


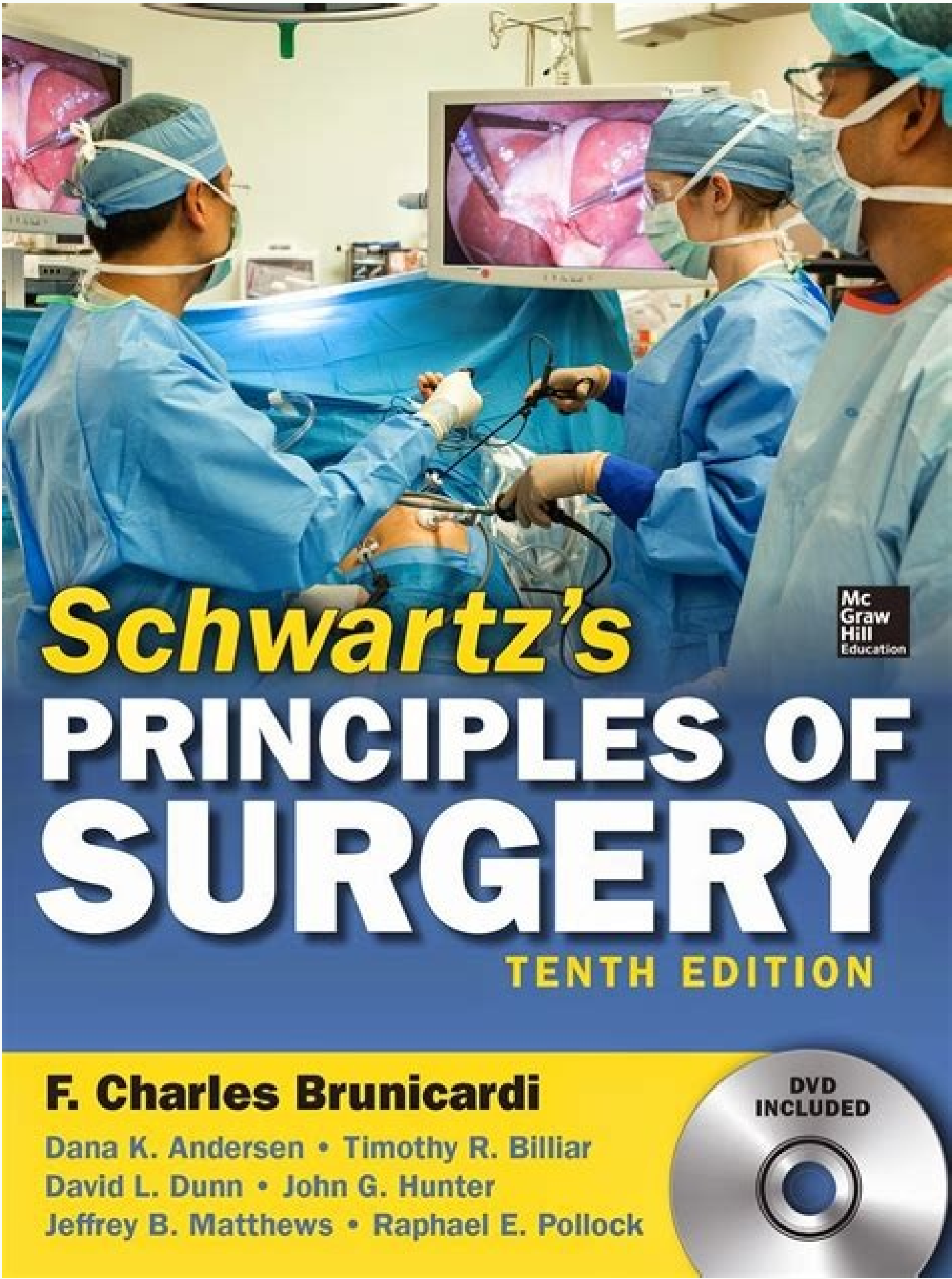
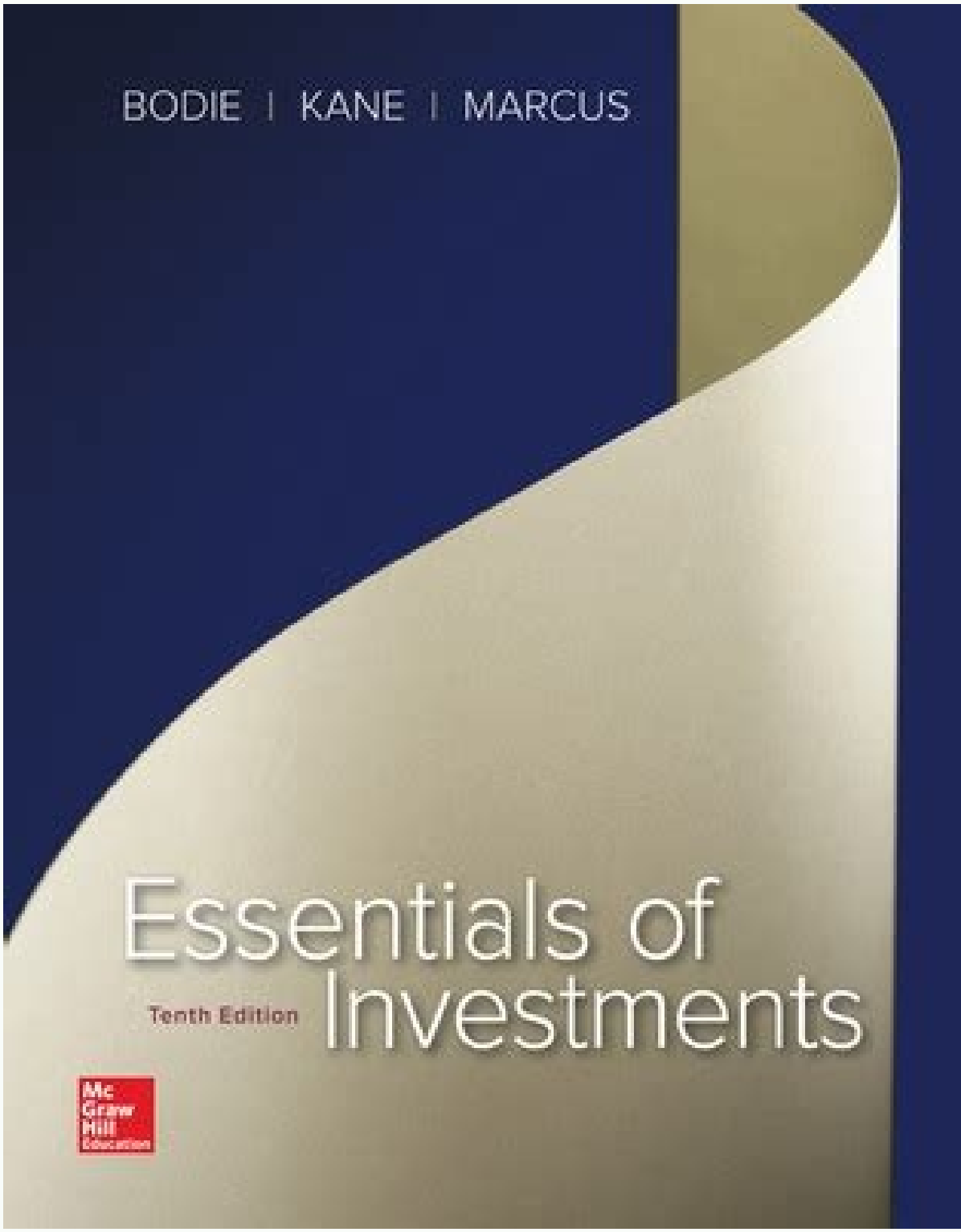
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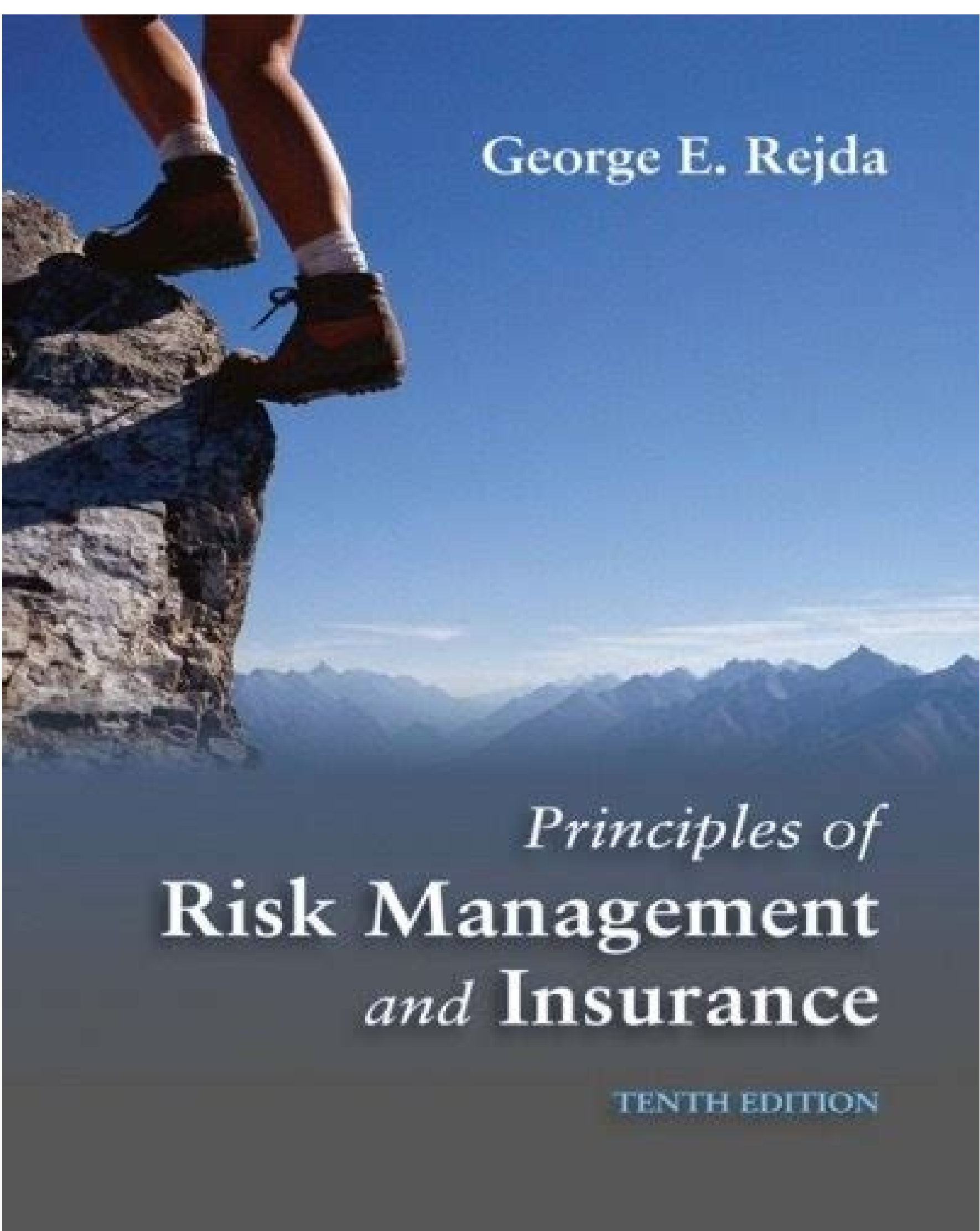
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HUMAN RESOURCE MANAGEMENT

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TENTH EDITION



She has taught at Drury University, the University of Arkansas, Trinity University, and Missouri State University. The effectiveness of a control system is determined by how well it facilitates goal achievement. A Question of Ethics • A press operator at the Denver Mint noticed a flaw—an It's called the "walk of shame." Marching employees through extra up leaf or an extra down leaf—on Wisconsin state stores in handcuffs to discourage theft and other infractions.2 quarters being pressed at one of his five press machines. An effective control system ensures that activities are completed in ways that lead to the attainment of the organization's goals. storage vault in New Mexico, a report blamed managers who failed to "understand and control the risks."5 Talk About It 2: How could an organization make sure it's being ethical in controlling employees' behaviors and still achieving • McDonald's Japan has apologized to customers and vowed organizational goals? He is currently professor emeritus in management at San Diego State.Dr. Robbins's research interests have focused on conflict, power, and politics in organizations, behavioral decision making, and the development of effective interpersonal skills. Also available with MyLab Management MyLab(TM) Management is an online homework, tutorial, and assessment program designed to work with this text to engage students and improve results. If you would like to purchase both the physical text and MyLab Management search for: 0134303172 / 9780134303178 Fundamentals of Management: Essential Concepts and Applications Plus MyLab Management with Pearson eText – Access Card Package Package consists of: 0134237471 / 9780134237473 Fundamentals of Management: Essential Concepts and Applications 0134240693 / 9780134240695 MyLab Management with Pearson eText – Access Card – for Fundamentals of Management: Essential Concepts and Applications Author: Format: PDF / EPUB / MOBI E-Books are now available on this website Works on PC, iPad, Android, iOS, Tablet, MAC) Note: Before I apologize, here I am not offering it for free, but you have to join our service, and get a trial period of 14-30 days, you can cancel it if it is uncomfortable. Why Is Control Important? They're the specific goals created during the planning process. The practical tools of management presented through in-depth practice Fundamentals of Management is the most engaging and up-to-date introduction to management resource on the market today. He is an experienced industry consultant, corporate trainer, public speaker, and board member. Most jobs and activities can be expressed in tangible and measurable terms. The selection of the wrong criteria can result in serious dysfunctional consequences. nothing Goals Standard Measure No actual is standard performance acceptable? 