

P R E F A C E

There is no doubt that the world has changed, is changing, and continues to change. The dynamic nature of today's organizations means both rewards and challenges for those individuals who will be managing these organizations. Management is a dynamic discipline and a textbook on the subject must constantly undergo significant changes to prepare you to manage under these conditions. Therefore, we've carefully revised this seventh edition of *Management* to provide you with the best possible understanding of what it means to be a manager. We've retained the basic four-functions approach (planning, leading, controlling, organizing) as well as content and features that have proven successful in previous editions. We have also added new topics and features that better reflect the field of management and capture its excitement in the twenty-first century.

RETAINED FROM THE PREVIOUS EDITION

Adopters continually praise this book for its strong applications orientation. This is not just a book describing management theories. In addition to including explanatory examples (which most other textbooks now do), we go out and talk with real managers. Then we bring their experiences to our readers. No other textbook has so successfully blended management theory with management practice. And based on feedback that we get from faculty and students, we remain confident that this new edition continues to make management concepts meaningful and to excite readers about the possibilities for careers in management. We'd like to describe some of the features we have retained in this edition.

- *Management Today*. Each chapter opens with a story about a real-life challenge that a manager has had to face. The managers in these sections come from a variety of organizations, mostly in Canada, with a few examples from other countries. These sections give a broad overview of what it's like to be a manager in Canada—from entrepreneurial owner/operators of small businesses like Noelle Chalifoux and Jim Carson of Kingston-based Envirotreks to CEOs of huge organizations such as Terry Matthews of Ottawa-based March Networks.
- *Case Applications*. Every chapter includes a Case Application that concerns issues raised in the specific chapter, and asks questions that seek to broaden the student's understanding of these issues. All of the Case Applications are new to this edition.
- *Video Cases*. The CBC program *Venture* is used to expand even further on topics covered in the major sections of the book. All of the Video Cases are new to this edition, and are accompanied by written cases that can be used on their own, without necessarily watching the videos.
- *Emphasis on Workforce Diversity, Thinking Critically About Ethics and Managing Your Career*. These topics are important to today's management students. We have chosen to continue these topics by highlighting them in boxed features throughout various chapters.
- *Writing Style*. This revision continues the authors' commitment to present management concepts in a lively and conversational style. We carefully blend theories and examples. Our goal is to present chapter material in an interesting and relevant manner without oversimplifying the discussion. Of course, writing style is a subjective interpretation; only you can judge whether we've successfully achieved our goal.

NEW TO THIS EDITION

We want our readers to know that we listened to what you were telling us. A couple of the major changes that we've made in *Management*, Canadian Seventh Edition, bring back the "tried and true." However, there are also several new content topics and features that have been included in this revision. New topics include e-business, stakeholder relationship management, virtual teams, team building, workplace violence, high performance organizations, value chain management, and work-life balance. The research base also has been updated to provide you with the most current thinking in management. In addition, we've added some new features that we think reflect the changing world of management. Here's a short description of the additions and changes we've made.

- *Managing in an E-Business World Boxed Topics.* One major change that managers must deal with in today's organizations is managing in an e-business world. Because of its importance and relevance to many different managerial topics, we chose to present this material in a boxed feature in several chapters. In these discussions, we look at important issues that managers face as they attempt to effectively manage in an e-business world. For example, some of the topics we address include the following: Planning: How Will it Work in E-Businesses?; Leadership in a Digital World; Nurturing Innovation in E-business Organizations; and Motivational Issues in E-Business Organizations.
- *Managing Entrepreneurial Ventures.* Entrepreneurship is playing an increasingly important role in economies around the world, and an increasing number of students are choosing careers as entrepreneurs. Effective management is just as important in entrepreneurial ventures as it is in large, corporate organizations. We think entrepreneurship is such an important topic that we address issues associated with managing entrepreneurial ventures in five separate sections including The Context of Entrepreneurship, Start-Up and Planning Issues, Organizing Issues, Leading Issues, and Controlling Issues. These separate sections on entrepreneurship can be easily located by the tinted pages after Parts 2, 3, 4, 5, and 6.
- *Internet and Team Exercises.* The pervasiveness of the Internet and teamwork in organizations led us to design two new exercises at the end of every chapter. The first, called Log On, is an Internet-based assignment that explores and exploits the many helpful resources available on the Internet. Also, because many of you work on team class projects throughout your university career and are likely to work on teams throughout your work career, we've included a team-based exercise called Working Together that explores and builds on concepts or theories presented in the chapter.
- *Completely Revised Operations Management Chapter.* The operations management chapter has been totally rewritten around the concept of value chain management. As organizations look for ways to effectively and efficiently "produce" their product or service, they're applying the concepts of value chain management. We believe that the completely revised chapter better reflects the realities of managing operations in today's environment.
- *Major Changes to Planning Chapter.* Planning is one of the four important functions that managers perform. The chapter on planning has been rewritten to reflect more accurately what's involved with "doing" planning.
- *New Chapter on Managerial Communication and Information Technology.* Based on feedback from reviewers, we brought back the conceptual material on communication from the fifth edition and updated it to reflect what managers need to know about communication and information technology.
- *Early Motivation and Leadership Theories Moved Back to Respective Chapters.* Similarly, based on comments from reviewers, we moved the discussions of early motivation and leadership theories back to their respective chapters. Although we

thought our approach to the historical development of managerial thought presented in the last edition of the book made sense, faculty told us they preferred the more conventional approach. We listened.

