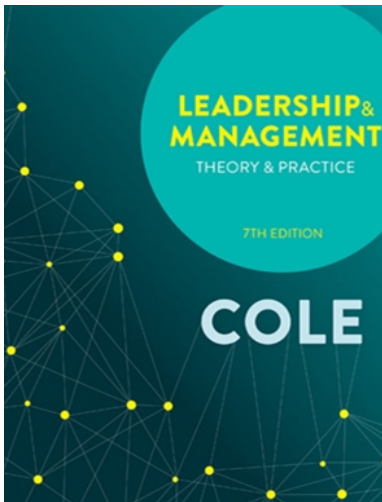


MindTap Quick Start Guide



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

Activity	Where to find it – an example	What is it	Why it matters
You make the decision cases	<ol style="list-style-type: none"> 1. Part 1: Understanding your organisation 2. You make the decision case: Global 	<p>You make the decision cases</p> <p>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.</p>	Enhances the student learning experience through real-world decision making
Self-assessments	<ol style="list-style-type: none"> 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? 	<p>Self-assessments</p> <p>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.</p>	Reflection and self-assessment to apply knowledge evidence , and enhance the student journey
Concept clip videos	<ol style="list-style-type: none"> 1. Part 5: Workplace practice 2. Chapter 26: Solving problems and making decisions 3. APPLY Videos 4. Concept clip: Certainty/uncertainty <p><i>See it in the Cengage Mobile app</i></p>	<p>Concept clip videos</p> <p>Detailed animations that teach core concepts with narrated audio.</p>	The concept clips can be incorporated into a media-rich blended learning strategy.

MindTap Learning Path

Leadership and Management, 7th edition

Kris Cole

Learning path location	Activity	How many	What is it	Seat time	Why it matters
PART	'You make the decision' Branching Activities	1 per part	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.	15 -20 minutes	These activities let students make real-world decisions and experience the results of their actions.
ENGAGE	Self-Assessment	In chapters 1, 2, 4-16, 19, 24, 26, 27	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.	10 minutes	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.
LEARN	Readings	In all chapters	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.	Varies by student	This interactive eReader serves as a foundation and reference of content for the course
	Concept-Check Quiz (in-line)	In all chapters	Concept Check Quizzes are automatically graded assignments that assess students' basic understanding of key concepts presented in each section of the chapter.	2-3 mins per quiz (multiple quizzes per chapter)	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.

Learning path location	Activity	How many	What is it	Seat time	Why it matters
LEARN	Case studies, Checklists, Templates and Self-tests (in-line)	In all chapters	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.	5 minutes	These activities help students to extend their learning and think about how it can be applied in real-world scenarios.
APPLY	Concept Clips	In chapters 1, 2, 4-16, 19, 24, 26, 27	Detailed animations that teach core concepts with narrated audio.	2 minutes per video	Students gain understanding from alternative media-rich explanations of core concepts.
REVISE	Quizzes	In all chapters	Interactive quizzes covering all chapter concepts are applied to Management scenarios and are automatically graded.	10 minutes	These quizzes help to move students beyond basic understanding, requiring them to apply their knowledge rather than simply recalling information from the chapter.
ASSESS	Test bank	In CNOW app	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.	Varies	These assessment questions help you create, customise and deliver tests in minutes.

Digital contents

Leadership and Management, 7th edition

Kris Cole

Topic/Chapter	Digital resources and activities
Part 1 Understanding your organisation	
Chapter 1 <i>The changing world of work</i>	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 <i>The internal environment</i>	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 <i>The formal organisation</i>	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 <i>The informal organisation</i>	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 <i>Strengthening your personal skills</i>	You Make The Decision Case: Organising Self-Assessment: Are you ready to be a manager
Chapter 6 <i>Communicating with influence</i>	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 <i>Presenting information and negotiating persuasively</i>	Self-Assessment: Are you self-confident Concept Clip: Stages of team development Concept Clip: Integrative negotiation
Chapter 8 <i>Building effective working relationships</i>	Self-Assessment: Task versus people orientation Concept Clip: Big Five personality factors Concept Clip: Myers-Briggs Traits