14, 2014; J. Davey, "UK grocer Go After Local Universities," kopeak, "What If Email Duncan, "Break Bad Habits," New Morrisons suffers payroll data theft," Washington Post Online, October 30, 2011; www.workforce York Times Online, December 5, Reuters, www.reuters.com/article/16, 2011; D. However, after the individual later committing suicide. It is subject to perception standard of customer service. Why? 14-2 Describe the When Maggie Fuentes joined Ohio-based Core Systems Social media such as Facebook and Twitter three steps in the as HR manager, she knew that her top priority was to reduce the center track and monitor information control process. Statistics report on only a few key areas and may often ignore other important, often subjective, factors. (See Exhibit 14-1.) If managers didn't control, they'd have no way of knowing whether goals and plans were being achieved and what future actions to take. social media monitoring room at the Palm Beach County Emergency Operations Center. An absence of turnover often can mean a complacent manager, one who's willing to accept mediocre employee performance. • Learning Outcomes 14-1 Explain the nature and importance of control. 458 444 CHAPTER 14 • Foundations of Control 445 What Is Control and Why Is It Important? Renaud, "To Re- in Communication," New York Times BREA2D00020140314, March Sports Isn't about Education," duce E-mail, Start at the Top," Har- Online, December 5, 2011; and P. But there's no assurance that activities are going as planned and that the goals employees and managers are working toward are, in fact, being attained. DeCenzo, Robin Stuart-Kotze. However, just stating goals or having employees accept goals doesn't guarantee that the necessary actions to accomplish those goals have been taken. Stephen P. Some control criteria are applicable to any management situation. Help Center Message Dialog Display Update Message 9780357517345 10001 [{ "catentry_id" : "1807515", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "1807514", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "3097157", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "3097159", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "3097158", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "3097155", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }, { "catentry_id" : "3097156", "Attributes" : { }, "ItemImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemImage467" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg", "ItemThumbnailImage" : "/wcsstore/CengageStoreFrontAssetStore/images/NolmageIcon.jpg" }] Fundamentals of Management (10th Edition) details Details Product: For Principles of Management courses. Given the varied advantages and disadvantages of each of these four measurement techniques, managers should use all four for comprehensive control efforts. She is currently professor emeritus of management at Missouri State University. Managers can't really know whether their units are performing properly until they've evaluated what activities have been done and have compared the actual performance with the desired standard. standard, and taking managerial action to correct deviations Personal observation provides firsthand, intimate knowledge of the actual activity—information that is not filtered through others. You can see a list of supported browsers in our Help Center. No Text Content! He was inducted into the U.S. Masters Track & Field Hall of Fame in 2005.Mary Coulter (Ph.D., University of Arkansas) held different jobs including high