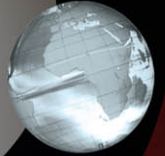


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*To my wife, Laura
Steve*

*To my husband, Ron
Mary*

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Welcome to the thirteenth edition of *Management!* The workplace and the field of management have changed a lot since the first edition of this book appeared in 1984. This book, of course, has changed along with them. As new theories and research have been published, expanding our knowledge about what makes an effective manager, we changed the book to reflect it. What you have before you, then, is a summary of the latest knowledge on effective management. But students have also changed a lot since 1984. Today's students want more relevance from their management textbook. They want both knowledge and skills. Students want to leave class knowing what management is all about but also with the skills necessary to help them succeed in today's workplaces...whether in an accounting firm, a manufacturing organization, a retail business, a marketing services company, a high-tech firm, or a government agency. Despite the changing face of today's workplace and workforce, certain skills are essential for both being an effective and efficient employee and for moving into a managerial path. These skills are the focus of our new *It's Your Career* chapter openers, which cover skills ranging from managing time and being self aware to being a pro at giving feedback and being change ready.

Key Changes to the 13th Edition

- *Our book is solidly skill- and career-focused.*
- *Our book will prepare your students for the job market.*

Other Important Changes

- A Future Vision feature is found in each chapter, giving a sneak peak at what the work world may look like for your students.
- A Personal Inventory Assessment (PIA) has been included in each chapter.
- The decision making chapter has been moved to the introductory Part 1 because everything a manager does involves decision making.
- Part 2 has been expanded to include chapters dealing with the basics of managing in today's workplace—environment/culture (Chapter 3), global scope (Chapter 4), diversity (Chapter 5), social responsibility/ethics (Chapter 6), and change/innovation (Chapter 7).
- The control chapter (Chapter 18) has been moved to its own part (Part 6).
- MyManagementLab components are clearly linked to chapter material.
- Current and timely topics—including big data, gamification, wearable technology, and social media, among others—have been added.

We've listened to what you and employers are saying. In response, we've focused this revision of *Management* on emphasizing the work skills that both future managers and successful employees need. To get a good job, it's no longer enough to "have a college degree" or "have good grades." Today's grads need to be able to hit the ground running. That means students have to be developing the right skills to prepare themselves for that good job! We help them do this in two ways: First, our new *It's Your Career* chapter openers. These openers are written about critical work skills that employers are looking for and include information about the skill and an author-created MyManagementLab component that tests students' comprehension of this skill. The first step in gaining and being able to exhibit a skill is *knowing* what that skill involves. Here's a list of these skills (in chapter order): managing time, being a better decision maker, reading an organization's culture to find one where you'll be happy, developing your global perspective, finding a great mentor, being ethical when no one else seems to be,

being change ready, setting goals, learning your personal strengths and weaknesses, delegating, staying in the organizational loop, acing your interviews, maximizing outcomes through negotiation, knowing how men and women communicate, being self aware, knowing what motivates you, becoming a leader, and giving feedback like a pro. Second, we have retained our end-of-chapter skill exercises that provide a thorough discussion of additional skills and give students opportunities to “practice” these skills.

In addition to our skills emphasis, we have included in this revision a *Future Vision* feature in each chapter. Although no one has a perfectly accurate window to the future, certain trends in place today offer insights into what tomorrow’s work world will be like. We provide a sneak peek into that work world your students are likely to be encountering.

We also made some changes in the Table of Contents. We moved the decision making chapter to the first part—the introduction—since everything a manager does involves making decisions. We expanded the second part to include chapters dealing with the basics of managing in today’s workplace (environment/culture, global, diversity, social responsibility/ethics, and change/innovation). We moved the control chapter back to its own part. And we moved the entrepreneurial ventures material to the planning part.

Finally, as usual, we’ve included information about new topics that students are being exposed to including big data, gamification, leaning in, twenty-percent-time innovation initiatives, stretch goals, social media, and wearable technology, among others.

Although these key changes are important to this revision, we’ve still retained what has differentiated Robbins/Coulter for years . . . our “real” managers. Both of us taught for a number of years and we know that getting students interested in a subject such as management can be a challenge. What worked exceptionally well for us was showing students that management isn’t just some dry, boring subject that you learn about in a book but something vital that real people do in organizations every day. That’s why we’ve always incorporated “real” managers into our textbook. Students can see how managers actually use the theories and approaches discussed in the chapters. And it’s the only principles textbook that presents management from the perspective of the people who actually *do* management. And that’s why we’ve retained our “real manager” emphasis. Using realistic manager scenarios specifically written for each chapter, our real managers describe how they would handle those issues. We think these will help get students excited about studying management and provide many avenues for class discussion.

MyManagementLab Suggested Activities

For the 13th edition we, the authors, are excited that Pearson’s MyManagementLab has been integrated fully into the text. These new features are outlined below. Making assessment activities available online for students to complete before coming to class will allow you, the professor, more discussion time during the class to review areas that students are having difficulty in comprehending.

Watch It

Recommends a video clip that can be assigned to students for outside classroom viewing or that can be watched in the classroom. The video corresponds to the chapter material and is accompanied by multiple-choice questions that reinforce students’ comprehension of the chapter content.

