TQM for self-improvement; cost-time-quality linkage; quality control; ISO 9000.

Emphasis on Globalism

The world is shrinking rapidly. Foreign assignments are becoming a standard part of a well-rounded and successful career in management. Cross-cultural skills are a must. With an eye toward preparing tomorrow’s global managers, we have included the following global coverage and themes:

- International selection of cases from the United States, Canada, Russia, Switzerland, Sweden, Britain, and Kenya.
- Global Manager boxes throughout text, involving companies from the United States, Japan, China, Europe, Egypt, South Africa, and the Philippines.
- Globe icons in the margin identify the many international examples woven into textual discussion.
- Chapter 1: Emphasis on the global economy and global skills.
- Chapter 2: Historical contributions of a worldwide cast of management pioneers.
- Chapter 3: Major section on the global economy and how it affects each of us.
- Chapter 4: International Quality Study™ of over 500 companies in Canada, Germany, Japan, and the United States.
- Chapter 18: International quality standards (ISO 9000).
- Chapter 19: Complete chapter on international and cross-cultural management.

Emphasis on Diversity

Labor forces and customers around the globe, particularly in the United States, are becoming more diverse in terms of national origin, race, religion, gender, predominant age categories, and personal preferences. Managers are challenged to manage diversity effectively to tap the *full* potential of *every* individual's unique combination of abilities and traits. The following diversity coverage and themes can be found in this edition:

- Diverse selection of individuals featured in cases, boxes, examples, and photos.
- Chapter 1: Call for multilingual and multicultural managers.
- Chapter 3: Section on managing diversity.
- Chapter 8: Different information processing styles. Managing creative individuals.
- Chapter 11: Moving from tolerance to appreciation when managing diversity. New coverage of Americans with Disabilities Act (ADA). New material on how to foster union-management cooperation. Developing policies for sexual harassment, substance abuse, and AIDS.
- Chapter 13: How to motivate a diverse workforce. New coverage of U.S. Family and Medical Leave Act (FMLA).
- Chapter 14: Major coverage of teamwork.
- Chapter 15: Women and the use of power. Different leadership styles.
- Chapter 16: Women police officers and conflict. New material on *cooperative conflict*. Different conflict resolution styles.
- Chapter 19: Managing across cultures. Emphasis on learning foreign languages. Work goals and leadership styles in diverse cultures.

Emphasis on Ethics

Simply put, society wants managers to behave better. Ethical concerns are integrated throughout this edition, as evidenced by the following:

- Chapter 1: Discussion of ethical reawakening. Profile of 21st-century manager includes ethical dimension.
- Chapter 5: Entire chapter devoted to management's social and ethical responsibilities in Part One to provide an ethical context for entire book. Rokeach value survey; value conflict.
- Chapter 8: Value judgments in decision making.
- Chapter 9: Ethics of downsizing and layoffs.
- Chapter 14: Ethical implications of group norms. Avoiding groupthink.
- Chapter 15: Greenleaf's ethical "servant leader."
- Chapter 16: Covey's ethical win-win negotiating attitude.
- Chapter 17: Ethical implications of control.
- Appendix B: Computer networks and privacy issue.

Emphasis on Skill Development

Managers tell us they want job applicants who know more than just management theory. They value people who can communicate well, solve problems, see the big picture, and work cooperatively in teams. Consequently, the following steps have been taken in this edition to develop specific managerial skills:

- Skills & Tools boxes throughout the text teach students to measure productivity, benchmark, write a plan for a new business, reengineer an organization, construct a fishbone diagram, demonstrate initiative, interview a disabled person, operate a suggestion system, use cooperative conflict, empower employees, help people deal with change, use TQM for self-improvement, and read cross-cultural body language.
- How-to-do-it instructions are integrated into text for the following skills/tasks: Plan-Do-Check-Act cycle, improving product and service quality, making ethical decisions, writing an objective, using management by objectives (MBO), constructing flow charts and Gantt charts, doing a break-even analysis, doing a strategic situational (SWOT) analysis, writing scenarios, making decisions, managing creative people, avoiding layoffs, delegating, interviewing, discouraging sexual harassment, communicating via computer E-mail, participating in a videoconference, listening, writing effectively, running a meeting, using rewards, making employee participation programs work, curbing organizational politics, preventing groupthink, building trust, modifying behavior, managing change, managing conflict, negotiating, developing a crisis management program, and preparing employees for foreign assignments.
- Video Skill Builders, following each major part of the text, emphasize the development of essential management skills, including ethical decision

making, creativity, giving and receiving criticism, managing conflict, total quality management, and managing a foreign operation.