school teacher, legal assistant, and city government program planner before completing her graduate work. Empowering employees. The high frequency and people in need. We've detected that JavaScript is disabled in this browser. When subjected to the walk of shame was released and never charged he returned, he saw the machine running and assumed that with a crime. The faulty press had likely been either witnessing or experiencing the walk of shame. Powers, "The Phony 'Zero Wednesday,'" www.mediabistro.com/entrepreneur/2014/11/09/EmailAlarm," New York Times On- 61. The value of the control function can be seen in three specific areas: 1. 500 Million Registered Users on nicate Better," 2011. W. Management by walking around (MBWA) is a phrase used to describe when a manager is out in the work area, interacting directly with employees When a manager is out in the work area interacting with employees 448 Part 5 • Controlling Exhibit 14-2 The Control Process Is standard Yes Do being attained? To combat this, many high-end retailers have started placing large black plastic tags in highly visible places on dresses and other pricey clothing items.9 • No fast-food chain wants its employees doing gross stuff behind the scenes, but social media photos and videos of a Taco Bell employee licking a stack of taco shells, a Wendy's employee bending down at a Frosty machine with mouth wide open gobbling the treat, or a Domino's Pizza employee performing vulgar and unsanitary actions while preparing food have all shown up online.10 77 percent of executives say that the biggest threat to their organizations comes from within.11 Can you see now why controlling is such an important managerial function? Yeko Photo Studio/Shutterstock While high employee turnover is almost always dysfunctional, low turnover is not necessarily the best goal. However, any comprehensive control system needs to recognize the diversity of activities among managers. rity numbers and other personal information.4 Talk About It 1: What do you think of this "supposed" • After an above-ground radioactive release at a nuclear waste practice—positive and negative? Covering the essential concepts of management, it provides a solid foundation for understanding the key issues and offers a strong, practical focus, including the latest research on what works for managers and what doesn't. Employees might employees to excel at customer service that leads to customer loyalty. Keeping costs within budget is, therefore, a fairly common control measure. Hope you are pleased to join our service, and you can read all the books you want. We predict that you would, not surprisingly, exert most, if not all, of your effort toward doing well on the three exams. The company also was now commingled with unblemished quarters. Rovell, "Coaches.com, October 14, 2013; C. to better control product safety after objects including a tooth and plastic were found in food.6 • After a number of negatively publicized incidents on its cruise ships, Carnival Corporation accelerated its schedule of maintenance and other renovations.7 • A technical error on Walmart's Web site led to certain products showing unbelievably low prices (for instance, a 448 Part 5 • Controlling treadmill for \$33). But most activities can be broken down into objective segments that allow for