

**MODERN MANAGEMENT: DIVERSITY,
QUALITY, ETHICS, AND THE GLOBAL
ENVIRONMENT/KEYS TO SUCCESS BY
SAMUEL C. CERTO**



**DOWNLOAD EBOOK : MODERN MANAGEMENT: DIVERSITY, QUALITY,
ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL
C. CERTO PDF**





Click link bellow and free register to download ebook:
**MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL
ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO**

[DOWNLOAD FROM OUR ONLINE LIBRARY](#)

MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO PDF

To get this book *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo*, you may not be so confused. This is online book *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo* that can be taken its soft data. It is different with the on the internet book *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo* where you could purchase a book and after that the vendor will send the published book for you. This is the area where you could get this *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo* by online and also after having take care of acquiring, you could download and install *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo* by yourself.

From the Publisher

This book provides a clear, concise, current, and thorough approach to teaching the basic skills of business management. Presenting both time-honored issues and contemporary concerns, the text addresses the means for handling both to ensure individual success. It covers traditional management challenges as well as contemporary issues related to people, diversity, quality, ethics, and the global environment.

From the Back Cover

This book provides a clear, concise, current, and comprehensive approach to the basic skills of business management. It presents traditional concepts, important contemporary issues, and timeless insights into applying management know-how—all toward the goal of achieving organizational success. Current information on executive salaries, new material on learning organizations, new look at meeting the global challenge, new ideas in change management, and the latest technology. For anyone interested in the principles of management.

Excerpt. © Reprinted by permission. All rights reserved.

Modern management is exciting indeed! Never in the past have managers had the wealth of reported research and experiences of practicing managers to provide insights for building organizational success. The arrival of the Internet and related digital applications provide managers with the most revolutionary and powerful tools since Henry Ford and the development of the assembly line. Your career as a manager will be extremely interesting and your rewards for competence will be very significant.

As it was in the previous eight editions of *Modern Management*, the purpose of this text is to prepare students to be managers. Coverage includes a wealth of conventional wisdom related to traditional management tasks. Contemporary management challenges related to such issues as people, diversity, quality,

ethics, and the global environment are prominently featured and integrated. Examples of many different types of organizations are also presented throughout the text to give students background regarding various industries. New to this edition is an emphasis on management's digital dimension. A new chapter is dedicated to this topic and a new highlight called "Digital Focus" is integrated throughout the text.

This book is carefully crafted to present traditional management concepts, important contemporary management issues, and insights regarding ways that students should use both to ensure organizational success.

The ninth edition of the Modern Management Learning Package, the text plus its ancillaries, continues a recognized and distinctive tradition in management education that has extended well over 20 years. This tradition emphasizes clear, concise, current, and thorough coverage based on an understanding of and a determination to enhance the student learning process. Only instructional support materials that contribute to the design and conduct of the highest-quality principles of management course are included in the package.

As in the past, revisions to this Modern Management Learning Package have been focused on a single objective—improve student learning. All revisions reflect responsiveness to instructor and student feedback regarding ways to refashion the package in order to further enhance student learning. Starting with the text, the following sections explain each major component of this revision.

TEXT: THEORY OVERVIEW

Decisions about which concepts to include in this revision were indeed difficult. Such decisions were heavily influenced by information from accrediting agencies such as the American Assembly of Collegiate Schools of Business (AACSB), organizations established by professional managers such as the American Management Association (AMA), and organizations established by management scholars such as the Academy of Management. Overall, management theory in this edition is divided into the following seven main sections as opposed to the six of last edition:

- Introduction to Management
- Modern Management Challenges
- Planning
- Organizing
- Influencing
- Controlling
- Topics for Special Emphasis

For this edition, extensive updates of theory and examples have been made throughout the text. Highlights of content and other revisions follow.

Part One: Introduction to Management

This section lays the groundwork necessary for studying management.

- Chapter 1, "Modern Management: A Digital Focus," is a heavily revised chapter for this edition. The chapter exposes students to what management is and gives them insights about how to build their careers. This chapter discusses the arrival of the Internet and how digital tools should be integrated within the management process. A new "Introductory Case" in this chapter covers how Lands' End's management team is learning how to use the Web. The chapter also has a new concluding case on eBay.
- Chapter 2, "Managing: History and Current Thinking," presents several fundamental, but different ways, in which managers can perceive their jobs. The work of management pioneers like Frederick W. Taylor,

Frank and Lilian Gilbreth, and Henry L. Gantt is highlighted. Students are given insights into how to combine the work of management pioneers into a more comprehensive view of management. A new concluding case for this chapter focuses on Albertson's excitement about a new CEO. The revision also includes new coverage of the Baldrige Award.

Part Two: Modern Management Challenges

This section helps students focus on understanding major challenges that modern managers face. Special highlights or boxed features based on these challenges are integrated throughout the text.

- Chapter 3, "Corporate Social Responsibility and Business Ethics," discusses the responsibilities that managers have to society and how business ethics applies to modern management. Valuable discussion focuses on determining if social responsibility exists in a particular situation. A new "Introductory Case" illustrates how IBM uses its Web site to help manage social responsibility activities. A new concluding case focuses on controversy surrounding Ford's Explorer situation. New examples focus on global social responsibility issues at Maxwell company and how the Endangered Species Chocolate Company lives up to its social obligations in the food processing industry.
- Chapter 4, "Management and Diversity," is presented earlier in this edition to allow students to reflect on diversity as a management challenge throughout the text. The chapter defines diversity, explains the advantages of promoting diversity in organizations, and outlines ways in which managers can promote it. This chapter also discusses some key challenges and dilemmas that managers face in attempting to build a diverse workforce.
- Chapter 5, "Managing in the Global Arena," focuses on domestic versus international, multinational, and transnational organizations. The chapter also emphasizes expatriates, repatriation, and international market agreements like the European Union (EU) and the North American Free Trade Agreement (NAFTA). Discussion also extends to the evolving international market agreement among countries in the Pacific Rim. This chapter appears early in the text to better enable students to reflect on global management issues through out the course. The chapter has a new "Introductory Case" depicting Wal-Mart reaching out to the Japanese market and a concluding case emphasizing McDonald's experience in India. Special focus has been added on how IBM manages women abroad and how Nissan handles global management issues in the automobile manufacturing industry.

Part Three: Planning

This section elaborates on planning as a primary management function.

- Chapter 6, "Principles of Planning," is heavily revised in this edition. This chapter discusses fundamentals of planning and features organizational objectives as a critical component of organizational planning. The new "Introductory Case" features planning for Internet use at American Airlines and new examples on planning for social responsibility.
- Chapter 7, "Making Decisions," discusses the decision process as a component of the planning process. Coverage focuses on group decision processes like brainstorming, the nominal group technique, and the Delphi technique. Coverage also focuses on advantages and disadvantages of having groups make decisions and problems in evaluating the group decision process. New coverage of Ben & Jerry's decision process for choosing foreign markets is highlighted as well as Nestle's decisions about creating appropriate digital activities. A new concluding case for this chapter focuses on decision making within Speednames, Inc., a domain name registrar.
- Chapter 8, "Strategic Planning," highlights Porter's model for industry analysis, the BCG Growth-Share Matrix, the GE Portfolio Matrix, strategy implementation, and strategic control. New illustrations include a concluding case on strategic planning at JetBlue, a fledgling airline. New coverage highlights McMurray Publishing's strategic values code emphasizing social responsibility, Goodall Rubber Company including a

quality focus in its strategic planning, and S. C. Johnson & Son of the consumer products industry using diversity as an organizational strategy.

- Chapter 9, "Plans and Planning Tools," discusses various planning tools, such as forecasting and scheduling, that are available to help formulate plans. A new "Introductory Case" for this chapter discusses planning to improve production and new focus emphasizes how Shell plans for its global customer service sites. A new concluding case focuses on planning tool issues like finding appropriate plant locations for White Wave, a company providing innovative soy products.

Part Four: Organizing

This section discusses organizing activities as a major management function.

- Chapter 10, "Fundamentals of Organizing," presents the basic principles of organizing. Concepts featured are organization structure, division of labor, span of management, and scalar relationships. A new concluding case for this chapter features organizational issues at Southwest Airlines. Special new focus highlights McDonald's organizing activities.
- Chapter 11, "Responsibility, Authority, and Delegation," focuses on ways to organize worker activities. Emphasis is on holding organization members accountable for carrying out their obligations. A new "Introductory Case" features how Procter & Gamble has organized for its Internet push and a new concluding case highlights authority and decentralization issues at Gateway. New highlights show how Security One Systems used incentives to enhance the success of organization structure.
- Chapter 12, "Managing Human Resources," discusses hiring and developing people who will make desirable contributions to the attainment of organizational objectives. Recruitment, selection, performance appraisal, and training are all major topics. Human resources issues at Intel are emphasized in a new concluding case. New coverage shows how Coca-Cola is holding managers accountable for reaching diversity goals and how The Container Store focuses on people issues to enhance its success.
- Chapter 13, "Organizational Change and Stress," emphasizes ways in which managers change organizations and the stress-related issues that can accompany such action. Coverage also emphasizes increasing virtuality in organizations by establishing virtual offices, building alternative work situations, and communicating successfully in virtual offices. A new concluding case shows how Merrily Orsini is striving to create a stress-free work zone at My Virtual Corporation. New coverage also illustrates how social responsibility impacts production changes at Mazda and how companies like GoTraining provide virtual training for client organizations.

