

Exploring Management

Sixth Edition

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Ohio University

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University of Alabama

WILEY

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*I once again dedicate this book
to the person who lovingly helps me explore
and appreciate life's wonders:*

My wife, Ann.

J.R.S.

For Julie, Sammy, Eliana, Jakey, Jessica, Caleb, and Lilah

—I love you!

D.G.B.

About the Authors

Courtesy of John Schermerhorn



DR. JOHN R. SCHERMERHORN, JR. is the Charles G. O'Bleness Emeritus Professor of Management in the College of Business at Ohio University. He earned a Ph.D. in organizational behavior from Northwestern University, an MBA (with distinction) in management and international business from New York University, a BS in business administration from the State University of New York at Buffalo, and received an honorary doctorate from the University of Pécs in Hungary and is honorary professor at the National University of Ireland at Galway. He previously taught at Tulane University, the University of Vermont, and Southern Illinois University at Carbondale, where he also served as Chair of the Department of Management and Associate Dean of the College of Business Administration.

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A past chairperson of the Management Education and Development Division of the Academy of Management, Dr. Schermerhorn is known to educators and students as senior author of *Exploring Management 5e* (Wiley, 2016) and *Management 13e* (Wiley, 2015), and co-author of *Organizational Behavior 13e* (Wiley, 2014). His research has been published in the *Academy of Management Journal*, *Academy of Management Review*, *Academy of Management Executive*, *Organizational Dynamics*, *Asia-Pacific Journal of Management*, and the *Journal of Management Education*, among other scholarly outlets.

Dr. Schermerhorn's consultancies include assignments with the Egyptian General Petroleum Corporation, Petróleos de Venezuela, American Bankers Association, Corning Glass Works, New England Hospital Assembly, and Vietnam Training Center for Radio and Television.

Ohio University named Dr. Schermerhorn a University Professor, the university's highest campus-wide honor for excellence in undergraduate teaching. He is a popular guest speaker at colleges and universities and is available for workshops on high engagement instructional approaches, management curriculum innovations, and scholarly manuscript development and textbook writing. His latest projects include video-enhanced e-textbook development for active learning classroom environments.

Courtesy of Daniel Bachrach



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A member of the Academy of Management and the Society for Industrial and Organizational Psychology, Dr. Bachrach serves on the editorial boards of the *Journal of Applied Psychology and Organizational Behavior* and *Human Decision Processes*. He is co-editor of the *Handbook of Behavioral Operations Management: Social and Psychological Dynamics in Production and Service Settings* (Oxford University Press, 2014), co-author of *Transformative Selling: Becoming a Resource Manager and a Knowledge Broker* (Apress, 2014), *Management 13e* (Wiley, 2016), *Exploring Management 5e* (Wiley, 2015), and senior co-author of *Becoming More Than a Showroom: How to Win Back Showrooming Customers* (Palgrave-Macmillan, 2015) and *10 Don'ts on Your Digital Devices: The Non-Techie's Survival Guide to Digital Security and Privacy* (Apress, 2014).

Dr. Bachrach is the winner of multiple research and teaching awards, including the 2016 John S. Bickley C&BA Creativity and Innovation Award and the 2017 National Alumni Association Outstanding Commitment to Teaching Award the OCTA, which is the University of Alabama's highest honor for excellence in teaching. Dan, who was also named the 2017 Innovation Scholar in Residence for the College of Continuing Studies also has published extensively in a number of academic journals including *Organization Science*, *Journal of Applied Psychology*, *Strategic Management Journal*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Journal of Management*, *Decision Sciences*, *Leadership Quarterly*, *Production and Operations Management*, *Journal of Operations Management*, *Journal of Supply Chain Management*, and the *Journal of Personal Selling and Sales Management*.

Dear Colleague

If you are using the flipped classroom or are looking for ways to enrich your teaching, this book is tailored from our experiences to make it easy to engage students in active learning—both face-to-face and online.

Welcome to *Exploring Management, Sixth Edition*. You'll quickly see that it is a bit different from traditional textbooks, we hope in a positive way. It has all the content you expect, but . . .

- The writing voice is “personal”—students are made part of the conversation and asked to interact with the subject matter while reading.
- The presentation is “chunked”—short content sections that fit how students read are followed by study guides that check their learning and prompt career thinking.
- The content is “live”—pages are full of timely examples, news items, situations, and reflection questions that make management real and launch meaningful discussions.

Exploring Management is a reflection of how much we have learned from our students about what they value, where they hope to go, and how they like to study and learn. It's also a reflection of our desire to bring the real world into the management class, engage students in interesting discussions of important topics, and offer a variety of assignments and projects that promote critical thinking. And if you are using the flipped classroom or looking for ways to enrich your teaching, this book is tailored from experiences to make it easy to engage students in active learning—both face-to-face or online.

Instructors have had a lot of success using *Exploring Management* to bring high student engagement to their classes. Chances are that you will, too. Take a moment to review the book's design and built-in pedagogy. Browse some pages to check the writing style, visual presentation, reflection features, and study guides.

Does *Exploring Management* offer what you are looking for to build a great management course? Could it help engage your students to the point where they actually read and think about topics before coming to class?

