

Preface

INTRODUCTION

Management: Principles and Applications, fifth edition, provides dynamic, engaging, comprehensive coverage of contemporary management. This student-friendly text and teaching package embraces the latest perspectives on traditional concepts, newer concepts, and the challenges that managers face in business today. For example, we look at how the COVID-19 pandemic affected businesses of all sizes, caused major disruptions to the global supply chains, sparked the Great Resignation, and contributed to the remote work trend. Our focus is the understanding and application of the concepts students will need to be successful. We have minimized complex explanations and illustrations to maximize straightforward understanding and application. Most students will need to utilize management knowledge in their entry-level job, and our goal is to prepare them to be grounded for more advanced management courses and career success.

Our research indicates that the organization and chapter content that we have selected are an excellent fit for how most management principles courses are taught. Management professors want to cover the development of management thought, but this knowledge has to be placed in the context of today's environment and challenges. Today, technology issues, diversity, equity, inclusion, and social responsibility are changing the manager's environment. For example, in the technology area, artificial intelligence is having a revolutionary impact on businesses, and the rise of remote and hybrid organizations is changing communication, motivation, and productivity. Additionally, the importance of diversity, equity, and inclusion is growing. Whereas the U.S. workforce once consisted predominantly of white males, today's workforce increasingly consists of women, Blacks, Hispanics, and other historically underrepresented groups, as well as employees with disabilities and older workers. Social responsibility issues such as sustainability, corporate governance, consumer protection, and other social issues are changing the manager's responsibilities.

This text is organized into six parts and 16 chapters, plus an appendix on entrepreneurship and a work ethic self-assessment. To facilitate learning, each chapter contains an opening vignette that provides examples of the

real world of management, as well as *Business Dilemma*, *Management Insights*, and *Profiles in Management* features to familiarize students with managerial decision making. End-of-chapter summaries and quizzes help students review important concepts in the chapter, while the learning tools and cases make the text come alive for students. Students are placed in a decision-making setting and learn how to apply management concepts through engagement exercises. Students can use these tools to relate to the types of environments and issues faced in any organization.

FEATURES OF THE BOOK

Management: Principles and Applications is structured to excite students about the field of management. This text will help students learn essential management concepts and how to apply them practically. We have structured the book in a format that helps students learn effectively and efficiently:

- A *chapter outline* at the beginning of each chapter provides a blueprint of the chapter.
- *Objectives* at the start of each chapter indicate what students are expected to learn as they go through the content.
- Every chapter begins with an opening vignette titled *Inside Management*. This feature provides examples of the real world of management that relate to the chapter topic. After reading the vignette, the student should be motivated to learn more about concepts and strategies that relate to the varying topics. Students will learn about businesses such as Lowe's, Microsoft, and CVS Health.
- Boxed features help students think through the challenges and decisions that face managers daily.
 - The *Business Dilemma* boxes ask students to take on the role of the manager in a hypothetical business dilemma. After reading the content, students will answer three questions about how they believe the manager in the scenario should proceed. These scenarios will help students develop their critical-thinking skills in approaching management dilemmas.

- The *Management Insights* boxes introduce students to such topics as ethics, labor unions, and decision making. Featured companies include McDonald's, Salesforce, and Stripe.
- The *Profiles in Management* boxes introduce students to current and historic business leaders. Featured individuals include Julie Sweet, Kenneth Frazier, and Safra Catz.
- *Key term definitions* appear in the margins to help students build their business vocabulary.
- Figures, tables, and photographs increase comprehension and stimulate interest.
- A complete *Summary and Review* covers the major topics discussed and is organized based upon the chapter objectives.
- The list of *Key Terms and Concepts* provides another end-of-chapter study aid to expand students' management vocabulary.
- *Ready Recall* requires students to answer questions about the chapter content. This section helps students review their understanding of what they have read.
- *Chapter Quiz* prompts students to answer multiple-choice questions about the chapter content. This section helps students review some of the important key terms and concepts from the chapter.
- *Expand Your Experience* encourages students to practice their newfound knowledge in a real-world setting.
- *Strengthen Your Skills* provides exercises related to the chapter content to help students expand their knowledge.
- Each chapter has an end-of-chapter case to help students understand the application of chapter concepts. All of the cases represent real company situations and are new to this book. Companies highlighted in the cases include Dollar General, Tesla, and Zoom.
- An *appendix* discusses the topic of entrepreneurship, including the types of industries that attract small businesses, why small businesses succeed or fail, and how to go about starting a small business.