Part Five: Influencing

This section discusses ways in which managers should deal with people. Reflecting the spirit of AACSB guidelines encouraging thorough coverage of human factors in the business curriculum, the influencing section is comprehensive.

- Chapter 14, "Fundamentals of Influencing and Communication," introduces the topic of managing people, defines interpersonal communication, and presents organizational communication as the primary vehicle that managers use to interact with people. A new concluding case explores communication at Gucci and an interesting new highlight explores how Joe Torre, manager of the New York Yankees, influences his players.
- Chapter 15, "Leadership," highlights more traditional concepts, such as the Vroom-Yetton-Jago leadership model, the path-goal theory of leadership, and the life cycle theory of leadership. Coverage also includes more recently developed concepts, like transformational leadership, coaching, super-leadership, and entrepreneurial leadership. A new concluding case explores a leadership issue at Cerner Corporation. Interesting new coverage also focuses on training leaders in social responsibility and how Cisco Systems trains its leaders online.

- Chapter 16, "Motivation," defines motivation, describes the motivation process, and provides useful strategies that managers can use in attempting to motivate organization members. A new "Introductory Case" focuses on Bristol-Meyers Squibb and a new concluding case emphasizes events at Axis Communications. Additional new content focuses on reinforcing diversity at Raffa and Associates and reinforcing sales at Xerox.
- Chapter 17, "Groups, Teams, and Corporate Culture," emphasizes managing clusters of people as a means of accomplishing organizational goals. This chapter covers the management of teams. Discussion focuses on groups versus teams, virtual teams, problem solving, self-managed and cross-functional teams, states of team development, empowerment, and factors contributing to team effectiveness. A new "Introductory Case" highlights building teamwork at Xerox and a new concluding case emphasizes a team culture at Alberto-Culver. New coverage on diversity and teams at Continental as well as Weyerhaeuser quality teams is included. An update of teams at Harley-Davidson is also provided.
- Chapter 18, "Understanding People: Attitudes, Perception, and Learning," focuses on important characteristics of people that managers must understand. First, the relationship among attitudes, values, and beliefs is described. Then, the role of attitudes in influencing behavior is discussed. The chapter then turns to perception and the perceptual process, including detailed analyses of attribution theory and perceptions of procedural justice. Finally, the concept of learning is studied. New chapter-related illustrations focus on Webvan and the Indian company Hindustan Lever Ltd.

Part Six: Controlling

This section presents control as a major management function. Major topics include fundamentals of control, controlling production, information, and the Internet as a management tool.

- Chapter 19, "Principles of Controlling," discusses the basics of control. Power and control as well as types of control are important topics. A new "Introductory Case" discusses how DaimlerChrysler controls through its Web-based FastCar and a new concluding case illustrates how control is key to success at Knight Transportation. New illustrations cover how Best Western uses feedback control to manage company diversity and how management takes corrective action at Luby's cafeterias.
- Chapter 20, "Production Management and Control," focuses on the creation of goods and services, paying special attention on automation and production strategies, systems, and processes available to managers. A new concluding case discusses how Pirelli has revolutionized tire manufacturing. Interesting discussion has also been added concerning production issues at Firestone.
- Chapter 21, "Information and the Internet," in keeping with the spirit of AACSB guidelines, has significant coverage of current information technology via Internet-related discussion. The chapter emphasizes recent technology developments ranging from e-mail, electronic data interchange, and videoconferencing to the Internet and the World Wide Web. Emphasis on intranets and firewalls complete this section. Discussion focuses on becoming a better manager by using technological tools, not by understanding the intricacies of technology. A new concluding case discusses Loudcloud, a company run by Marc Andreessen, the 29-year-old cofounder of Netscape.

Part Seven: Topics for Special Emphasis

This last section of Modern Management discusses additional issues important to managers operating in an organization in today's challenging, global environment. Quality, competitiveness, innovation, and management's digital dimension are all major topics. Digital coverage in this section is new to this edition.

- Chapter 22, "Competitiveness: Quality and Innovation," emphasizes building competitiveness through quality and innovation. Discussion focuses on defining quality, achieving quality through strategic planning, and describing the management skills necessary to build quality throughout an organization. The ideas of such internationally known quality experts as Philip B. Crosby, W Edwards Deming, and Joseph

M. Juran are highlighted. Discussion highlights the role of innovation in being organizationally competitive. Topics discussed include innovation and creativity, creativity in individuals, and encouraging creativity in organizations. A new case focuses on Lear Corporation, a manufacturer of welded and stamped steel assemblies for the automotive and aircraft industries. A new focus on innovation is emphasized by explaining how Siemens uses ShareNet.

- Chapter 23, "Management's Digital Dimension," is new to this edition and provides students with timely information on how managers should integrate traditional planning, organizing, influencing, and controlling activities with new digital dimensioning activities. The chapter defines digital dimensioning as the process of designing and implementing those digital activities that will best help a specific organization to reach its goals. The chapter emphasizes how managers use Internet activities or business activities to enhance organizational success. The "Introductory Case" focuses on digital excellence at Office Depot and the concluding case focuses on digital dimensioning for a small business school.

TEXT STUDENT LEARNING AIDS

Several features of this text were designed to make the study of management more efficient, effective, and enjoyable. New learning aids have been added to further improve the student learning process. The following is a list of these features and an explanation of each.

Learning Objectives

The opening pages of each chapter contain a set of learning objectives that are intended as guidelines for focusing study within the chapter.

Chapter Outlines

The opening pages of each chapter also contain a chapter outline that reviews the textual material, and helps the reader keep the information in perspective while it is being read.

Chapter Highlights

Chapter highlights are an exciting feature of this text. Highlights are extended examples or boxes emphasizing the wide range of contemporary issues in real companies that modern managers face. Each chapter has three highlights. The highlights have been significantly revised in this edition and include the following elements in each chapter:

- **Spotlights.** Spotlights focus on the following major management themes: diversity, quality, ethics, people, and the global environment. Two Spotlights appear in each chapter, with all topics receiving equivalent emphasis throughout the book. In Chapter 5, for instance, a "Diversity Spotlight" focuses on how IBM is tackling the challenge of managing women in global work situations. In the same chapter, a "People Spotlight" reports on helping expatriates to adjust.
- **Across Industries.** "Across Industries" is a highlight that illustrates how chapter content relates to a specific industry. "Across Industries" are spread throughout the text and appear in about half of the chapters. The purpose of this feature is to ensure that students get a full, rich understanding of how management can be applied to many different situations. Situations presented in "Across Industries" emphasize companies and industries such as Nissan Motor Company in automobile manufacturing, Endangered Chocolates in the food processing industry, Harley-Davidson in the motorcycle manufacturing industry, and CMS in the electric utilities industry.
- **Digital Focus.** New to this edition, "Digital Focus" is a highlight that emphasizes the Internet as a new, evolving, and practical management tool. "Digital Focus" highlights are spread throughout the text and appear in about half of the chapters. Given the unprecedented growth of the Internet, today's management

students must acquire a useful, applied knowledge of the Internet. Organizations and issues discussed in this feature include the Equal Employment Opportunity Commission (EEOC) using the Internet to inform managers about the specifics of sexual harassment, Sega considering the Internet in how it develops organizational objectives, Nestlé USA employing the Internet to speed up worldwide decision making, and GoTrain offering online training programs to help other companies reap the advantages of virtual training.

"Introductory Cases" with "Back-to-the-Case" Sections

The opening of each chapter contains a case study that introduces readers to management problems related to chapter content. Detailed "Back-to-the-Case" sections appear throughout each chapter, applying specific areas of management theory discussed in the chapter to the "Introductory Case." All cases involve real companies ranging from AT&T and Gateway 2000 to US Air, Heinz, and Gillette. Over half the cases in this edition are new or updated. New cases in this edition include focus on companies like IBM, Wal-Mart, American Airlines, and Procter & Gamble.

End-of-Chapter Pedagogy

New for this edition, end-of-chapter pedagogy has been completely revamped and presented as a comprehensive "Management Skills Module." "Management Skills Modules" are built on the premise that sound management skills are based on an understanding of management concepts and the ability to apply those concepts in management situations. Each "Management Skills Module" is divided into the following two sections to heighten student understanding of management concepts as well as applying those concepts in various management situations.

Section One: Understanding Management Concepts. This first section of the "Management Skills Module" contains an "Action Summary," an "Action Summary Answer Key," and "Issues for Review and Discussion." An "Action Summary" is an action-oriented chapter summary that allows students to respond to several objective questions that are clearly linked to the learning objectives stated at the beginning of the chapter. Students can refer to the "Action Summary Answer Key" to check their answers. This key also lists the pages in the chapter that the students can reference for a full explanation of the answers. "Issues for Review and Discussion" contains a set of discussion questions that test the understanding of chapter material and can serve as a vehicle for independent study or class discussion.