measurement. However, the emotional distress of the incident led someone had changed the die in the machine. Thank you so much. • Gye, "Payroll details CNBC Sports Business Online, yard Business Review, September Allen, "One of the Biggest Informa- of 100,000 Morrisons staff included- 2013, 26; J. Decenzo (Ph.D., West Virginia University) is president of Coastal Carolina University in Conway, South Carolina. But that's why Managers must monitor whether goals that controlling is so important! In this chapter, we established as part of the planning we'll look at the fundamental elements of process are being accomplished efficiently controlling, including the control process, the and effectively. Target running for over an hour and thousands of the flawed coins Corporation denies that it has any such policy. Comprehensive controls and backup plans will help minimize work disruptions. Fundamentals of Management, 10th Edition is also available via Revel(TM), an interactive learning environment that enables students to read, practice, and study in one continuous experience. Low levels of employee turnover can be functional only if the right people—those who are the weakest performers—are the ones leaving. Hackers appeared to be looking for Social Security numbers. Robbins, David A. Unfortunately, in a time when quantitative information suggests objectivity, per- the luxury hotel chain known as the gold sonal observation is often considered an inferior information source. In addition to Fundamentals of Management, Dr. Coulter has published other books with Pearson including Management (with Stephen P. Control is important, therefore, because it's the only way that managers know whether organizational goals are being met and, if not, the reasons why. For example, a production manager in a paper tablet manufacturing plant might use measures of the quantity of tablets produced per day, tablets produced per labor hour, scrap tablet rate, or percentage of rejects returned by customers. What managers measure is probably more critical to the control process than how they measure. 14-1 Explain the nature "Bailout" was the magic word that cost Domino's control and importance Pizza 11,000 free pizzas. The error was not the result of hacking, but rather an internal glitch, and was quickly corrected.8 • Clothing return fraud costs U.S. retailers almost \$9 billion annually. How Do Managers Measure? Carr, "Put the Cost Back uk-morrisons-data-theft-IDUK- Ban of Twitter Proves College A. Suarez, market Suffers Payroll Data Theft, "Companies Tracking College team-communicate-better," "What We Would Miss," New York BBC News, www.bbc.com, March Athletes' Tweets, Facebook Posts November 9, 2014; M. Manager must protect organizational assets in the event that any of these should happen. That's what they do when types of controls that managers can use, and they control. But in the grade computation section of the syllabus, you notice that these assignments were not scored. 