- *Managing in Canada and the World Photo Sections.* Throughout the book there are pictures of Canadian managers doing business internationally, or working for a foreign organization. Each of these has the Managing in Canada and the World heading, and a caption underneath showing some aspects of what it is like to manage in today's global marketplace.
- *Managing in an E-Business World Photo Sections.* As mentioned above, e-business is a challenging aspect of management today. We feature photos throughout this textbook of managers succeeding (and sometimes failing) in the intricacies of e-business.
- *Young Canadians Photo Sections.* We included these photo sections in the last edition of this book, but this time we have given more depth to captions included with them. Each of these photos portrays a young Canadian manager and relates to material discussed in each particular chapter.

IN-TEXT LEARNING AIDS

A good textbook should teach as well as present ideas. Toward that end, we've tried to make this book an effective learning tool. We'd like to point out some specific pedagogical features that we designed to help readers better assimilate the material presented.

- *Chapter Learning Objectives.* Before you start a trip, it's valuable to know where you're headed. That way, you can minimize possible problems or detours. The same holds true in reading a textbook. To make your learning more efficient, each chapter opens with a list of learning objectives that describe what you should be able to do after studying the chapter. These objectives are designed to focus your attention on the major issues within each chapter.
- *Chapter Summaries.* Just as objectives clarify where you're going, chapter summaries remind you of where you've been. Each chapter concludes with a concise summary organized around the opening learning objectives.
- *Key Terms.* Every chapter highlights a number of key terms that you'll need to know. These terms are highlighted in bold print when they first appear and are defined at that time in the adjoining margin.
- *Thinking Critically About Ethics.* Being able to think critically about issues is important for managers. In the body of every chapter, you'll find a "Thinking Critically About Ethics" box. This learning aid provides material that stresses the ethical values in managerial decisions.
- *Thinking About Management Issues Questions.* Every chapter has five questions that are designed to get you to think about management issues. These questions require you to demonstrate that you not only know the key facts in the chapter but also can apply those facts in dealing with more complex issues.
- *Case Application and Questions.* Each chapter includes a case application and questions for analysis. A case is simply a description of a real-life managerial situation. By reading and analyzing the case and answering the questions at the end of the case, you can see if you understand and can apply the management concepts discussed in the chapter.

SUPPLEMENTS

The seventh edition supplements package has been revised and expanded to include increased media integration, technology, and test questions for your classroom needs.

- **Instructor's Manual: The Multi-Media Guide** — In addition to extensive chapter outlines, teaching notes to various boxed elements, and notes to all video cases, the Instructor's Manual contains integrated media teaching tips in a design unique to the seventh edition.
- **Test Item File** — The test item file contains over 2000 multiple-choice, true/false, and short essay questions. Answers, with page references, are given for all objective questions and suggested answers are provided for essay questions. All questions are rated by level of difficulty (easy, moderate, challenging). Available in print and electronic formats.
- **Pearson TestGen** — The Pearson TestGen is a special computerized version of the Test Item File that enables instructors to view and edit the existing questions, add questions, generate tests, and print the tests in a variety of formats. Powerful search and sort functions make it easy to locate questions and arrange them in any order. TestGen also enables instructors to administer tests on a local area network, have the tests graded electronically, and have the results prepared in electronic or printed reports. Issued on a CD-ROM, the Pearson TestGen is compatible with IBM or Macintosh systems.
- **PowerPoint Electronic Transparencies** — More than 400 slides culled from the textbook, or specifically designed to complement chapter content, are available electronically in PowerPoint.
- **Instructor's Resource CD-ROM** — Contains the electronic IM, Pearson TestGen, and PowerPoint Transparencies.
- **CBC/Pearson Education Canada Video Library** — A new video series that includes recent segments from *Venture*, is available with this seventh edition. The six video segments complement topics covered in the six parts of the text. Each case is described briefly and a short series of questions is included to stimulate discussion. The videos are also included in the **CD-ROM** that accompanies this edition of the text.
- **Companion Website** — The Companion Website at www.pearsoned.ca/robbins is a handy reference for students. The site includes learning objectives; multiple choice, true/false, and short answer questions; Internet exercises; Weblinks to related sites; PowerPoint presentations; a Glossary; NetNews; WebSearch; and FAQs.
- **Management Multimedia CD-ROM** — To encourage students' use of technology and the Internet to enhance their classroom experience, each copy of this text includes a free copy of the Management Multimedia CD-ROM. The CD-ROM contains the following valuable resources:
 - **Video Interviews** — Featuring question-and-answer format videos with real managers reflecting on their experiences in the workplace.
 - **CBC Video Cases** — Featuring the CBC videos that correspond to accompanying cases in the text.
 - **Self-Assessment Library** — Self-assessment instruments organized around individual, group, and organization. Each of the 45 automatically graded, self-scoring exercises generates individual analyses that can be saved for future reference, or printed as a homework assignment.
 - **Companion Website** — Featuring a link to the Companion Website, which contains automatically graded quiz questions, Weblinks, and other resources.

- **Mastering Management from the Mastering Business Series** — The multimedia tool that means business. Mastering Business is a technologically innovative CD-ROM that uses video and interactive exercises to actively engage students in learning core business concepts across core business disciplines. For more information, pricing, or to request a Mastering Business CD-ROM, please contact your local sales representative.
- **WebCT** — This robust Course Management System includes page tracking, progress tracking, class and student management, gradebook, communication, calendar, reporting tools, and more. <http://int.pearsoned.com/webct/>
- **Blackboard** — Prentice Hall now makes its class-tested online course content available in Blackboard's easy-to-use interface. <http://int.pearsoned.com/blackboard/>
- **CourseCompass** — <http://www.coursecompass.com/ccindex.html>

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