MindTap Quick Start Guide

Leadership and Management: Theory and Practice
Kris Cole

Leadership & Management: Theory & Practice by Kris Cole focuses on comprehensive coverage of the core management units within the Diploma of Leadership and Management BSB51915 and Certificate IV in Leadership and Management BSB42015. This market-leading textbook provides students with rigorous information while balancing the key topics with a practical approach, through real-life case studies, examples and problem-solving techniques. It uses everyday business terms and language, putting management in a context that makes it easy to understand for all types of learners.

### 3 Key Features

<table>
<thead>
<tr>
<th>Activity</th>
<th>Where to find it – an example</th>
<th>What is it</th>
<th>Why it matters</th>
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</table>
| You make the decision cases | 1. Part 1: Understanding your organisation  
2. You make the decision case: Global | You make the decision cases  
These activities put students in the shoes of a manager and asks them to make decisions based on chapter concepts. Each student has a unique experience and different results from these branching activities. | Enhances the student learning experience through real-world decision making |
| Self-assessments | 1. Part 3: Leading and managing others  
2. Chapter 14: Leading today’s teams  
3. Engage  
4. Self-assessment: Are you ready to work internationally? | Self-assessments  
This engagement activity asks students to take a short survey. After students take the survey, they are given an interpretation to get a better sense of where their skills are currently at. Self-assessment is followed by short quiz to determine if students understand key concepts. These are intended to be completed before reading or class. | Reflection and self-assessment to apply knowledge evidence, and enhance the student journey |
| Concept clip videos | 1. Part 5: Workplace practice  
2. Chapter 26: Solving problems and making decisions  
3. APPLY Videos  
4. Concept clip: Certainty/uncertainty | Concept clip videos  
Detailed animations that teach core concepts with narrated audio. | The concept clips can be incorporated into a media-rich blended learning strategy. |

*See it in the Cengage Mobile app*
# MindTap Learning Path

**Leadership and Management, 7th edition**

Kris Cole

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<thead>
<tr>
<th>Learning path location</th>
<th>Activity</th>
<th>How many</th>
<th>What is it</th>
<th>Seat time</th>
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<tbody>
<tr>
<td><strong>PART</strong></td>
<td>‘You make the decision’ Branching Activities</td>
<td>1 per part</td>
<td>These activities put students in the shoes of a manager and asks them to make decisions based on chapter concepts. Each student has a unique experience and different results from these branching activities.</td>
<td>15-20 minutes</td>
<td>These activities let students make real-world decisions and experience the results of their actions.</td>
</tr>
<tr>
<td><strong>ENGAGE</strong></td>
<td>Self-Assessment</td>
<td>In chapters 1, 2, 4-16, 19, 24, 26, 27</td>
<td>This engagement activity asks students to take a short survey. After students take the survey, they are given an interpretation to get a better sense of where their skills are currently at. Self-assessment is followed by short quiz to determine if students understand key concepts. These are intended to be completed before reading or class.</td>
<td>10 minutes</td>
<td>This activity helps to increase student engagement in Management. It introduces chapter content in a way that allows students to reflect on their own knowledge, making the chapter content more relevant to students.</td>
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<tr>
<td><strong>LEARN</strong></td>
<td>Readings</td>
<td>In all chapters</td>
<td>This is where the core text content lives. It is an interactive eReader with integrated tools for students and instructors, including interactive figures that help bring concepts to life. Students can search, jump to sections, highlight, take notes, have the text read aloud, define words and more.</td>
<td>Varies by student</td>
<td>This interactive eReader serves as a foundation and reference of content for the course</td>
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<td></td>
<td>Concept-Check Quiz (in-line)</td>
<td>In all chapters</td>
<td>Concept Check Quizzes are automatically graded assignments that assess students’ basic understanding of key concepts presented in each section of the chapter.</td>
<td>2-3 mins per quiz (multiple quizzes per chapter)</td>
<td>These questions ensure that students are familiar with basic concepts before coming to class so you can go further with the time you have, building upon that base level of knowledge.</td>
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<td><strong>LEARN</strong></td>
<td>Case studies, Checklists, Templates and Self-tests (in-line)</td>
<td>In all chapters</td>
<td>These downloadable activities appear while the student is reading through the chapter. They include additional real world scenarios, management templates and checklists, and quick self-tests to support students to reflect on their own management techniques.</td>
<td>5 minutes</td>
<td>These activities help students to extend their learning and think about how it can be applied in real-world scenarios.</td>
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<td><strong>APPLY</strong></td>
<td>Concept Clips</td>
<td>In chapters 1, 2, 4-16, 19, 24, 26, 27</td>
<td>Detailed animations that teach core concepts with narrated audio.</td>
<td>2 minutes per video</td>
<td>Students gain understanding from alternative media-rich explanations of core concepts.</td>
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<td><strong>REVISE</strong></td>
<td>Quizzes</td>
<td>In all chapters</td>
<td>Interactive quizzes covering all chapter concepts are applied to Management scenarios and are automatically graded.</td>
<td>10 minutes</td>
<td>These quizzes help to move students beyond basic understanding, requiring them to apply their knowledge rather than simply recalling information from the chapter.</td>
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<tr>
<td><strong>ASSESS</strong></td>
<td>Test bank</td>
<td>In CNOW app</td>
<td>Instructor assignable questions available through the CNOW app. Each chapter includes approximately 30 different questions of the following types: multiple choice, true false and fill-in the blank.</td>
<td>Varies</td>
<td>These assessment questions help you create, customise and deliver tests in minutes.</td>
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## Digital contents

