

SOLUTION MANUAL MANAGEMENT 13TH EDITION BY RICHARD L. DAFT

CHAPTER 1

THE WORLD OF INNOVATIVE MANAGEMENT

CHAPTER OUTLINE

- 1-1. Management Competencies for Today's World
- 1-2. The Basic Functions of Management
 - 1-2A. Planning
 - 1-2B. Organizing
 - 1-2C. Leading
 - 1-2D. Controlling
- 1-3. Organizational Performance
- 1-4. Management Skills
 - 1-4A. Technical Skills
 - 1-4B. Human Skills
 - 1-4C. Conceptual Skills
 - 1-4D. When Skills Fail
- 1-5. Management Types
 - 1-5A. Vertical Differences
 - 1-5B. Horizontal Differences
- 1-6. What Is a Manager's Job Really Like?
 - 1-6A. Making the Leap: Becoming a New Manager
 - 1-6B. Manager Activities
 - 1-6C. Manager Roles
- 1-7. Managing in Small Businesses and Nonprofit Organizations

ANNOTATED LEARNING OUTCOMES

After studying this chapter, students should be able to:

1. *Describe five management competencies that are becoming crucial in today's fast-paced and rapidly changing world.*

Competencies include enabling, leading teams, collaborating (including social media), empowering employees, and mobilizing for change. Instead of being a controller, today's effective manager is an *enabler* who helps people do and be their best. Managers collaborate by helping people get what they need, removing obstacles, providing learning opportunities, and offering feedback, coaching, and career guidance. Instead of "management by keeping tabs,"

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Table of Contents Instructors Resources Manual Pearson

1. Understanding the eBook Instructors Resources Manual Pearson
 - The Rise of Digital Reading Instructors Resources Manual Pearson
 - Advantages of eBooks Over Traditional Books
2. Identifying Instructors Resources Manual Pearson
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Instructors Resources Manual Pearson
 - User-Friendly Interface
4. Exploring eBook Recommendations from Instructors Resources Manual Pearson
 - Personalized Recommendations
 - Instructors Resources Manual Pearson User Reviews and Ratings
 - Instructors Resources Manual Pearson and Bestseller Lists

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 - Instructors Resources Manual Pearson Public Domain eBooks
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 - Highlighting and Note-Taking Instructors Resources Manual Pearson
 - Interactive Elements Instructors Resources Manual Pearson
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 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Instructors Resources Manual Pearson
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 - Creating a Diverse Reading Collection Instructors Resources Manual Pearson
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Instructors Resources Manual Pearson
 - Setting Reading Goals Instructors Resources Manual Pearson
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Instructors Resources Manual Pearson
 - Fact-Checking eBook Content of Instructors Resources Manual Pearson
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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