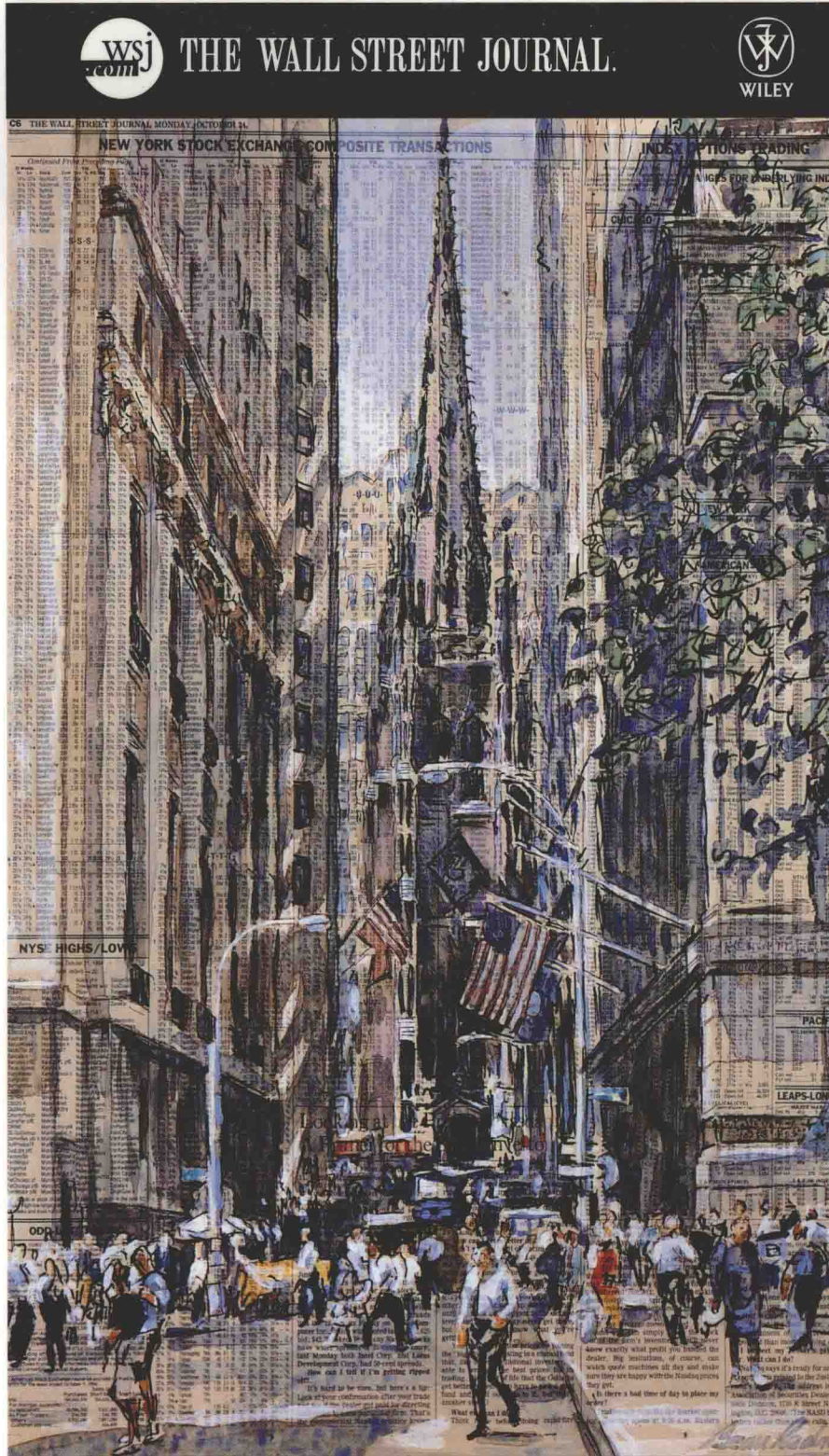


INTRODUCING Management

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Introducing... **Management**

The Wiley/Wall Street Journal Series

John R. Schermerhorn, Jr.

David S. Chappell



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Schermerhorn and Chappell

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PREFACE

The unique collaboration of *Introducing Management* with *The Wall Street Journal Interactive Edition* is a bold step forward in management education. Today's students, in all of their wonderful diversity, are tomorrow's leaders and managers. They are the hope of the 21st century. And just as the workplace in this new century will be vastly different, so too will our teaching and learning environments. While continuing to emphasize the relevance of cultural diversity, ethics and social responsibility, the global economy, and the imperatives of quality and high performance, management educators must step confidently forward. New values and management approaches are appearing; the nature of work and organizations is changing; the age of information is not only with us, it is transforming organizations and our everyday lives.

Introducing Management is designed for this time of transformation. Nowhere are the changes in the world of work and organizations more in evidence, discussed, and examined for significance than in the print and online pages of *The Wall Street Journal*. The integration of this book with access to *The Wall Street Journal Interactive Edition* presents a unique and compelling educational opportunity. It allows the major theories and concepts to be examined in context with practical issues and developments of the day. Each chapter contains a "Management Across Functions" feature keyed to the journal; a *Interactive Journal In Practice* exercise further integrates *The Wall Street Journal Interactive Edition* with chapter content; and both features are further developed for interactive online activities through the book's Web site (www.wiley.com/college/schermerhorn).