Try It

Recommends a mini simulation that can be assigned to students as an outside classroom activity or be done in the classroom. As the students watch the simulation they will be asked to make choices based on the scenario presented in the simulation. At the end of

the simulation the student will receive immediate feedback based on the answers they gave. These simulations reinforce the concepts of the chapter and the students' comprehension of those concepts.

Talk About It

These are discussion-type questions that can be assigned as an activity within the classroom.

Write It

Students can be assigned these broad-based, critical-thinking discussion questions that will challenge them to assimilate information that they've read in the chapter.

Personal Inventory Assessments (PIA)

Students learn better when they can connect what they are learning to their personal experience. PIA (Personal Inventory Assessments) is a collection of online exercises designed to promote self-reflection and engagement in students, enhancing their ability to connect with concepts taught in principles of management, organizational behavior, and human resource management classes. Assessments are assignable by instructors who can then track students' completions. Student results include a written explanation along with a graphic display that shows how their results compare to the class as a whole. Instructors will also have access to this graphic representation of results to promote classroom discussion.

Assisted Graded Writing Questions

These are short essay questions that the students can complete as an assignment and submit to you, the professor, for grading.

Chapter-by-Chapter Changes

Chapter 1

- New It's Your Career opener and MyManagementLab component: The ABC's of Managing Your Time
- New Future Vision: Is It Still Managing When What You're Managing Are Robots?
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New examples
- New Personal Inventory Assessment
- New Case Application on Zappos's holacracy

Chapter 2

- New It's Your Career opener and MyManagementLab component: Problem Solving—Not A Problem!
- New Leader Making a Difference: Elon Musk (Tesla/SpaceX/SolarCity)
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- New Ethics Dilemma
- New Case Application on Coca Cola's use of big data

Chapter 3

- New It's Your Career opener and MyManagementLab component: Reading an Organization's Culture: Find One Where You'll Be Happy
- New FYI features
- New *Watch It, Try It* MyManagementLab links
- New Personal Inventory Assessment
- Updated Case Applications

Chapter 4

- New It's Your Career opener and MyManagementLab component: Developing Your Global Perspective: Jump-start Your Cultural Intelligence
- New Future Vision: The Internet: A Necessary Ingredient of a Global World?
- New Leader Making a Difference: Christine LeGarde (IMF)
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- Updated Case Applications

Chapter 5

- New It's Your Career opener and MyManagementLab component: Find a Great Sponsor/Mentor—Be a Great Protégé
- New Future Vision: Trending Now: Global Diversity & Inclusion
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- Updated Case Applications

Chapter 6

- New It's Your Career opener and MyManagementLab component: How To Be Ethical When No One Else Seems to Be
- New Future Vision: Building an Ethical Culture That Lasts
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- New Ethics Dilemma
- Updated Case Applications

Chapter 7

- New It's Your Career opener and MyManagementLab component: Learning To Manage Your Stress
- New Leader Making a Difference: (Satya Nadella, Microsoft)
- New Future Vision: Company-Mandated Experiment Time
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- New Team Exercise: Creativity Exercises
- New examples
- Updated Case Applications

Chapter 8

- New It's Your Career opener and MyManagementLab component: You Gotta Have Goals
- New Future Vision: Stretch Goals
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- New additional Skill Exercise: Making To-Do Lists
- New Case Application: Livestrong Foundation

Chapter 9

- New It's Your Career opener and MyManagementLab component: Learning Your Strengths and Weaknesses: Accentuate the Positive
- New Leader Making a Difference: Jenna Lyons, J. Crew
- New Future Vision: Big Data As a Strategic Weapon

- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment
- New Ethics Dilemma: Spying on Shoppers
- Updated Case Applications

Chapter 10

- New It's Your Career opener and MyManagementLab component: You Can't Do It All: The Importance of Delegating
- New Future Vision: Workplace Hierarchy: Why It's Still Important
- New FYI features
- New *Watch It, Try It* MyManagementLab links
- New Personal Inventory Assessment

Chapter 11

- New It's Your Career opener and MyManagementLab component: Staying in the Organizational Loop
- New FYI features
- New *Watch It, Write It* MyManagementLab links
- New examples
- New Personal Inventory Assessment
- New Case Application: Yahoo!

Chapter 12

- New It's Your Career opener and MyManagementLab component: Acing Your Interview
- New Leader Making a Difference: Laszlo Bock, Google
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- Updated statistics
- New Personal Inventory Assessment
- New Case Application: J. C. Penney Company

Chapter 13

- New It's Your Career opener and MyManagementLab component: Developing Your Coaching Skills
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment

Chapter 14

- New It's Your Career opener and MyManagementLab component: He Says—She Says
- New FYI features
- New *Watch It, Try It, Write It* MyManagementLab links
- New Personal Inventory Assessment

Chapter 15

- New It's Your Career opener and MyManagementLab component: Self Awareness: You Need to Know Yourself Before You Can Know Others
- New FYI features
- New Future Vision: Employee Surveys . . . Anyplace, Anytime
- New *Watch It* MyManagementLab links
- New Personal Inventory Assessment
- New Case Application: HCL Technologies