Section Two: Applying Management Concepts. This second section of the "Management Skills Module" focuses on helping students to acquire ability to use management concepts to solve management problems. This section contains cases, video exercises, and Internet activities aimed at helping students to develop this ability.

- **Skills Module Cases.** This section contains both an "Introductory Case" Wrap-Up and a Concluding Case. The "Introductory Case" Wrap-Up includes learning materials to further illustrate the application of chapter content to the "Introductory Case." The Wrap-Up section has two distinct parts. Part one is a set of case discussion questions intended to extend discussion of the application of chapter content to the case. Part two is a skills exercise that focuses on building the management abilities of students via the case. Sample exercises are "Designing an MBO Program," "Building Useful Organization Charts," "Using Reinforcement Strategies," "Determining Symptoms and Problems," "Applying Total Quality Management," and "Evaluating a Web Site."

Each Management Skills Module also contains a completely new concluding case for students to analyze. These new cases include: "CEO Ted Waitt Comes Back to Save Gateway," "At Gucci De Sole Reigns Supreme," "Hindustan Lever Ltd. Reaches India's Poorest Villages," and "eBay Races Ahead Despite Slow Economy." Each new case is followed by a set of questions intended to guide student thought and

discussion.

- New Skills Live! Video Cases, Discussion Questions, and Experiential Exercises can be found in appropriate chapters. All of the skills video cases now have a new feature called ". . . and You." This exercise gives students the chance to apply management concepts in their own lives. These exciting videos are scenario-based and feature actors demonstrating important management skills. They are based on two different companies: a television production company (Quicktakes) and a dot-com merging with a more traditional magazine publisher (Conmedia). They include questions at the end of each segment that relate to the material in the previous section of the book. Dr. Certo appears throughout the video to comment on how the text material relates to the case.

NEW TO THIS EDITION

Mastering Management. Packaged with every copy of Modern Management, Mastering Management uses video and interactive exercises to help students learn core concepts. This powerful learning tool focuses on Canto, a fictional e-commerce company that sells a variety of entertainment products and services. The CD contains 12 case studies or episodes that show students how all of the functional areas of business work together to ensure the growth of the company as well as how to apply business theories to Canto's daily operations. These can be found at the end of appropriate chapters.

Additional Text Features

- Marginal Notes. Each chapter contains marginal notes that can be helpful both in initial reading and for review. These notes highlight key terms in each chapter while providing brief definitions for student review.
- Glossary. Major terms and their definitions are gathered at the end of the text. Terms appear in boldface type and include references to the text pages on which the discussion of the term appears.
- Illustrations. Figures, tables, and photographs depicting various management situations are used throughout the text to help bridge the gap between management theory and real-world facts and figures.

Additional Teaching Materials

- Instructor's Resource Manual. Designed to guide the educator through the text, each chapter in the Instructor's Manual contains a brief summary, brief chapter outline, detailed lecture outline, suggested answers and solutions to questions in the text, a comprehensive video guide with discussion questions based on the Skills Video, Mastering Management, and Internet support.
- Test Item File. Each chapter contains true-false, multiple choice, and essay questions. Together the questions cover the content of each chapter in a variety of ways, providing flexibility in testing the student's knowledge of the text.
- PowerPoint Electronic Transparencies. A comprehensive package allowing access to the figures from the text, these PowerPoint transparencies are designed to aid the educator and supplement in-class lectures and can be found on the Instructor's Resource CD-ROM.
- Color Transparencies. Designed to aid the educator and enhance classroom lectures, 100 of the most critical PowerPoint electronic transparencies have been chosen for inclusion in this package as full-color acetates and are provided on high-quality mylar.
- Instructor's Resource CD-ROM. The Instructor's Resource CD-ROM includes the electronic Instructor's Manual, PowerPoint Electronic Transparencies, and the Windows/Prentice Hall Test Manager. The Test Manager contains all of the questions in the printed Test Item File. Test Manager is a comprehensive suite of tools for testing and assessment. Test Manager allows educators to easily create and distribute tests for their courses, either by printing and distributing through traditional methods or by online delivery via a Local Area Network (LAN) server.

- **Study Guide.** Designed to aid student comprehension of the concepts presented in the text, a Study Guide is available containing chapter objectives, detailed chapter outlines, review, discussion, and study questions.
- **Companion Web Site** is a fully customizable environment that ties students and faculty to text-specific resources. This powerful Prentice Hall Web site offers chapter-specific current events, internet exercises, online study guide, and downloadable supplements.

Special Features:

- **Individual homepages** for students and faculty. These pages provide easy, one-click navigation to our vast, dynamic database of online teaching and learning resources. Faculty and students can organize the online resources for all of their classes on this single, customizable homepage.
- A powerful new point-and-click syllabus creation tool that faculty can use for each course and section they teach. Additionally, faculty can annotate and link each resource on the Web site to their syllabi.
- Faculty can even upload their own personal resources to our site and have these resources available to their students via their personalized syllabus.
- Check it out: www.prenhall.com/certo

MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO PDF

[Download: MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO PDF](#)

Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo When writing can change your life, when composing can enrich you by offering much money, why do not you try it? Are you still very baffled of where understanding? Do you still have no concept with exactly what you are going to compose? Currently, you will certainly need reading Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo A good author is a good visitor simultaneously. You could define exactly how you compose depending upon what books to check out. This Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo can aid you to resolve the issue. It can be among the ideal resources to develop your composing ability.

Why need to be *Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo* in this website? Obtain a lot more profits as what we have actually informed you. You can find the various other reduces besides the previous one. Alleviate of obtaining guide Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo as exactly what you want is additionally given. Why? We provide you lots of type of the books that will certainly not make you really feel weary. You can download them in the web link that we provide. By downloading Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo, you have taken the proper way to pick the simplicity one, compared to the trouble one.

The Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo oftens be wonderful reading book that is understandable. This is why this book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo comes to be a favorite book to read. Why don't you want turned into one of them? You could take pleasure in reading Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo while doing various other activities. The presence of the soft data of this book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo is sort of getting experience easily. It consists of exactly how you should conserve the book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo, not in racks obviously. You may save it in your computer system gadget and gizmo.

MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO PDF

For Introductory Principles of Management courses. This text provides a clear, concise, current, and comprehensive approach to the basic skills of business management. It presents traditional concepts, important contemporary issues, and timeless insights into applying management know-how—all toward the goal of achieving organizational success.

- Sales Rank: #3819948 in Books
- Published on: 1994-01
- Number of items: 1
- Dimensions: 11.25" h x 9.00" w x 1.25" l,
- Binding: Hardcover
- 734 pages

From the Publisher

This book provides a clear, concise, current, and thorough approach to teaching the basic skills of business management. Presenting both time-honored issues and contemporary concerns, the text addresses the means for handling both to ensure individual success. It covers traditional management challenges as well as contemporary issues related to people, diversity, quality, ethics, and the global environment.

From the Back Cover

This book provides a clear, concise, current, and comprehensive approach to the basic skills of business management. It presents traditional concepts, important contemporary issues, and timeless insights into applying management know-how—all toward the goal of achieving organizational success. Current information on executive salaries, new material on learning organizations, new look at meeting the global challenge, new ideas in change management, and the latest technology. For anyone interested in the principles of management.

Excerpt. © Reprinted by permission. All rights reserved.

Modern management is exciting indeed! Never in the past have managers had the wealth of reported research and experiences of practicing managers to provide insights for building organizational success. The arrival of the Internet and related digital applications provide managers with the most revolutionary and powerful tools since Henry Ford and the development of the assembly line. Your career as a manager will be extremely interesting and your rewards for competence will be very significant.

As it was in the previous eight editions of Modern Management, the purpose of this text is to prepare students to be managers. Coverage includes a wealth of conventional wisdom related to traditional management tasks. Contemporary management challenges related to such issues as people, diversity, quality, ethics, and the global environment are prominently featured and integrated. Examples of many different types of organizations are also presented throughout the text to give students background regarding various

industries. New to this edition is an emphasis on management's digital dimension. A new chapter is dedicated to this topic and a new highlight called "Digital Focus" is integrated throughout the text.

This book is carefully crafted to present traditional management concepts, important contemporary management issues, and insights regarding ways that students should use both to ensure organizational success.

The ninth edition of the Modern Management Learning Package, the text plus its ancillaries, continues a recognized and distinctive tradition in management education that has extended well over 20 years. This tradition emphasizes clear, concise, current, and thorough coverage based on an understanding of and a determination to enhance the student learning process. Only instructional support materials that contribute to the design and conduct of the highest-quality principles of management course are included in the package.

As in the past, revisions to this Modern Management Learning Package have been focused on a single objective—improve student learning. All revisions reflect responsiveness to instructor and student feedback regarding ways to refashion the package in order to further enhance student learning. Starting with the text, the following sections explain each major component of this revision.