Introducing Management is purposefully short, to the point, and organized for ease of use across many different potential applications. It has been developed with the goal of curriculum innovation in mind, and is an excellent fit for integrative, multidisciplinary and project-oriented courses. While presented in one logical framework, chapters can be used in any order of instructional preference. The book is like one of today's high performance organizations—neat, trim, fast and highly capable for the task at hand. For students, it is also straightforward and supportive. The chapter opening study questions, a running margin glossary, and end-of-chapter key terms list and summary orient and assist student readers. And, a comprehensive Web site offers an extensive array of options that allow for course enrichment through the use of career portfolios, critical thinking cases, interactive self-assessment inventories, interactive chapter self-tests, and more.

All management educators face common problems and opportunities when developing courses, working with students, and trying to uphold accreditation standards. This book has been created to support the pursuit of instructional excellence in all such settings. More than ever before, our students have pressing needs as they strive to establish the best possible foundations for life-long learning. They must not only understand the best insights of the disciplines, they must gain exposure to real-world applications and practices, and they must appreciate the dynamic and fast-paced environment of work in an information age and global economy. Our instructional approaches and materials must deliver on all of these dimensions and probably more. *Introducing Management* and its special collaboration with *The Wall Street Journal Interactive Edition* puts into your hands and into those of your students a learning resource that can help meet these needs.

BOOK AT A GLANCE

Introducing Management presents the essentials of management as they apply within the contemporary work environment. In conjunction with *The Wall Street Journal Interactive Edition*, its goal is to introduce management core topics, theories and themes in a manner relevant to the dynamic environment of the new workplace. The subject matter has been carefully chosen to meet AACSB accreditation guidelines while allowing extensive flexibility to fit various course designs and class sizes, including multidisciplinary and integrative curriculum settings. Importantly, this is done by blending the fundamentals of management with special attention to the environment, cultural diversity, globalization, and ethics and social responsibility as paramount concerns of our day.

ORGANIZATION

- The book is organized into four parts Context, Planning and Controlling, Organizing, and Leading.
- Part 1 opens the book with a clear focus on the exciting and dynamic new workplace, environment and information technology, globalization and the importance of ethics and social responsibility.
- Part 2 integrates both planning and controlling as management functions, and includes an all-new treatment of strategic management and entrepreneurship.
- Part 3 covers the essentials of organizing as a management function, with special attention to new developments in organization cultures, designs and work processes.
- Part 4 offers extensive coverage of leadership as a managerial function, including motivation and job design, communication and interpersonal skills, teams and teamwork, and innovation and change leadership.

CONTENT HIGHLIGHTS

Throughout *Introducing Management* every effort is made to bring in the latest thinking and concepts facing managers and organizations today. In addition to core themes of diversity, competitive advantage, quality, globalization, and empowerment, specific coverage includes all of the following topics and more:

multicultural organizations • ethnocentrism • cultural relativism
• emotional intelligence • customer-driven organizations • electronic commerce • entrepreneurship • organizational learning
• life-long learning • horizontal organizations • cross-functional teams • virtual teams • virtual organizations • process value analysis • re-engineering • work-life balance • strategic human resource planning • performance-based rewards • alternative work arrangements • communication barriers • conflict management • negotiation • teamwork • innovation processes
• change leadership • knowledge management

CHAPTER DESIGN

Planning Ahead:

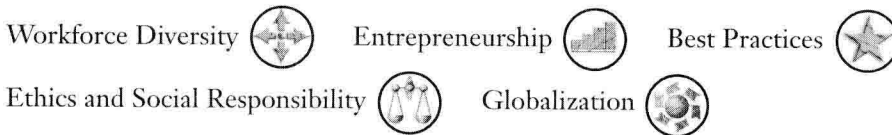
Each chapter begins with a set of *study questions* linked to each of the major subject headings. They serve as learning objectives and create a framework for the chapter summary.

Opening Headline:

The first text in the chapter is introduced with a *Headline* that calls out a key issue or point regarding management today. This is accompanied by a short vignette offering a timely report or example relevant to chapter and to the new workplace of the 21st century.

Embedded Boxes:

In-depth examples are embedded in chapter text to illustrate the important themes of *workforce diversity*, *ethics and social responsibility*, *best practices*, *entrepreneurship* and *globalization*. Each provides a concise and relevant example without interrupting the flow of the text. The themes of these examples are identified by the following logos:



Manager's Notepads:

Concise lists of helpful hints—the “do’s” and “don’ts” of managerial behavior are found in the *Manager's Notepads* included with each chapter. They are designed as useful theory-into-practice summaries, and to assist readers with understanding the action implications of material being studied.

Margin Running Glossary:

Boldfaced key terms from the text are called out and defined in the margin, forming a *running glossary* of the key concepts of the discussion. This turns the margins into a handy study-guide for use in studying chapter content and preparing for examinations.