**Leadership and Management, 7th edition**  
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<td><strong>Part 1 Understanding your organisation</strong></td>
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| **Chapter 1** The changing world of work | You Make The Decision Case: Global  
Self-Assessment: Do you think like an entrepreneur  
Concept Clip: Classical Management Theory  
Concept Clip: Global strategies |
| **Chapter 2** The internal environment | Self-Assessment: What is your strategy strength  
Concept clip: Skills used at different management levels  
Concept Clip: Environment  
Concept Clip: Market entry strategies  
Concept Clip: Stakeholders  
Concept Clip: Types of Organizations  
Concept Clip: Porter's competitive strategies  
Concept Clip: Porter's competitive forces  
Concept Clip: Levels of strategy  
Concept Clip: Boston Consulting Group Matrix |
| **Chapter 3** The formal organisation | Concept Clip: Centralisation/Decentralisation  
Concept Clip: Organisational Design Based on the Environment  
Concept Clip: Types of Organisations  
Concept Clip: Line vs. staff authority  
Concept Clip: Bureaucratic vs. Decentralised control |
| **Chapter 4** The informal organisation | Self-Assessment: What is your level of ethical maturity  
Concept Clip: Elements of culture  
Concept Clip: Levels of culture  
Concept Clip: Kohlberg's moral development |
| **Part 2 Managing yourself** | |
| **Chapter 5** Strengthening your personal skills | You Make The Decision Case: Organising  
Self-Assessment: Are you ready to be a manager |
| **Chapter 6** Communicating with influence | Self-Assessment: Do you focus on what others say  
Concept Clip: Perception  
Concept Clip: Communication process  
Concept Clip: Channel richness  
Concept Clip: Upward, downward, horizon, diagonal communication |
| **Chapter 7** Presenting information and negotiating persuasively | Self-Assessment: Are you self-confident  
Concept Clip: Stages of team development  
Concept Clip: Integrative negotiation |
| **Chapter 8** Building effective working relationships | Self-Assessment: Task versus people orientation  
Concept Clip: Big Five personality factors  
Concept Clip: Myers-Briggs Traits |
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| Chapter 9  
Managing your personal productivity | Self-Assessment: Does goal setting fit your management style |
| **Part 3 Leading and managing others** | |
| Chapter 10  
Understanding leadership | **You Make The Decision Case:** Leadership  
Self-Assessment: Are you a new-style or an old-style manager  
Concept Clip: Management functions  
Concept Clip: Humanistic Management Theory  
Concept Clip: Transactional/transformational leadership |
| Chapter 11  
Understanding engagement, motivation and retention | Self-Assessment: Are you engaged or disengaged  
Concept Clip: Types of compensation  
Concept Clip: Equity theory  
Concept Clip: Expectancy theory  
Concept Clip: Reinforcement theory |
| Chapter 12  
Assigning work and delegating duties | Self-Assessment: How do you like to work |
| Chapter 13  
Building productive work teams | Self-Assessment: Getting the right people on the bus  
Concept Clip: Managerial roles  
Concept Clip: Team cohesiveness  
Concept Clip: Conflict |
| Chapter 14  
Leading today’s teams | Self-Assessment: Are you ready to work internationally |
| Chapter 15  
Providing formal and informal performance guidance | Self-Assessment: Improvement attitude  
Concept Clip: Organisational development  
Concept Clip: Performance evaluations/appraisals  
Concept Clip: Balanced scorecard |
| Chapter 16  
Managing underperformance | Self-Assessment: What are your leadership beliefs  
Concept Clip: Sexual harassment |
| **Part 4 Managing operations** | |
| Chapter 17  
Managing budgets and financial plans | **You Make The Decision Case:** Planning  
Concept Clip: Debt vs. Equity financing |
| Chapter 18  
Providing quality and engaging with customers | Readings, quizzes and other learning path features as per ‘MindTap Learning Path’ |
| Chapter 19  
Increasing performance and productivity with the Five keys, continuous improvement and innovation | Self-Assessment: Do you have true determination  
Concept Clip: Horizontal linkage model  
Concept Clip: TQM tools |
| Chapter 20  
Developing, managing and monitoring operational plans | Concept Clip: Business plan |
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<td>Chapter 21 <em>Planning and managing projects</em></td>
<td>Concept Clip: Goal setting vs. planning</td>
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| Chapter 22 *Identifying and managing risks* | Concept Clip: Contingency Theory  
Concept Clip: Impact of environment on organisation  
Concept Clip: Hofstede's value dimensions  
Concept Clip: Strategic planning process |
| Chapter 23 *Managing for sustainability* | Readings, quizzes and other learning path features as per ‘MindTap Learning Path’ |
| Chapter 24 *Introducing and leading change* | Self-Assessment: Are you fit for managerial uncertainty  
Concept Clip: Resistance to change  
Concept Clip: Force-Field analysis |