TEXT: THEORY OVERVIEW

Decisions about which concepts to include in this revision were indeed difficult. Such decisions were heavily influenced by information from accrediting agencies such as the American Assembly of Collegiate Schools of Business (AACSB), organizations established by professional managers such as the American Management Association (AMA), and organizations established by management scholars such as the Academy of Management. Overall, management theory in this edition is divided into the following seven main sections as opposed to the six of last edition:

- Introduction to Management
- Modern Management Challenges
- Planning
- Organizing
- Influencing
- Controlling
- Topics for Special Emphasis

For this edition, extensive updates of theory and examples have been made throughout the text. Highlights of content and other revisions follow.

Part One: Introduction to Management

This section lays the groundwork necessary for studying management.

- Chapter 1, "Modern Management: A Digital Focus," is a heavily revised chapter for this edition. The chapter exposes students to what management is and gives them insights about how to build their careers. This chapter discusses the arrival of the Internet and how digital tools should be integrated within the management process. A new "Introductory Case" in this chapter covers how Lands' End's management team is learning how to use the Web. The chapter also has a new concluding case on eBay.
- Chapter 2, "Managing: History and Current Thinking," presents several fundamental, but different ways, in which managers can perceive their jobs. The work of management pioneers like Frederick W. Taylor, Frank and Lilian Gilbreth, and Henry L. Gantt is highlighted. Students are given insights into how to combine the work of management pioneers into a more comprehensive view of management. A new

concluding case for this chapter focuses on Albertson's excitement about a new CEO. The revision also includes new coverage of the Baldrige Award.

Part Two: Modern Management Challenges

This section helps students focus on understanding major challenges that modern managers face. Special highlights or boxed features based on these challenges are integrated throughout the text.

- Chapter 3, "Corporate Social Responsibility and Business Ethics," discusses the responsibilities that managers have to society and how business ethics applies to modern management. Valuable discussion focuses on determining if social responsibility exists in a particular situation. A new "Introductory Case" illustrates how IBM uses its Web site to help manage social responsibility activities. A new concluding case focuses on controversy surrounding Ford's Explorer situation. New examples focus on global social responsibility issues at Maxwell company and how the Endangered Species Chocolate Company lives up to its social obligations in the food processing industry.
- Chapter 4, "Management and Diversity," is presented earlier in this edition to allow students to reflect on diversity as a management challenge throughout the text. The chapter defines diversity, explains the advantages of promoting diversity in organizations, and outlines ways in which managers can promote it. This chapter also discusses some key challenges and dilemmas that managers face in attempting to build a diverse workforce.
- Chapter 5, "Managing in the Global Arena," focuses on domestic versus international, multinational, and transnational organizations. The chapter also emphasizes expatriates, repatriation, and international market agreements like the European Union (EU) and the North American Free Trade Agreement (NAFTA). Discussion also extends to the evolving international market agreement among countries in the Pacific Rim. This chapter appears early in the text to better enable students to reflect on global management issues through out the course. The chapter has a new "Introductory Case" depicting Wal-Mart reaching out to the Japanese market and a concluding case emphasizing McDonald's experience in India. Special focus has been added on how IBM manages women abroad and how Nissan handles global management issues in the automobile manufacturing industry.

Part Three: Planning

This section elaborates on planning as a primary management function.

- Chapter 6, "Principles of Planning," is heavily revised in this edition. This chapter discusses fundamentals of planning and features organizational objectives as a critical component of organizational planning. The new "Introductory Case" features planning for Internet use at American Airlines and new examples on planning for social responsibility.
- Chapter 7, "Making Decisions," discusses the decision process as a component of the planning process. Coverage focuses on group decision processes like brainstorming, the nominal group technique, and the Delphi technique. Coverage also focuses on advantages and disadvantages of having groups make decisions and problems in evaluating the group decision process. New coverage of Ben & Jerry's decision process for choosing foreign markets is highlighted as well as Nestle's decisions about creating appropriate digital activities. A new concluding case for this chapter focuses on decision making within Speednames, Inc., a domain name registrar.
- Chapter 8, "Strategic Planning," highlights Porter's model for industry analysis, the BCG Growth-Share Matrix, the GE Portfolio Matrix, strategy implementation, and strategic control. New illustrations include a concluding case on strategic planning at JetBlue, a fledgling airline. New coverage highlights McMurray Publishing's strategic values code emphasizing social responsibility, Goodall Rubber Company including a quality focus in its strategic planning, and S. C. Johnson & Son of the consumer products industry using diversity as an organizational strategy.

- Chapter 9, "Plans and Planning Tools," discusses various planning tools, such as forecasting and scheduling, that are available to help formulate plans. A new "Introductory Case" for this chapter discusses planning to improve production and new focus emphasizes how Shell plans for its global customer service sites. A new concluding case focuses on planning tool issues like finding appropriate plant locations for White Wave, a company providing innovative soy products.

Part Four: Organizing

This section discusses organizing activities as a major management function.

- Chapter 10, "Fundamentals of Organizing," presents the basic principles of organizing. Concepts featured are organization structure, division of labor, span of management, and scalar relationships. A new concluding case for this chapter features organizational issues at Southwest Airlines. Special new focus highlights McDonald's organizing activities.
- Chapter 11, "Responsibility, Authority, and Delegation," focuses on ways to organize worker activities. Emphasis is on holding organization members accountable for carrying out their obligations. A new "Introductory Case" features how Procter & Gamble has organized for its Internet push and a new concluding case highlights authority and decentralization issues at Gateway. New highlights show how Security One Systems used incentives to enhance the success of organization structure.
- Chapter 12, "Managing Human Resources," discusses hiring and developing people who will make desirable contributions to the attainment of organizational objectives. Recruitment, selection, performance appraisal, and training are all major topics. Human resources issues at Intel are emphasized in a new concluding case. New coverage shows how Coca-Cola is holding managers accountable for reaching diversity goals and how The Container Store focuses on people issues to enhance its success.
- Chapter 13, "Organizational Change and Stress," emphasizes ways in which managers change organizations and the stress-related issues that can accompany such action. Coverage also emphasizes increasing virtuality in organizations by establishing virtual offices, building alternative work situations, and communicating successfully in virtual offices. A new concluding case shows how Merrily Orsini is striving to create a stress-free work zone at My Virtual Corporation. New coverage also illustrates how social responsibility impacts production changes at Mazda and how companies like GoTraining provide virtual training for client organizations.

Part Five: Influencing

This section discusses ways in which managers should deal with people. Reflecting the spirit of AACSB guidelines encouraging thorough coverage of human factors in the business curriculum, the influencing section is comprehensive.

- Chapter 14, "Fundamentals of Influencing and Communication," introduces the topic of managing people, defines interpersonal communication, and presents organizational communication as the primary vehicle that managers use to interact with people. A new concluding case explores communication at Gucci and an interesting new highlight explores how Joe Torre, manager of the New York Yankees, influences his players.
- Chapter 15, "Leadership," highlights more traditional concepts, such as the VroomYetton-Jago leadership model, the path-goal theory of leadership, and the life cycle theory of leadership. Coverage also includes more recently developed concepts, like transformational leadership, coaching, super-leadership, and entrepreneurial leadership. A new concluding case explores a leadership issue at Cerner Corporation. Interesting new coverage also focuses on training leaders in social responsibility and how Cisco Systems trains its leaders online.
- Chapter 16, "Motivation," defines motivation, describes the motivation process, and provides useful strategies that managers can use in attempting to motivate organization members. A new "Introductory

Case" focuses on Bristol-Meyers Squibb and a new concluding case emphasizes events at Axis Communications. Additional new content focuses on reinforcing diversity at Raffa and Associates and reinforcing sales at Xerox.

- Chapter 17, "Groups, Teams, and Corporate Culture," emphasizes managing clusters of people as a means of accomplishing organizational goals. This chapter covers the management of teams. Discussion focuses on groups versus teams, virtual teams, problem solving, self-managed and cross-functional teams, states of team development, empowerment, and factors contributing to team effectiveness. A new "Introductory Case" highlights building teamwork at Xerox and a new concluding case emphasizes a team culture at Alberto-Culver. New coverage on diversity and teams at Continental as well as Weyerhaeuser quality teams is included. An update of teams at Harley-Davidson is also provided.
- Chapter 18, "Understanding People: Attitudes, Perception, and Learning," focuses on important characteristics of people that managers must understand. First, the relationship among attitudes, values, and beliefs is described. Then, the role of attitudes in influencing behavior is discussed. The chapter then turns to perception and the perceptual process, including detailed analyses of attribution theory and perceptions of procedural justice. Finally, the concept of learning is studied. New chapter-related illustrations focus on Webvan and the Indian company Hindustan Lever Ltd.

Part Six: Controlling

This section presents control as a major management function. Major topics include fundamentals of control, controlling production, information, and the Internet as a management tool.