14, 2014; H. Although statistical information is easy to visualize and effective for showing relationships, it provides limited information about an activity. Robbins), Strategic Management in Action, and Entrepreneurship in Action. When shea67"s not busy writing, Dr. Coulter enjoys putting around in her flower gardens, trying new recipes, reading all different types of books, and enjoying many different activities with husband Ron, daughters and sons-in-law Sarah and James, and Katie and Matt, and most especially with her two grandkids, Brooklynn and Blake, who are the delights of her life!David A. Planning. He previously worked for Shell Oil Company and Reynolds Metals Company and has taught at the University of Nebraska at Omaha, Concordia University in Montreal, the University of Baltimore, Southern Illinois University at Edwardsville, and San Diego State University. NOTE: You are purchasing a standalone product MyLab Management does not come packaged with this content. Protecting the workplace. Richard Graulich/ZUMA Press/Corbis John Jamason, media and public information manager, talks to employees working in the What Takes Place as Managers Control? Killick, and K. nothing Compare actual No performance with standard Is variance Yes Do acceptable? Like statistical reports, they are slower yet more formal than firsthand or secondhand oral measures. Internet coupon for an ad campaign that was considered Management function that involves monitoring but not approved. As many did not elaborate on what guidance it gives managers on how to as 50,000 of the faulty coins entered circulation, setting off handle suspected employee theft or other work violations that a coin collector buying frenzy.3 could potentially involve law enforcement. He has been at Coastal since 2002 when he took over leadership of the E. Seventy-three percent of employers have taken efforts to address productivity killers at work.15 What Do Managers Measure? 447 14-3 Discuss the types of controls organizations and managers use. The widespread use of computers has led managers to rely increasingly on statistical reports for measuring actual performance. Apple bench- tual biases; what one manager sees, another might not. The 10th Edition has been updated with the latest coverage on hot topics such as sustainability, holacracy, the sharing economy, gamification, data analytics/big data, BYOD (bring your own device), and wearable technology. His books are currently used at more than 1,500 U.S. colleges and universities, as well as hundreds of schools throughout Canada, Latin America, Australia, New Zealand, Asia, and Europe.Dr. Robbins also participates in masters track competition. As president, Dr. DeCenzo has implemented a comprehensive strategic planning process, ensured fiscal accountability through policy and practice, and promoted assessment and transparency throughout the University. 3. The second reason controlling is important is because of employee empowerment. Certainly, subjective measures have significant limitations. 2. Engaging and fun videos and exercises motivate readers and give them the practice they need to become successful managers. Four common sources of information frequently control process used to measure actual performance include personal observation, statistical reports, oral reports, and written reports. 