**Part 5 Workplace practice**

| Chapter 25 *Leading and attending meetings* | You Make The Decision Case: Strategy  
Readings, quizzes and other learning path features as per ‘MindTap Learning Path’ |
| Chapter 26 *Solving problems and making decisions* | Self-Assessment: How do you make decisions  
Concept Clip: Certainty/uncertainty  
Concept Clip: Rational vs. Realistic decision making |
| Chapter 27 *Using systematic, analytical tools and techniques* | Self-Assessment: Which side of your brain do you use |
| Chapter 28 *Recruiting and inducting employees* | Concept Clip: Selection tools |
| Chapter 29 *Encouraging a learning environment and developing employees* | Readings, quizzes and other learning path features as per ‘MindTap Learning Path’ |
| Chapter 30 *Ensuring a safe and healthy workplace* | Inline: Concept Check questions, case studies & templates  
Revision Quiz: Chapter 30 |
| Chapter 31 *Managing for psychological safety and wellbeing* | Inline: Concept Check questions, case studies & self-tests  
Revision Quiz: Chapter 31 |
| Chapter 32 *Moving from diversity to inclusion* | Self-Assessment: Do you have gender and authority bias  
Concept Clip: Discrimination vs. affirmative action  
Concept Clip: Ethnocentrism vs. ethnorelativism |