- Chapter 19, "Principles of Controlling," discusses the basics of control. Power and control as well as types of control are important topics. A new "Introductory Case" discusses how DaimlerChrysler controls through its Web-based FastCar and a new concluding case illustrates how control is key to success at Knight Transportation. New illustrations cover how Best Western uses feedback control to manage company diversity and how management takes corrective action at Luby's cafeterias.
- Chapter 20, "Production Management and Control," focuses on the creation of goods and services, paying special attention on automation and production strategies, systems, and processes available to managers. A new concluding case discusses how Pirelli has revolutionized tire manufacturing. Interesting discussion has also been added concerning production issues at Firestone.
- Chapter 21, "Information and the Internet," in keeping with the spirit of AACSB guidelines, has significant coverage of current information technology via Internet-related discussion. The chapter emphasizes recent technology developments ranging from e-mail, electronic data interchange, and videoconferencing to the Internet and the World Wide Web. Emphasis on intranets and firewalls complete this section. Discussion focuses on becoming a better manager by using technological tools, not by understanding the intricacies of technology. A new concluding case discusses Loudcloud, a company run by Marc Andreessen, the 29-year-old cofounder of Netscape.

Part Seven: Topics for Special Emphasis

This last section of Modern Management discusses additional issues important to managers operating in an organization in today's challenging, global environment. Quality, competitiveness, innovation, and management's digital dimension are all major topics. Digital coverage in this section is new to this edition.

- Chapter 22, "Competitiveness: Quality and Innovation," emphasizes building competitiveness through quality Ad innovation. Discussion focuses on defining quality, achieving quality through strategic planning, and describing the management skills necessary to build quality throughout an organization. The ideas of such internationally known quality experts as Philip B. Crosby, W Edwards Deming, and Joseph M. Juran are highlighted. Discussion highlights the role of innovation in being organizationally competitive. Topics discussed include innovation and creativity, creativity in individuals, and encouraging

creativity in organizations. A new case focuses on Lear Corporation, a manufacturer of welded and stamped steel assemblies for the automotive and aircraft industries. A new focus on innovation is emphasized by explaining how Siemens uses ShareNet.

- Chapter 23, "Management's Digital Dimension," is new to this edition and provides students with timely information on how managers should integrate traditional planning, organizing, influencing, and controlling activities with new digital dimensioning activities. The chapter defines digital dimensioning as the process of designing and implementing those digital activities that will best help a specific organization to reach its goals. The chapter emphasizes how managers use Internet activities or business activities to enhance organizational success. The "Introductory Case" focuses on digital excellence at Office Depot and the concluding case focuses on digital dimensioning for a small business school.

TEXT STUDENT LEARNING AIDS

Several features of this text were designed to make the study of management more efficient, effective, and enjoyable. New learning aids have been added to further improve the student learning process. The following is a list of these features and an explanation of each.

Learning Objectives

The opening pages of each chapter contain a set of learning objectives that are intended as guidelines for focusing study within the chapter.

Chapter Outlines

The opening pages of each chapter also contain a chapter outline that reviews the textual material, and helps the reader keep the information in perspective while it is being read.

Chapter Highlights

Chapter highlights are an exciting feature of this text. Highlights are extended examples or boxes emphasizing the wide range of contemporary issues in real companies that modern managers face. Each chapter has three highlights. The highlights have been significantly revised in this edition and include the following elements in each chapter:

- **Spotlights.** Spotlights focus on the following major management themes: diversity, quality, ethics, people, and the global environment. Two Spotlights appear in each chapter, with all topics receiving equivalent emphasis throughout the book. In Chapter 5, for instance, a "Diversity Spotlight" focuses on how IBM is tackling the challenge of managing women in global work situations. In the same chapter, a "People Spotlight" reports on helping expatriates to adjust.
- **Across Industries.** "Across Industries" is a highlight that illustrates how chapter content relates to a specific industry. "Across Industries" are spread throughout the text and appear in about half of the chapters. The purpose of this feature is to ensure that students get a full, rich understanding of how management can be applied to many different situations. Situations presented in "Across Industries" emphasize companies and industries such as Nissan Motor Company in automobile manufacturing, Endangered Chocolates in the food processing industry, Harley-Davidson in the motorcycle manufacturing industry, and CMS in the electric utilities industry.
- **Digital Focus.** New to this edition, "Digital Focus" is a highlight that emphasizes the Internet as a new, evolving, and practical management tool. "Digital Focus" highlights are spread throughout the text and appear in about half of the chapters. Given the unprecedented growth of the Internet, today's management students must acquire a useful, applied knowledge of the Internet. Organizations and issues discussed in this feature include the Equal Employment Opportunity Commission (EEOC) using the Internet to inform

managers about the specifics of sexual harassment, Sega considering the Internet in how it develops organizational objectives, Nestlé USA employing the Internet to speed up worldwide decision making, and GoTrain offering online training programs to help other companies reap the advantages of virtual training.

"Introductory Cases" with "Back-to-the-Case" Sections

The opening of each chapter contains a case study that introduces readers to management problems related to chapter content. Detailed "Back-to-the-Case" sections appear throughout each chapter, applying specific areas of management theory discussed in the chapter to the "Introductory Case." All cases involve real companies ranging from AT&T and Gateway 2000 to US Air, Heinz, and Gillette. Over half the cases in this edition are new or updated. New cases in this edition include focus on companies like IBM, Wal-Mart, American Airlines, and Procter & Gamble.

End-of-Chapter Pedagogy

New for this edition, end-of-chapter pedagogy has been completely revamped and presented as a comprehensive "Management Skills Module." "Management Skills Modules" are built on the premise that sound management skills are based on an understanding of management concepts and the ability to apply those concepts in management situations. Each "Management Skills Module" is divided into the following two sections to heighten student understanding of management concepts as well as applying those concepts in various management situations.

Section One: Understanding Management Concepts. This first section of the "Management Skills Module" contains an "Action Summary," an "Action Summary Answer Key," and "Issues for Review and Discussion." An "Action Summary" is an action-oriented chapter summary that allows students to respond to several objective questions that are clearly linked to the learning objectives stated at the beginning of the chapter. Students can refer to the "Action Summary Answer Key" to check their answers. This key also lists the pages in the chapter that the students can reference for a full explanation of the answers. "Issues for Review and Discussion" contains a set of discussion questions that test the understanding of chapter material and can serve as a vehicle for independent study or class discussion.

Section Two: Applying Management Concepts. This second section of the "Management Skills Module" focuses on helping students to acquire ability to use management concepts to solve management problems. This section contains cases, video exercises, and Internet activities aimed at helping students to develop this ability.

- **Skills Module Cases.** This section contains both an "Introductory Case" Wrap-Up and a Concluding Case. The "Introductory Case" Wrap-Up includes learning materials to further illustrate the application of chapter content to the "Introductory Case." The Wrap-Up section has two distinct parts. Part one is a set of case discussion questions intended to extend discussion of the application of chapter content to the case. Part two is a skills exercise that focuses on building the management abilities of students via the case. Sample exercises are "Designing an MBO Program," "Building Useful Organization Charts," "Using Reinforcement Strategies," "Determining Symptoms and Problems," "Applying Total Quality Management," and "Evaluating a Web Site."

Each Management Skills Module also contains a completely new concluding case for students to analyze. These new cases include: "CEO Ted Waitt Comes Back to Save Gateway," "At Gucci De Sole Reigns Supreme," "Hindustan Lever Ltd. Reaches India's Poorest Villages," and "eBay Races Ahead Despite Slow Economy." Each new case is followed by a set of questions intended to guide student thought and discussion.

- **New Skills Live!** Video Cases, Discussion Questions, and Experiential Exercises can be found in appropriate chapters. All of the skills video cases now have a new feature called ". . . and You." This exercise gives students the chance to apply management concepts in their own lives. These exciting videos are scenario-based and feature actors demonstrating important management skills. They are based on two different companies: a television production company (Quicktakes) and a dot-com merging with a more traditional magazine publisher (Conmedia). They include questions at the end of each segment that relate to the material in the previous section of the book. Dr. Certo appears throughout the video to comment on how the text material relates to the case.

NEW TO THIS EDITION

Mastering Management. Packaged with every copy of *Modern Management*, *Mastering Management* uses video and interactive exercises to help students learn core concepts. This powerful learning tool focuses on Canto, a fictional e-commerce company that sells a variety of entertainment products and services. The CD contains 12 case studies or episodes that show students how all of the functional areas of business work together to ensure the growth of the company as well as how to apply business theories to Canto's daily operations. These can be found at the end of appropriate chapters.

Additional Text Features

- **Marginal Notes.** Each chapter contains marginal notes that can be helpful both in initial reading and for review. These notes highlight key terms in each chapter while providing brief definitions for student review.
- **Glossary.** Major terms and their definitions are gathered at the end of the text. Terms appear in boldface type and include references to the text pages on which the discussion of the term appears.
- **Illustrations.** Figures, tables, and photographs depicting various management situations are used throughout the text to help bridge the gap between management theory and real-world facts and figures.