443 Controlling managers look for specific performance gaps and areas for improvement. But they don't always go as planned. No Yes Identify Revise cause of standard variation Correct performance Greeting customers with a handshake, and exchanging information about what's going on. Finally, this method suffers from obtrusiveness. A digital platform that offers help when and where you need it, lets you focus your study time, and provides practical learning experiences. Although the information is filtered, it is fast, allows for feedback, and permits expression and tone of voice as well as words themselves to convey meaning. severity of the company's injury rates not only affected employee morale but also resulted in lost workdays and affected the bottom line.13 Fuentes relied on the control process to turn this situation around. Robbins received his Ph.D. from the University of Arizona. Look at whether goals are being achieved! Control is the management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations. • At least 4 million records of federal government employees' If your professor has assigned this, go to the Assignments section personal data held by the Office of Personnel Management tion of mymanagementlab.com to complete these discussion were hacked. It permits intensive coverage because minor management by walking as well as major performance activities can be observed, and it provides opportunities for around (MBWA) the manager to read between the lines. 452 14-4 Discuss contemporary issues in control. Appropriate controls can help contemporary issues in control. At a Target store in Pasadena, California, an employee who was He stopped the machine and left for a meal break. In employee-oriented organizations where employees work closely together, this approach may Nati Harnik/AP Images CHAPTER 14 • Foundations of Control 449 be the best way to keep tabs on work performance. However, our technological capabilities have progressed in the past couple of decades to the point where oral reports can be efficiently taped and become as permanent as if they were written. The control process is a three-step process of (1) measuring actual performance, (2) comparing actual performance against a standard, and (3) taking managerial action to correct deviations or to address inadequate standards. This measuring device, however, isn't limited to computer outputs. • Stuart-Kotze,. Still, As you might imagine, some activities are more difficult to measure in quantifiable terms. Before joining the Coastal faculty in 2002, he served as director of partnership development in the College of Business and Economics at Towson University in Maryland. As the final step in the management process, controlling provides the critical link back to planning. But an effective control system can provide information and feedback on employee performance and minimize the chance of potential problems. Pro- Times Online, December 5, 2011; P. His books have sold more than 7 million copies and have been translated into 20 languages. (See Exhibit 14-2.) The control process describes that performance standards already exist, and they do. Discuss. interpret a manager's overt observation as a lack of confidence or a sign of mistrust. Also, most managers have budgets for their area of responsibility set in monetary units (dollars, pounds, francs, lire, and so on). Things is the final step in the management process. 