As management educators we bear a lot of responsibility for helping students learn how to better manage their lives and careers, and help organizations make real contributions to society. *Exploring Management, Sixth Edition*, is our attempt to make it easier for you to fulfill this responsibility in your own way, with lots of instructional options, and backed by solid text content. Thanks for considering it.

Sincerely,
John Schermerhorn
Dan Bachrach

What Makes *Exploring Management* Different?

Students tell us over and over again that they learn best when their courses and assignments fit the context of their everyday lives, career aspirations, and personal experiences. We have written *Exploring Management, Sixth Edition*, to meet and engage students in their personal spaces. It uses lots of examples, applications, visual highlights, and learning aids to convey the essentials of management. It also asks students thought-provoking questions as they read. Our hope is that this special approach and pedagogy will help management educators find unique and innovative ways to enrich the learning experiences of their students.

Exploring Management Offers a Flexible, Topic-Specific Presentation.

The first thing you'll notice is that *Exploring Management* presents “chunks” of material to be read and digested in short time periods. This is a direct response to classroom experiences where our students increasingly find typical book chapters cumbersome to handle.

Students never read more than a few pages in *Exploring Management* before hitting a “Study Guide” that allows them to bring closure to what they have just read. This chunked pedagogy motivates students to read and study assigned material before attending class. And, it helps them perform better on tests and assignments.

Topics are easily assignable and sized for a class session. Although presented in the traditional planning, organizing, leading, and controlling framework, chapters can be used in any order based on instructor preferences. Many options are available for courses of different types, lengths, and meeting schedules, including online and distance-learning formats. It all depends on what fits best with course objectives, learning approaches, and instructional preferences.

Exploring Management Uses an Integrated Learning Design.

Every chapter opens with a catchy subtitle and clear visual presentation that quickly draws students into the topic. The opening Management Live vignette hits a timely topic relevant to chapter material. Key learning objectives are listed in Your Chapter Takeaways, while What's Inside highlights four interesting and useful chapter features—Choices, Ethics Check, Facts to Consider, Hot Topic, and Quick Case.

Each chapter section begins with a visual overview that poses a Takeaway Question followed by a list of Answers to Come. These answers become the subheadings that organize section content. The section ends with a Study Guide. This one-page checkpoint asks students to pause and check learning before moving on to the next section. The Study Guide elements include:

- *Rapid Review*—bullet-list summary of concepts and points
- *Questions for Discussion*—questions to stimulate inquiry and prompt class discussions
- *Be Sure You Can*—checkpoint of major learning outcomes for mastery
- *Career Situation: What Would You Do?*—asks students to apply section topics to a problem-solving situation
- *Terms to Define*—glossary quiz for vocabulary development

Exploring Management Makes Active Learning and “Flipping” the Classroom Easy.

Active engagement and flipped classrooms shift the focus from instructors lecturing and students listening, to instructors guiding and students engaging. The first step is getting students to read and study assigned materials before class. When they come to class prepared, the instructor has many more options for engagement. The chunked presentations and frequent Study Guides in *Exploring Management*, along with its video-enhanced flipped classroom learning package, help greatly in this regard.

Dan Bachrach has prepared an extensive **Active Classroom Guide** that includes authors' videos that students can view before class to highlight core content for each section of every chapter. It also provides easy-to-use lesson plans for engaging students in active discussions and interesting assignments based on chapter features. Our goal with Dan's **Active Classroom Guide**—packaged with the pedagogy of *Exploring Management* and WileyPLUS—is to give instructors a ready-to-go pathway to implement an active, engaged, and flipped classroom.

Success in flipping the classroom requires a good short quiz and testing program to ensure student learning. Dan has nicely integrated *Exploring Management* with the advanced WileyPLUS Learning Space online environment to make this easy. Success in flipping the classroom also requires a solid inventory of discussion activities, projects, and quick-hitting experiences that turn class and online time into engaged learning time.

Dan has also prepared instructor's guides for each feature in every chapter of *Exploring Management* so that they can be

easily used for flipped classroom activities and discussions, and for individual and team assignments. Imagine the possibilities for student engagement when using features like these:

- **Choices**—offers timely work scenarios for analysis and asks students to think critically while answering the question *What’s Your Take?*
Examples include “Want Vacation? Take as Much as You Need,” “Want to Win? Know your Analytics,” “Employers Differ on Hiring and Retention Strategies,” “To Pay or Not to Pay More than the Minimum Wage.”
- **Ethics Check**—poses an ethical dilemma and challenges students with *Your Decision?*
Examples include “Social Media Checks May Cause Discrimination in Hiring,” “My Team Leader is a Workaholic,” “Life and Death at an Outsourcing Factory,” and “Social Loafing May Be Closer Than You Think.”
- **Facts to Consider**—summarizes survey data to stimulate critical inquiry and asks students *What’s Your Take?*
Examples include “The ‘Ask Gap’—What It Takes for Women to Get Raises,” “Policies on Office Romances Vary Widely,” “Disposable Workers are Indispensable to Business Profits,” and “Ups and Downs for Minority Entrepreneurs.”
- **Hot Topics**—presents timely, even controversial, issues framed for debate and discussion, and asks students *How About It?*
Examples include “The \$50,000 Retail Worker,” “Keep Your Career Plan Tight and Focused, or Loosen Up?” “Rewarding Mediocrity Begins at an Early Age” and, “Can Disharmony Build a Better Team?”
- **Quick Case**—gives students a short, real-life, scenario that puts them in a challenging work situation and asks *What Do You Do?*
Examples include “New Dads Say it’s Time for Paternity Leave,” “Removing the Headphones to Show Team Spirit,” “16 Hours to J-Burg,” and “It’s Time to Ask for a Raise.”