Topic/Chapter	Digital resources and activities
Chapter 9 <i>Managing your personal productivity</i>	Self-Assessment: Does goal setting fit your management style
Part 3 Leading and managing others	
Chapter 10 <i>Understanding leadership</i>	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 <i>Understanding engagement, motivation and retention</i>	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 <i>Assigning work and delegating duties</i>	Self-Assessment: How do you like to work
Chapter 13 <i>Building productive work teams</i>	Self-Assessment: Getting the right people on the bus Concept Clip: Managerial roles Concept Clip: Team cohesiveness Concept Clip: Conflict
Chapter 14 <i>Leading today's teams</i>	Self-Assessment: Are you ready to work internationally
Chapter 15 <i>Providing formal and informal performance guidance</i>	Self-Assessment: Improvement attitude Concept Clip: Organisational development Concept Clip: Performance evaluations/appraisals Concept Clip: Balanced scorecard
Chapter 16 <i>Managing underperformance</i>	Self-Assessment: What are your leadership beliefs Concept Clip: Sexual harassment
Part 4 Managing operations	
Chapter 17 <i>Managing budgets and financial plans</i>	You Make The Decision Case: Planning Concept Clip: Debt vs. Equity financing
Chapter 18 <i>Providing quality and engaging with customers</i>	Readings, quizzes and other learning path features as per 'MindTap Learning Path'
Chapter 19 <i>Increasing performance and productivity with the Five keys, continuous improvement and innovation</i>	Self-Assessment: Do you have true determination Concept Clip: Horizontal linkage model Concept Clip: TQM tools
Chapter 20 <i>Developing, managing and monitoring operational plans</i>	Concept Clip: Business plan

Topic/Chapter	Digital resources and activities
Chapter 21 <i>Planning and managing projects</i>	Concept Clip: Goal setting vs. planning
Chapter 22 <i>Identifying and managing risks</i>	Concept Clip: Contingency Theory Concept Clip: Impact of environment on organisation Concept Clip: Hofstede's value dimensions Concept Clip: Strategic planning process
Chapter 23 <i>Managing for sustainability</i>	Readings, quizzes and other learning path features as per 'MindTap Learning Path'
Chapter 24 <i>Introducing and leading change</i>	Self-Assessment: Are you fit for managerial uncertainty Concept Clip: Resistance to change Concept Clip: Force-Field analysis
Part 5 Workplace practice	
Chapter 25 <i>Leading and attending meetings</i>	You Make The Decision Case: Strategy Readings, quizzes and other learning path features as per 'MindTap Learning Path'
Chapter 26 <i>Solving problems and making decisions</i>	Self-Assessment: How do you make decisions Concept Clip: Certainty/uncertainty Concept Clip: Rational vs. Realistic decision making
Chapter 27 <i>Using systematic, analytical tools and techniques</i>	Self-Assessment: Which side of your brain do you use
Chapter 28 <i>Recruiting and inducting employees</i>	Concept Clip: Selection tools
Chapter 29 <i>Encouraging a learning environment and developing employees</i>	Readings, quizzes and other learning path features as per 'MindTap Learning Path'
Chapter 30 <i>Ensuring a safe and healthy workplace</i>	Inline: Concept Check questions, case studies & templates Revision Quiz: Chapter 30
Chapter 31 <i>Managing for psychological safety and wellbeing</i>	Inline: Concept Check questions, case studies & self-tests Revision Quiz: Chapter 31
Chapter 32 <i>Moving from diversity to inclusion</i>	Self-Assessment: Do you have gender and authority bias Concept Clip: Discrimination vs. affirmative action Concept Clip: Ethnocentrism vs. ethnorelativism