Additional Teaching Materials

- **Instructor's Resource Manual.** Designed to guide the educator through the text, each chapter in the Instructor's Manual contains a brief summary, brief chapter outline, detailed lecture outline, suggested answers and solutions to questions in the text, a comprehensive video guide with discussion questions based on the Skills Video, *Mastering Management*, and Internet support.
- **Test Item File.** Each chapter contains true-false, multiple choice, and essay questions. Together the questions cover the content of each chapter in a variety of ways, providing flexibility in testing the student's knowledge of the text.
- **PowerPoint Electronic Transparencies.** A comprehensive package allowing access to the figures from the text, these PowerPoint transparencies are designed to aid the educator and supplement in-class lectures and can be found on the Instructor's Resource CD-ROM.
- **Color Transparencies.** Designed to aid the educator and enhance classroom lectures, 100 of the most critical PowerPoint electronic transparencies have been chosen for inclusion in this package as full-color acetates and are provided on high-quality mylar.
- **Instructor's Resource CD-ROM.** The Instructor's Resource CD-ROM includes the electronic Instructor's Manual, PowerPoint Electronic Transparencies, and the Windows/Prentice Hall Test Manager. The Test Manager contains all of the questions in the printed Test Item File. Test Manager is a comprehensive suite of tools for testing and assessment. Test Manager allows educators to easily create and distribute tests for their courses, either by printing and distributing through traditional methods or by online delivery via a Local Area Network (LAN) server.
- **Study Guide.** Designed to aid student comprehension of the concepts presented in the text, a Study Guide is available containing chapter objectives, detailed chapter outlines, review, discussion, and study questions.

- Companion Web Site is a fully customizable environment that ties students and faculty to text-specific resources. This powerful Prentice Hall Web site offers chapter-specific current events, internet exercises, online study guide, and downloadable supplements.

Special Features:

- Individual homepages for students and faculty. These pages provide easy, one-click navigation to our vast, dynamic database of online teaching and learning resources. Faculty and students can organize the online resources for all of their classes on this single, customizable homepage.
- A powerful new point-and-click syllabus creation tool that faculty can use for each course and section they teach. Additionally, faculty can annotate and link each resource on the Web site to their syllabi.
- Faculty can even upload their own personal resources to our site and have these resources available to their students via their personalized syllabus.
- Check it out: www.prenhall.com/certo

Most helpful customer reviews

1 of 7 people found the following review helpful.

Bad Costumer Care

By Andre D. Lee

Sell Sell Sell. That's what they really want only!!! ... I needed my book faster. I sent an email right before ordered it, saying that I wanted something faster, or I needed to cancel. Of course it was my fault of not seeing that they were from Europe, it was going to take 2 weeks but, there was no understanding AT ALL. Never buying with them anymore!!!

9 of 9 people found the following review helpful.

The "Foundation" of Knowledge For Successful Management

By A Customer

This book is one of the best foundation establishers I've read. I am the Chief of Strategy for a major headquarters and currently teach for three universities in such subjects as Strategic Management, Business Policy and Strategy, Business Communications, Supply Chain Management, and Production Operations Management. The point of that statement is that this book that I use on the job, as well as, to some degree in each course I teach. It is well written, organized, and provides outstanding tables and figures to clearly articulate the concepts. This is a desk-reference that will get lot's of handling. A must read!

2 of 3 people found the following review helpful.

Cool book for any human resources CEO!

By Nelson S. Beltran

I learned more about human resource methodology in corporations

from each chapter.

Great summaries about corporations in the public eye.

Good case history and citing of heuristics

for running any good learning organization.

You learn the basics for Management 2000.

My professor used this book

for the University of Phoenix.

I really enjoyed learning about the various theories and paradigms for Modern Managers.

I found the case histories useful for analysis

and my papers. A book for the future CIO's, CEO's and HR Directors within us all.

See all 25 customer reviews...

MODERN MANAGEMENT: DIVERSITY, QUALITY, ETHICS, AND THE GLOBAL ENVIRONMENT/KEYS TO SUCCESS BY SAMUEL C. CERTO PDF

By conserving **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo** in the gizmo, the means you read will likewise be much less complex. Open it as well as start reviewing **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo**, straightforward. This is reason why we suggest this **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo** in soft data. It will certainly not interrupt your time to obtain guide. On top of that, the on-line heating and cooling unit will also alleviate you to search **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo** it, even without going somewhere. If you have link net in your office, home, or gizmo, you could download **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo** it directly. You may not also wait to receive guide **Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo** to send by the vendor in various other days.

From the Publisher

This book provides a clear, concise, current, and thorough approach to teaching the basic skills of business management. Presenting both time-honored issues and contemporary concerns, the text addresses the means for handling both to ensure individual success. It covers traditional management challenges as well as contemporary issues related to people, diversity, quality, ethics, and the global environment.

From the Back Cover

This book provides a clear, concise, current, and comprehensive approach to the basic skills of business management. It presents traditional concepts, important contemporary issues, and timeless insights into applying management know-how—all toward the goal of achieving organizational success. Current information on executive salaries, new material on learning organizations, new look at meeting the global challenge, new ideas in change management, and the latest technology. For anyone interested in the principles of management.

Excerpt. © Reprinted by permission. All rights reserved.

Modern management is exciting indeed! Never in the past have managers had the wealth of reported research and experiences of practicing managers to provide insights for building organizational success. The arrival of the Internet and related digital applications provide managers with the most revolutionary and powerful tools since Henry Ford and the development of the assembly line. Your career as a manager will be extremely interesting and your rewards for competence will be very significant.

As it was in the previous eight editions of **Modern Management**, the purpose of this text is to prepare students to be managers. Coverage includes a wealth of conventional wisdom related to traditional management tasks. Contemporary management challenges related to such issues as people, diversity, quality, ethics, and the global environment are prominently featured and integrated. Examples of many different types of organizations are also presented throughout the text to give students background regarding various industries. New to this edition is an emphasis on management's digital dimension. A new chapter is

dedicated to this topic and a new highlight called "Digital Focus" is integrated throughout the text.

This book is carefully crafted to present traditional management concepts, important contemporary management issues, and insights regarding ways that students should use both to ensure organizational success.

The ninth edition of the Modern Management Learning Package, the text plus its ancillaries, continues a recognized and distinctive tradition in management education that has extended well over 20 years. This tradition emphasizes clear, concise, current, and thorough coverage based on an understanding of and a determination to enhance the student learning process. Only instructional support materials that contribute to the design and conduct of the highest-quality principles of management course are included in the package.

As in the past, revisions to this Modern Management Learning Package have been focused on a single objective—improve student learning. All revisions reflect responsiveness to instructor and student feedback regarding ways to refashion the package in order to further enhance student learning. Starting with the text, the following sections explain each major component of this revision.

TEXT: THEORY OVERVIEW

Decisions about which concepts to include in this revision were indeed difficult. Such decisions were heavily influenced by information from accrediting agencies such as the American Assembly of Collegiate Schools of Business (AACSB), organizations established by professional managers such as the American Management Association (AMA), and organizations established by management scholars such as the Academy of Management. Overall, management theory in this edition is divided into the following seven main sections as opposed to the six of last edition:

- Introduction to Management
- Modern Management Challenges
- Planning
- Organizing
- Influencing
- Controlling
- Topics for Special Emphasis

For this edition, extensive updates of theory and examples have been made throughout the text. Highlights of content and other revisions follow.

Part One: Introduction to Management

This section lays the groundwork necessary for studying management.

- Chapter 1, "Modern Management: A Digital Focus," is a heavily revised chapter for this edition. The chapter exposes students to what management is and gives them insights about how to build their careers. This chapter discusses the arrival of the Internet and how digital tools should be integrated within the management process. A new "Introductory Case" in this chapter covers how Lands' End's management team is learning how to use the Web. The chapter also has a new concluding case on eBay.
- Chapter 2, "Managing: History and Current Thinking," presents several fundamental, but different ways, in which managers can perceive their jobs. The work of management pioneers like Frederick W. Taylor, Frank and Lilian Gilbreth, and Henry L. Gantt is highlighted. Students are given insights into how to combine the work of management pioneers into a more comprehensive view of management. A new concluding case for this chapter focuses on Albertson's excitement about a new CEO. The revision also

includes new coverage of the Baldrige Award.

Part Two: Modern Management Challenges

This section helps students focus on understanding major challenges that modern managers face. Special highlights or boxed features based on these challenges are integrated throughout the text.

- Chapter 3, "Corporate Social Responsibility and Business Ethics," discusses the responsibilities that managers have to society and how business ethics applies to modern management. Valuable discussion focuses on determining if social responsibility exists in a particular situation. A new "Introductory Case" illustrates how IBM uses its Web site to help manage social responsibility activities. A new concluding case focuses on controversy surrounding Ford's Explorer situation. New examples focus on global social responsibility issues at Maxwell company and how the Endangered Species Chocolate Company lives up to its social obligations in the food processing industry.
- Chapter 4, "Management and Diversity," is presented earlier in this edition to allow students to reflect on diversity as a management challenge throughout the text. The chapter defines diversity, explains the advantages of promoting diversity in organizations, and outlines ways in which managers can promote it. This chapter also discusses some key challenges and dilemmas that managers face in attempting to build a diverse workforce.
- Chapter 5, "Managing in the Global Arena," focuses on domestic versus international, multinational, and transnational organizations. The chapter also emphasizes expatriates, repatriation, and international market agreements like the European Union (EU) and the North American Free Trade Agreement (NAFTA). Discussion also extends to the evolving international market agreement among countries in the Pacific Rim. This chapter appears early in the text to better enable students to reflect on global management issues through out the course. The chapter has a new "Introductory Case" depicting Wal-Mart reaching out to the Japanese market and a concluding case emphasizing McDonald's experience in India. Special focus has been added on how IBM manages women abroad and how Nissan handles global management issues in the automobile manufacturing industry.