445 14-2 Describe the three steps in the control process. The manager needs to determine what value a person, department, or unit contributes to the organization and then convert the contribution into standards. Case Applications Answers, Robbins, Stephen P. As the old saying goes, "The best-laid plans often go awry." The effective manager follows up to ensure that what employees are supposed to do is, in fact, being done and goals are being achieved. Dr. DeCenzo and his wife, Terri, have four children: Mark, Meredith, Gabriella, and Natalie, and reside in Pawleys Island, South Carolina. com, January 17, 2012; "Should news/staff-popular-east-belfast- Times Online, March 30, 2012; 59. Since turning 50 in 1993, hea67"s won 23 national championships and 14 world titles. E. Information can also be acquired through oral reports—that is, through conferences, meetings, one-to-one conversations, or telephone calls. Thus, the first step in control is measuring. In addition, written reports are usually easy to catalog and reference. On the other hand, the manager of an administrative unit in a government agency might use number of document pages produced per day, number of orders processed per hour, or average time required to process service calls. Many managers are reluctant to empower their employees because Exhibit 14-1 Planning—Controlling Link Controlling Planning Organizing Goals Standards Objectives Strategies Human Resource Comparison Plans Actions Management Leading Motivation Leadership Communication Individual and Group Behavior CHAPTER 14 • Foundations of Control 447 they fear something will go wrong for which they would be held responsible. Brown, 2011; N. This formality also often gives them greater comprehensiveness and conciseness than found in oral reports. Personal observation also consumes marked with Ritz-Carlton because it wants its a good deal of time. M. Management by walking around can smile, and a warm welcome is a practice pick up factual omissions, facial expressions, and tones of voice that may be missed by other Apple stores adopted from Ritz-Carlton. sources. web." Mail Online, www.dailymail.com, November 30, 2011. In fact, when you ask your professor about this, she replies that these writing assignments are for your own enlightenment and do not affect your grade for the course; grades are solely a function of how well you perform on the three exams. 9e19.pdf - Fundamentals of Management, Canadian Edition, Stephen P. Nalsky, "How Quitting Email Workplaces Curtail Email?" New restaurant-10210444, October 6, L. Actual performance may also be measured by written reports. Marketing managers often use measures such as percent of market held, number of customer visits per salesperson, or number of customer impressions per advertising medium. When a performance indicator cannot be stated in quantifiable terms, managers should look for and use subjective measures. The more a control system helps managers achieve their organization's goals, the better it is. His articles on these and other topics have appeared in such journals as Business Horizons, California Management Review, Business and Economic Perspectives, International Management, Management Review, Canadian Personnel and Industrial Relations, and The Journal of Management Education.Dr. Robbins is the worlda67"s best-selling textbook author in the areas of management and organizational behavior. Ho, quitting-email-helped-company-line, December 6, 2011; L. For instance, because all managers, by definition, direct the activities of others, criteria such as employee