TEXT ORGANIZATION

We have organized the six parts of *Management: Principles and Applications* to give students a theoretical and practical understanding of managerial decision making.

Part 1 An Overview and History of Management In Chapter 1, we discuss the nature of management and explore several key concepts, including management

decision making, management roles, and situational differences in management activities. In Chapter 2, we look at the history of management. This chapter reviews the evolution of management as well as the key thinkers and theories that have contributed to the field of business as we know it today.

Part 2 Environmental and Social Issues in Management In Chapter 3, we examine the environment of management, including the task environment, general environment, internal environment, and the stakeholder view of the environment. In Chapter 4, we discuss the importance of management ethics and social responsibility. This chapter examines the process of ethical decision making and the growing concern for corporate social responsibility. Chapter 5 describes managing in the global environment, an essential topic in today's global and interconnected world.

Part 3 Planning We examine the planning process and the different levels of strategy in Chapter 6. The differences between corporate and business-level strategy are explained in this chapter. In Chapter 7, we explore decision making in management, including the decision-making process, decision-making models, decision-making styles, and group decision making.

Part 4 Organizing In Chapter 8, we introduce the importance of organizing jobs, departments, and the overall company. We define human resource management in Chapter 9, including recruiting, selecting, training, appraising, and compensating employees. In Chapter 10, we consider organizational change and innovation. Because change and innovation are essential for firm survival, different models of planned change and organizational development are examined.

Part 5 Leading In Chapter 11, we look at employee leadership. This highly significant topic examines different approaches and models of leadership as well as emerging trends in the leadership field. Chapter 12 explores employee motivation, including different motivational theories and how to include motivation in job design. In Chapter 13, we study effective team management. The definitions of groups and teams are provided as well as how to enhance their effectiveness. Chapter 14 considers the importance of communication in organizations.

Part 6 Controlling We discuss the management control process in Chapter 15. Controlling the activities and processes of an organization is a critical requirement for managers. In Chapter 16, we analyze operations management, supply chain management, and managing productivity.

Appendix Appendix A covers the topic of entrepreneurship. Specifically, it discusses the importance of small businesses and steps for starting a small business.

ONLINE AND IN PRINT

STUDENT OPTIONS: PRINT AND ONLINE VERSIONS

This fifth edition of *Management: Principles and Applications* is available in multiple versions: online and in print as either a paperback or loose-leaf text. The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What's nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it's difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

HARNESSING THE ONLINE VERSION

The online version of *Management: Principles and Applications*, 5e offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- **Easy-to-navigate/clickable table of contents**—You can surf through the book quickly by clicking on chapter headings, or first- or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.
- **Key terms search**—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.
- **Notes and highlighting**—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media's online eBook reading platform (<https://www.academicmediasolutions.com>).

A COMPREHENSIVE INSTRUCTIONAL RESOURCE PACKAGE

INSTRUCTOR SUPPLEMENTS

In addition to the student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options, *Management: Principles and Applications*, 5e comes with the following teaching and learning aids.

- **Test Item File**—An extensive set of multiple-choice, true/false, and essay questions for every chapter for creating original quizzes and exams.
- **Instructor's Manual**—The Instructor's Manual contains a chapter outline as well as guidance for end-of-chapter materials, including case notes. The Instructor's Manual has been developed to facilitate a quick review of the chapter and provide insights to using all of the teaching devices.
- **PowerPoint Presentations**—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction.
- **Online Video Labs with Student Worksheets**—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the internet. Organized by chapter, the video segments illustrate key topics/issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that help students connect the themes presented in the video segment with key topics discussed in the specific chapter.

STUDENT SUPPLEMENTS (ADDITIONAL PURCHASE REQUIRED)

- **Lecture Guide**—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides to use as developed or to customize.
- **Quizlet Study Set**—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbocharge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.
- **Study Guide**—A printable version of the online study guide is available via downloadable PDF chapters for easy self-printing and review.

YOUR COMMENTS AND SUGGESTIONS ARE VALUED

As authors, our major focus has been on teaching and preparing learning materials for introductory management students. We have traveled extensively to work with students and to try and understand the needs of professors of introductory management courses.

We invite your comments, questions, and criticisms. We want to do our best to provide materials that enhance the teaching and learning of management concepts and strategies. Your suggestions will be sincerely appreciated. Please email Len Bierman at LBierman@mays.tamu.edu, O.C. Ferrell at OCF0003@auburn.edu, and/or Linda Ferrell at LKF0009@auburn.edu.

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Leonard Bierman

O.C. Ferrell

Linda Ferrell