Exploring Management Uses a Conversational and Interactive Writing Style.

The authors’ voice in *Exploring Management* speaks with students the way you and we do in the classroom—conversationally, interactively, and using lots of questions. Although it may seem unusual to have authors speaking directly to their audience, our goals are to be real people and approach readers in the spirit of what Ellen Langer calls *mindful learning*.¹ She describes this as engaging students from a perspective of active inquiry rather than as consumers of facts and prescriptions. We view it as a way of moving textbook writing in the same direction we are moving college teaching—being less didactic and more interactive, and doing a better job of involving students in a dialog around meaningful topics, questions, examples, and even dilemmas.

¹ Ellen J. Langer, *The Power of Mindful Learning* (Reading, MA: Perseus, 1994).

Exploring Management Helps Students Earn Good Grades and Build Useful Career Skills.

Exploring Management is written and designed to help students prepare for quizzes and tests, and build essential career and life skills. In addition to chunked reading and Study Guides, the end-of-chapter Test Prep asks students to answer multiple-choice, short response, and integration and application questions as a starting point for testing success. They are next directed to Steps to Career Learning guide to take advantage of active learning and personal development activities in the end-of-book **Skill-Building Portfolio**. It offers Self-Assessments, Class Exercises, and Team Projects carefully chosen to match chapter content with skills development opportunities. A further selection of **Cases for Critical Thinking** engages students in analysis of timely situations and events involving real people and organizations.

WileyPLUS

WileyPLUS is an innovative, research-based, online environment for effective teaching and learning. It’s a place where students can learn and prepare for class while identifying their strengths and nurture core skills. WileyPLUS transforms course content into an online learning community whose members experience learning activities, work through self-assessment, ask questions and share insights. As they interact with the course content, peers and their instructor, WileyPLUS creates a personalized study guide for each student.

When students collaborate with each other, they make deeper connections to the content. When students work together, they also feel part of a community so that they can grow in areas beyond topics in the course. Students using WileyPLUS become invested in their learning experience while using time efficiently and developing skills like critical thinking and teamwork.

WileyPLUS is class tested and ready-to-go for instructors. It offers a flexible platform for quickly organizing learning activities, managing student collaboration, and customizing courses—including choice of content as well as the amount of interactivity between students. An instructor using *WileyPLUS* is able to easily:

- Assign activities and add special materials
- Guide students through what’s important by easily assigning specific content
- Set up and monitor group learning
- Assess student engagement
- Gain immediate insights to help inform teaching

Special visual reports in WileyPLUS help identify problem areas in student learning and focus instructor attention and resources on what’s most important. With the visual reports, an

instructor can see exactly where students are struggling and in need of early intervention. Students can see exactly what they don't know to better prepare for exams, and gain insights into how to study and succeed in a course.

Student and Instructor Resources

Exploring Management is rich in special materials that support instructional excellence and student learning. Our colleagues at John Wiley & Sons have worked hard to design supporting materials that support our learning and engagement.

- **Companion Web Site** The Companion Web site for *Exploring Management* at www.wiley.com/college/schermerhorn contains myriad tools and links to aid both teaching and learning, including nearly all the resources described in this section.
- **Instructor's Resource Guide** The Instructor's Resource Guide includes a *Conversion Guide*, *Chapter Outlines*, *Chapter Objectives*, *Lecture Notes*, *Teaching Notes*, and *Suggested Answers* for all quiz, test, and case questions.
- **Test Bank** The Test Bank consists of nearly 80 true/false, multiple-choice, and short-answer questions per chapter. It was specifically designed so that the questions vary in degree of difficulty, from straightforward recall to challenging, to offer instructors the most flexibility when designing their exams. The *Computerized Test Bank* includes a test-generating program that allows instructors to customize their exams.
- **PowerPoint Slides** A set of interactive PowerPoint slides includes lecture notes and talking points. An *Image Gallery*, containing .jpg files for all of the figures in the text, is also provided for instructor convenience.
- **Management Weekly Updates** These timely updates keep you and your students updated and informed on the very latest in business news stories. Each week you will find links to five new articles, video clips, business news stories, and so much more with discussion questions to elaborate on the stories in the classroom. <http://wileymanagementupdates.com>
- **Darden Business Cases** Through the Wiley Custom Select Web site, you can choose from thousands of cases from Darden Business Publishing to create a book with any combination of cases, Wiley textbook chapters, and original material. Ask your local Wiley Account Manager for more information.

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