Margin List Identifiers:

Whenever important lists are introduced in a chapter, *margin list identifiers* are provided as reminders. Like the margin terms, these notes provide a convenient study outline for students.

Chapter Summary:

The end-of-chapter summary is organized according to the study questions in the chapter opening. The summary repeats each study question and offers in concise bullet-list form an overview of key points from that section of the chapter.

List of Key Terms:

The end-of-chapter list of key terms allows the student to double-check familiarity with basic concepts and definitions. Page numbers are included for easy access to the textual reference.

WWW.WILEY.COM/COLLEGE/SCHERMERHORN

The *Introducing Management* Web site features:

- A **Study Guide** for students contains interactive self-tests and PowerPoint® outlines for each chapter.
- **Access to *The Wall Street Journal* Interactive Edition**
- **Interactive Journal In Practice** provides students a tutorial on using wsj.com for each chapter
- **Interactive Journal Management Across Functions**
- **Interactive Journal Online Cases**
- **The Wall Street Journal Reading Room**
- Access to Wiley's **Business Extra** featuring an archive of articles from *The Wall Street Journal*, *FASTCOMPANY* magazine articles, and more.
- **Interactive Self-Assessments**
- The **Career Assessment Portfolio** provides templates for students to build a resume and a career portfolio that documents, in electronic form, their academic and personal accomplishments for external review. This resource can help them frame and summarize personal credentials for potential internship sources and full-time employers. The Career Advancement Portfolio can be easily maintained and updated for purposes of outcome assessment within a course or program of study, as well as for the student's personal and career development.
- **Instructor's Resources** including teaching tips for using Interactive Journal In Practice feature and answers for the discussion questions; answers for the Interactive Journal Online Case discussion questions; and downloads for the PowerPoint® Slides, Instructor's Manual; Test Bank; and Computerized Test Bank.

INSTRUCTIONAL SUPPORT PACKAGE

The **Instructor's Resource Guide**, prepared by William L. Gardner of the University of Mississippi, is a unique, comprehensive guide to building a system of customized instruction. The manual offers helpful teaching ideas, advice on course development, sample assignments, and chapter-by-chapter text highlights, learning objectives, lecture outlines, class exercises, lecture notes, and more. The Instructor's Resource Guide is available in print, for downloading from the password protected Schermerhorn Web site, and on the Instructor's CD-ROM.

The **Test Bank**, prepared by Michael K. McCuddy of Valparaiso University, includes multiple choice, true-false, and essay questions. The answers for

the multiple choice and True/False questions include the text page reference and the pedagogical element being tested. The test bank also tells the instructor whether a particular question is factual or applied in nature. The Test Bank is available in print, on the Instructor's CD-ROM, in Brownstone Research Group's Diploma testing software, and can be downloaded from the password protected Schermerhorn Web site.

Diploma, Brownstone Research Group's highly acclaimed assessment software for instructors, is available to adopters and combines flexible test-creation features with a comprehensive grade book for easy administration and tracking of paper quizzes, network-based tests, and Internet exams.

PowerPoint® Slides are available for use in class and in management training programs. Full-color slides feature all of the key text figures and John Schermerhorn's class-tested collection. In addition, Cheryl Wyrick of California State Polytechnic University-Pomona, has provided a set of slides for each chapter containing lecture outlines, concepts, and diagrams. The slides are available for downloading on the password-protected Schermerhorn Web site and on the Instructor's CD-ROM.

The **Instructor's CD-ROM** includes a compilation of the electronic files for the instructor's manual, test bank, computerized test bank, and PowerPoint® presentations.

Wiley's Management Video Library Series offers selections from the highly respected business news program, *Nightly Business Report (NBR)*. This comprehensive video package ties directly to the core topics of the text and brings to life real-world examples of managers in practice. Each of the segments is approximately three to seven minutes long and can be used to introduce topics to the students, enhance lecture material, and provide real-world context for related concepts.

PACKAGES FOR CUSTOMER VALUE

The FST@MPANY *Handbook of the Business Revolution*, sponsored by John Wiley & Sons, Inc., provides six insightful articles reprised from past issues of the magazine about the changing landscape of leadership, work, and careers. These thought-provoking articles are sure to challenge, stimulate, and inspire your students. The *Handbook of the Business Revolution* can be packaged with *Introducing Management*, for a nominal fee by using this special set ISBN 0-471-37622-1. Contents in this handbook are:

Leadership

- Everything I Thought I Knew About Leadership Was Wrong
- At VeriFone It's a Dog's Life (and they love it!)

Work

- It Doesn't Take a Wizard to Build a Better Boss
- The Seven Sins of Deadly Meetings

Careers

- How Do You Know When It's Time to Go?
- How to Get a Piece of the Action

Take Note! is a collection of lecture outlines, figures, and art from the PowerPoint® Slides that illustrate key concepts in the text. These figures appear on each page with space for student note-taking. *Take Note!* can be packaged with *Introducing Management*, for a nominal fee by using this special set ISBN 0-471-37665-5.

ACKNOWLEDGMENTS

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