Major Structural Changes

As part of the ongoing process of keeping this book in tune with changes in the field of management, the following significant structural changes have been made:

- Chapter 4 is a completely new chapter on product/service quality.
- Chapters 5–17 have been renumbered (they correspond to Chapters 4–16 in the 5th edition.)
- Appendix B on information technology corresponds to Chapter 17 in the 5th edition.
- There is a new historical section on the quality pioneers, including Deming and Juran, in Chapter 2.
- A new section on fostering union-management cooperation appears in Chapter 11.
- A new section on computer-age communication has been added to Chapter 12.
- Chapter 16 now includes a new section on how people react to changes they like (or fear and dislike).
- A major new section on negotiation is in Chapter 16.
- There is new coverage of nonprofit organizations in Appendix A.

Complete Coverage of AACSB Topics

Though concepts have been expanded, relocated, or refined according to new directions in the discipline, the sixth edition continues to offer major treatment of the following AACSB-recommended topics:

- International management/global economy.
- Social responsibility and business ethics.
- Quality improvement concepts and techniques.
- Strategic management, with special emphasis on implementation and speed.
- Teams and teamwork.
- The changing environment of management—social, political-legal, economic, and technological dimensions.
- Management history.
- Service organizations and service quality.
- Operations management, productivity, and total quality management.

- Staffing and human resource management.
- Organizational cultures.
- Change and conflict.
- Leadership and communication.

Successful Pedagogical Structure for Students

As with the previous edition, pedagogical features of the text, along with student ancillaries, make *Management*, Sixth Edition, a complete and valuable learning tool—one that will satisfy the needs of both students and professors. This is demonstrated by the following:

- Chapter objectives at the beginning of each chapter focus the reader's attention on key concepts.
- Chapter objectives are repeated at appropriate locations, in the text margin, to pace the reader's progress.
- Key terms are emphasized in bold, where first defined, repeated in marginal notes, and listed at the close of each chapter to reinforce important terminology and concepts.
- A new factual feature in the margin increases student interest by highlighting current news items and data that support the text.
- A stimulating photo/art program and an inviting, user-friendly layout make the material in this edition visually appealing, accessible, and interesting. Captioned color photographs of managers in action and organizational life enliven the textual discussion.
- In-text examples and boxes with three different themes—The Global Manager, Management Ethics, Skills & Tools—provide students with extensive, interesting real-world illustrations to demonstrate the application and relevance of topics important to today's managers.
- Clear, comprehensive chapter summaries refresh the reader's memory of important material.
- Cases at the beginning and end of each chapter provide a real-world context for handling management problems. Thirty-one (82 percent) of the cases in this edition are new.
- Ten discussion questions following each chapter enhance understanding by helping the reader personalize the textual material.
- Video Skill Builders at the end of each part foster experiential learning by providing how-to-do-it instruction on key managerial skills.
- An end-of-text glossary (with chapter annotations) of all key terms provides a handy reference for the study of management.
- A comprehensive study guide provides additional review and reinforcement of all topics covered in the text. Each chapter in the study guide includes a review of chapter objectives, a chapter summary, and terms to understand.

A chapter self-quiz of true/false, multiple-choice, matching, sentence completion, and discussion questions follows, with complete answers at the end of the study guide. An electronic version of the Study Guide is also available.

- A computerized management game called *Manager: A Simulation*, Second Edition, prepared by Dr. Jerald R. Smith, Florida Atlantic University, offers students the chance to act as managers themselves; the game simulates a business environment in which student management teams produce and market a product. Players make various management decisions and learn from the positive or negative outcomes.

Complete Teaching Package

Management, Sixth Edition, also includes a comprehensive package of teaching materials:

- The Instructor's Resource Manual, prepared by Maria Muto, contains the chapter objectives, a lecture outline, instruction tips and discussion/essay questions, additional resources, case interpretation/solutions, a key issue expansion, a decision case, discussion generators, and transparency masters for every chapter.
- The completely new Test Bank includes 2,422 true/false, multiple-choice, and matching questions with page references and answers. Information about learning level and degree of difficulty of each multiple-choice item is also included. New to this edition are short-answer essay questions with suggested answers.
- The computerized test bank is an electronic version of the Test Bank that allows instructors to generate and change tests easily on the computer. On-line testing is also available, which allows instructors to administer tests via a network system, modem, or personal computer, and includes a grading system.
- The Call-In Test Service allows instructors to select items from the Test Bank and to call our toll-free number to order printed tests.
- One hundred color transparencies, including figures both from and outside of the text.
- The video package includes one video for each part of the text that focuses on important skills.

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Literally hundreds of people, including colleagues, students, and relatives, have contributed in countless ways to the six editions of this book. For me, this project has been a dream come true; it is amazing where life's journey leads when you

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Bob Kreitner

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