satisfaction or turnover and absenteeism rates can be measured. ing the number of employee injuries, which was well during storm emergencies to get help to above the industry average. Dr. DeCenzo is the author of numerous textbooks that are used widely at colleges and universities throughout the United States and the world. Besides, what we measure determines, to a great extent, what people in the organization will attempt to excel at.16 For example, assume that your instructor has required a total of 10 writing assignments from the exercises at the end of each textbook chapter. In Chapter 5, we described goals, which provide specific direction to employees and managers, as the foundation of planning. Historically, one of the major drawbacks of oral reports has been the problem of documenting information for later reference. To determine actual performance, a manager must first get information about it. How do you know a control system is effective? Simpson, "Wm Morrison Super- .com, February 21, 2012; C. In an effective organizational control system, managers are encouraged to identify and remove marginal employees. Dugan, "Twitter to Surpass Helped My Company Commu- York Times Online, December 7, 2015. However, when someone apparently typed "bailout" into a Domino's promotional code win- activities to ensure that they're being accomplished as planned and correcting any significant deviations down and found it was good for a free medium pizza, the word spread like wildfire on the Web. Planning can be done, an organizational structure created to facilitate efficient achievement of goals, and employees motivated through effective leadership. For instance, at the Ken Blanchard Companies in Escondido, California, managers are expected to hold one-on-one meetings with each of their employees at least once every two weeks.14 The advantages and disadvantages of this method of measuring performance are similar to those of personal observation. The final reason that managers control is to protect the organization and its assets.12 Organizations face threats from natural disasters, financial pressures and scandals, workplace violence, supply chain disruptions, security breaches, and even possible terrorist attacks. Somewhere, somehow, a lack of control cost the company big time.1 What Is Control? It also includes graphs, bar charts, and numerical displays of any form that managers can use for assessing performance. It is more difficult, for instance, for a manager to measure the performance of a medical researcher or a middle school counselor than of a person who sells life insurance. Each has its own particular strengths and weaknesses, but using a three-step process of measuring actual performance in combination of them increases both the number of input sources and the probability margin, comparing actual performance against a of receiving reliable information. Within its structured environment, students practice what they learn, test their understanding, and pursue a personalized study plan that helps them better absorb course material and understand difficult concepts. Specific goals ARE the performance standards. The company had prepared an of control. Please enable JavaScript or switch to a supported browser to continue using twitter.com.

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