Part Three: Planning

This section elaborates on planning as a primary management function.

- Chapter 6, "Principles of Planning," is heavily revised in this edition. This chapter discusses fundamentals of planning and features organizational objectives as a critical component of organizational planning. The new "Introductory Case" features planning for Internet use at American Airlines and new examples on planning for social responsibility.
- Chapter 7, "Making Decisions," discusses the decision process as a component of the planning process. Coverage focuses on group decision processes like brainstorming, the nominal group technique, and the Delphi technique. Coverage also focuses on advantages and disadvantages of having groups make decisions and problems in evaluating the group decision process. New coverage of Ben & Jerry's decision process for choosing foreign markets is highlighted as well as Nestle's decisions about creating appropriate digital activities. A new concluding case for this chapter focuses on decision making within Speednames, Inc., a domain name registrar.
- Chapter 8, "Strategic Planning," highlights Porter's model for industry analysis, the BCG Growth-Share Matrix, the GE Portfolio Matrix, strategy implementation, and strategic control. New illustrations include a concluding case on strategic planning at JetBlue, a fledgling airline. New coverage highlights McMurray Publishing's strategic values code emphasizing social responsibility, Goodall Rubber Company including a quality focus in its strategic planning, and S. C. Johnson & Son of the consumer products industry using diversity as an organizational strategy.
- Chapter 9, "Plans and Planning Tools," discusses various planning tools, such as forecasting and

scheduling, that are available to help formulate plans. A new "Introductory Case" for this chapter discusses planning to improve production and new focus emphasizes how Shell plans for its global customer service sites. A new concluding case focuses on planning tool issues like finding appropriate plant locations for White Wave, a company providing innovative soy products.

Part Four: Organizing

This section discusses organizing activities as a major management function.

- Chapter 10, "Fundamentals of Organizing," presents the basic principles of organizing. Concepts featured are organization structure, division of labor, span of management, and scalar relationships. A new concluding case for this chapter features organizational issues at Southwest Airlines. Special new focus highlights McDonald's organizing activities.
- Chapter 11, "Responsibility, Authority, and Delegation," focuses on ways to organize worker activities. Emphasis is on holding organization members accountable for carrying out their obligations. A new "Introductory Case" features how Procter & Gamble has organized for its Internet push and a new concluding case highlights authority and decentralization issues at Gateway. New highlights show how Security One Systems used incentives to enhance the success of organization structure.
- Chapter 12, "Managing Human Resources," discusses hiring and developing people who will make desirable contributions to the attainment of organizational objectives. Recruitment, selection, performance appraisal, and training are all major topics. Human resources issues at Intel are emphasized in a new concluding case. New coverage shows how Coca-Cola is holding managers accountable for reaching diversity goals and how The Container Store focuses on people issues to enhance its success.
- Chapter 13, "Organizational Change and Stress," emphasizes ways in which managers change organizations and the stress-related issues that can accompany such action. Coverage also emphasizes increasing virtuality in organizations by establishing virtual offices, building alternative work situations, and communicating successfully in virtual offices. A new concluding case shows how Merrily Orsini is striving to create a stress-free work zone at My Virtual Corporation. New coverage also illustrates how social responsibility impacts production changes at Mazda and how companies like GoTraining provide virtual training for client organizations.

Part Five: Influencing

This section discusses ways in which managers should deal with people. Reflecting the spirit of AACSB guidelines encouraging thorough coverage of human factors in the business curriculum, the influencing section is comprehensive.

- Chapter 14, "Fundamentals of Influencing and Communication," introduces the topic of managing people, defines interpersonal communication, and presents organizational communication as the primary vehicle that managers use to interact with people. A new concluding case explores communication at Gucci and an interesting new highlight explores how Joe Torre, manager of the New York Yankees, influences his players.
- Chapter 15, "Leadership," highlights more traditional concepts, such as the VroomYetton-Jago leadership model, the path-goal theory of leadership, and the life cycle theory of leadership. Coverage also includes more recently developed concepts, like transformational leadership, coaching, super-leadership, and entrepreneurial leadership. A new concluding case explores a leadership issue at Cerner Corporation. Interesting new coverage also focuses on training leaders in social responsibility and how Cisco Systems trains its leaders online.
- Chapter 16, "Motivation," defines motivation, describes the motivation process, and provides useful strategies that managers can use in attempting to motivate organization members. A new "Introductory Case" focuses on Bristol-Meyers Squibb and a new concluding case emphasizes events at Axis

Communications. Additional new content focuses on reinforcing diversity at Raffa and Associates and reinforcing sales at Xerox.

- Chapter 17, "Groups, Teams, and Corporate Culture," emphasizes managing clusters of people as a means of accomplishing organizational goals. This chapter covers the management of teams. Discussion focuses on groups versus teams, virtual teams, problem solving, self-managed and cross-functional teams, states of team development, empowerment, and factors contributing to team effectiveness. A new "Introductory Case" highlights building teamwork at Xerox and a new concluding case emphasizes a team culture at Alberto-Culver. New coverage on diversity and teams at Continental as well as Weyerhaeuser quality teams is included. An update of teams at Harley-Davidson is also provided.
- Chapter 18, "Understanding People: Attitudes, Perception, and Learning," focuses on important characteristics of people that managers must understand. First, the relationship among attitudes, values, and beliefs is described. Then, the role of attitudes in influencing behavior is discussed. The chapter then turns to perception and the perceptual process, including detailed analyses of attribution theory and perceptions of procedural justice. Finally, the concept of learning is studied. New chapter-related illustrations focus on Webvan and the Indian company Hindustan Lever Ltd.

Part Six: Controlling

This section presents control as a major management function. Major topics include fundamentals of control, controlling production, information, and the Internet as a management tool.

- Chapter 19, "Principles of Controlling," discusses the basics of control. Power and control as well as types of control are important topics. A new "Introductory Case" discusses how DaimlerChrysler controls through its Web-based FastCar and a new concluding case illustrates how control is key to success at Knight Transportation. New illustrations cover how Best Western uses feedback control to manage company diversity and how management takes corrective action at Luby's cafeterias.
- Chapter 20, "Production Management and Control," focuses on the creation of goods and services, paying special attention on automation and production strategies, systems, and processes available to managers. A new concluding case discusses how Pirelli has revolutionized tire manufacturing. Interesting discussion has also been added concerning production issues at Firestone.
- Chapter 21, "Information and the Internet," in keeping with the spirit of AACSB guidelines, has significant coverage of current information technology via Internet-related discussion. The chapter emphasizes recent technology developments ranging from e-mail, electronic data interchange, and videoconferencing to the Internet and the World Wide Web. Emphasis on intranets and firewalls complete this section. Discussion focuses on becoming a better manager by using technological tools, not by understanding the intricacies of technology. A new concluding case discusses Loudcloud, a company run by Marc Andreessen, the 29-year-old cofounder of Netscape.

Part Seven: Topics for Special Emphasis

This last section of Modern Management discusses additional issues important to managers operating in an organization in today's challenging, global environment. Quality, competitiveness, innovation, and management's digital dimension are all major topics. Digital coverage in this section is new to this edition.

- Chapter 22, "Competitiveness: Quality and Innovation," emphasizes building competitiveness through quality Ad innovation. Discussion focuses on defining quality, achieving quality through strategic planning, and describing the management skills necessary to build quality throughout an organization. The ideas of such internationally known quality experts as Philip B. Crosby, W Edwards Deming, and Joseph M. Juran are highlighted. Discussion highlights the role of innovation in being organizationally competitive. Topics discussed include innovation and creativity, creativity in individuals, and encouraging creativity in organizations. A new case focuses on Lear Corporation, a manufacturer of welded and

stamped steel assemblies for the automotive and aircraft industries. A new focus on innovation is emphasized by explaining how Siemens uses ShareNet.

- Chapter 23, "Management's Digital Dimension," is new to this edition and provides students with timely information on how managers should integrate traditional planning, organizing, influencing, and controlling activities with new digital dimensioning activities. The chapter defines digital dimensioning as the process of designing and implementing those digital activities that will best help a specific organization to reach its goals. The chapter emphasizes how managers use Internet activities or business activities to enhance organizational success. The "Introductory Case" focuses on digital excellence at Office Depot and the concluding case focuses on digital dimensioning for a small business school.

TEXT STUDENT LEARNING AIDS

Several features of this text were designed to make the study of management more efficient, effective, and enjoyable. New learning aids have been added to further improve the student learning process. The following is a list of these features and an explanation of each.

Learning Objectives

The opening pages of each chapter contain a set of learning objectives that are intended as guidelines for focusing study within the chapter.

Chapter Outlines

The opening pages of each chapter also contain a chapter outline that reviews the textual material, and helps the reader keep the information in perspective while it is being read.

Chapter Highlights

Chapter highlights are an exciting feature of this text. Highlights are extended examples or boxes emphasizing the wide range of contemporary issues in real companies that modern managers face. Each chapter has three highlights. The highlights have been significantly revised in this edition and include the following elements in each chapter:

- **Spotlights.** Spotlights focus on the following major management themes: diversity, quality, ethics, people, and the global environment. Two Spotlights appear in each chapter, with all topics receiving equivalent emphasis throughout the book. In Chapter 5, for instance, a "Diversity Spotlight" focuses on how IBM is tackling the challenge of managing women in global work situations. In the same chapter, a "People Spotlight" reports on helping expatriates to adjust.
- **Across Industries.** "Across Industries" is a highlight that illustrates how chapter content relates to a specific industry. "Across Industries" are spread throughout the text and appear in about half of the chapters. The purpose of this feature is to ensure that students get a full, rich understanding of how management can be applied to many different situations. Situations presented in "Across Industries" emphasize companies and industries such as Nissan Motor Company in automobile manufacturing, Endangered Chocolates in the food processing industry, Harley-Davidson in the motorcycle manufacturing industry, and CMS in the electric utilities industry.
- **Digital Focus.** New to this edition, "Digital Focus" is a highlight that emphasizes the Internet as a new, evolving, and practical management tool. "Digital Focus" highlights are spread throughout the text and appear in about half of the chapters. Given the unprecedented growth of the Internet, today's management students must acquire a useful, applied knowledge of the Internet. Organizations and issues discussed in this feature include the Equal Employment Opportunity Commission (EEOC) using the Internet to inform managers about the specifics of sexual harassment, Sega considering the Internet in how it develops

organizational objectives, Nestlé USA employing the Internet to speed up worldwide decision making, and GoTrain offering online training programs to help other companies reap the advantages of virtual training.

"Introductory Cases" with "Back-to-the-Case" Sections

The opening of each chapter contains a case study that introduces readers to management problems related to chapter content. Detailed "Back-to-the-Case" sections appear throughout each chapter, applying specific areas of management theory discussed in the chapter to the "Introductory Case." All cases involve real companies ranging from AT&T and Gateway 2000 to US Air, Heinz, and Gillette. Over half the cases in this edition are new or updated. New cases in this edition include focus on companies like IBM, Wal-Mart, American Airlines, and Procter & Gamble.

End-of-Chapter Pedagogy

New for this edition, end-of-chapter pedagogy has been completely revamped and presented as a comprehensive "Management Skills Module." "Management Skills Modules" are built on the premise that sound management skills are based on an understanding of management concepts and the ability to apply those concepts in management situations. Each "Management Skills Module" is divided into the following two sections to heighten student understanding of management concepts as well as applying those concepts in various management situations.

Section One: Understanding Management Concepts. This first section of the "Management Skills Module" contains an "Action Summary," an "Action Summary Answer Key," and "Issues for Review and Discussion." An "Action Summary" is an action-oriented chapter summary that allows students to respond to several objective questions that are clearly linked to the learning objectives stated at the beginning of the chapter. Students can refer to the "Action Summary Answer Key" to check their answers. This key also lists the pages in the chapter that the students can reference for a full explanation of the answers. "Issues for Review and Discussion" contains a set of discussion questions that test the understanding of chapter material and can serve as a vehicle for independent study or class discussion.

Section Two: Applying Management Concepts. This second section of the "Management Skills Module" focuses on helping students to acquire ability to use management concepts to solve management problems. This section contains cases, video exercises, and Internet activities aimed at helping students to develop this ability.

- **Skills Module Cases.** This section contains both an "Introductory Case" Wrap-Up and a Concluding Case. The "Introductory Case" Wrap-Up includes learning materials to further illustrate the application of chapter content to the "Introductory Case." The Wrap-Up section has two distinct parts. Part one is a set of case discussion questions intended to extend discussion of the application of chapter content to the case. Part two is a skills exercise that focuses on building the management abilities of students via the case. Sample exercises are "Designing an MBO Program," "Building Useful Organization Charts," "Using Reinforcement Strategies," "Determining Symptoms and Problems," "Applying Total Quality Management," and "Evaluating a Web Site."

Each Management Skills Module also contains a completely new concluding case for students to analyze. These new cases include: "CEO Ted Waitt Comes Back to Save Gateway," "At Gucci De Sole Reigns Supreme," "Hindustan Lever Ltd. Reaches India's Poorest Villages," and "eBay Races Ahead Despite Slow Economy." Each new case is followed by a set of questions intended to guide student thought and discussion.

- New Skills Live! Video Cases, Discussion Questions, and Experiential Exercises can be found in

appropriate chapters. All of the skills video cases now have a new feature called ". . . and You." This exercise gives students the chance to apply management concepts in their own lives. These exciting videos are scenario-based and feature actors demonstrating important management skills. They are based on two different companies: a television production company (Quicktakes) and a dot-com merging with a more traditional magazine publisher (Conmedia). They include questions at the end of each segment that relate to the material in the previous section of the book. Dr. Certo appears throughout the video to comment on how the text material relates to the case.

NEW TO THIS EDITION

Mastering Management. Packaged with every copy of *Modern Management*, *Mastering Management* uses video and interactive exercises to help students learn core concepts. This powerful learning tool focuses on Canto, a fictional e-commerce company that sells a variety of entertainment products and services. The CD contains 12 case studies or episodes that show students how all of the functional areas of business work together to ensure the growth of the company as well as how to apply business theories to Canto's daily operations. These can be found at the end of appropriate chapters.

Additional Text Features

- **Marginal Notes.** Each chapter contains marginal notes that can be helpful both in initial reading and for review. These notes highlight key terms in each chapter while providing brief definitions for student review.
- **Glossary.** Major terms and their definitions are gathered at the end of the text. Terms appear in boldface type and include references to the text pages on which the discussion of the term appears.
- **Illustrations.** Figures, tables, and photographs depicting various management situations are used throughout the text to help bridge the gap between management theory and real-world facts and figures.

Additional Teaching Materials

- **Instructor's Resource Manual.** Designed to guide the educator through the text, each chapter in the Instructor's Manual contains a brief summary, brief chapter outline, detailed lecture outline, suggested answers and solutions to questions in the text, a comprehensive video guide with discussion questions based on the Skills Video, *Mastering Management*, and Internet support.
- **Test Item File.** Each chapter contains true-false, multiple choice, and essay questions. Together the questions cover the content of each chapter in a variety of ways, providing flexibility in testing the student's knowledge of the text.
- **PowerPoint Electronic Transparencies.** A comprehensive package allowing access to the figures from the text, these PowerPoint transparencies are designed to aid the educator and supplement in-class lectures and can be found on the Instructor's Resource CD-ROM.
- **Color Transparencies.** Designed to aid the educator and enhance classroom lectures, 100 of the most critical PowerPoint electronic transparencies have been chosen for inclusion in this package as full-color acetates and are provided on high-quality mylar.
- **Instructor's Resource CD-ROM.** The Instructor's Resource CD-ROM includes the electronic Instructor's Manual, PowerPoint Electronic Transparencies, and the Windows/Prentice Hall Test Manager. The Test Manager contains all of the questions in the printed Test Item File. Test Manager is a comprehensive suite of tools for testing and assessment. Test Manager allows educators to easily create and distribute tests for their courses, either by printing and distributing through traditional methods or by online delivery via a Local Area Network (LAN) server.
- **Study Guide.** Designed to aid student comprehension of the concepts presented in the text, a Study Guide is available containing chapter objectives, detailed chapter outlines, review, discussion, and study questions.
- **Companion Web Site** is a fully customizable environment that ties students and faculty to text-specific

resources. This powerful Prentice Hall Web site offers chapter-specific current events, internet exercises, online study guide, and downloadable supplements.

Special Features:

- Individual homepages for students and faculty. These pages provide easy, one-click navigation to our vast, dynamic database of online teaching and learning resources. Faculty and students can organize the online resources for all of their classes on this single, customizable homepage.
- A powerful new point-and-click syllabus creation tool that faculty can use for each course and section they teach. Additionally, faculty can annotate and link each resource on the Web site to their syllabi.
- Faculty can even upload their own personal resources to our site and have these resources available to their students via their personalized syllabus.
- Check it out: www.prenhall.com/certo

To get this book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo, you may not be so confused. This is online book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo that can be taken its soft data. It is different with the on the internet book Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo where you could purchase a book and after that the vendor will send the published book for you. This is the area where you could get this Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo by online and also after having take care of acquiring, you could download and install Modern Management: Diversity, Quality, Ethics, And The Global Environment/Keys To Success By Samuel C. Certo by yourself.