MANAGEMENT

MANAGEMENT

ELEVENTH CANADIAN EDITION

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Preface

This course and this book are about management and managers. Managers are the one thing that all organizations—no matter the size, kind, or location—need. And there's no doubt that the world that managers face has changed, is changing, and will continue to change. The dynamic nature of today's organizations means both rewards and challenges for the individuals who will be managing those organizations. Management is a dynamic subject, and a textbook on it should reflect those changes to help prepare you to manage under the current conditions. Thus, we've written this eleventh Canadian edition of *Management* to provide you with the best possible understanding of what it means to be a manager confronting change.

General Content and Approach

The underlying philosophy of our textbook is that "Management Is for Everyone." Students who are not managers, or do not envision themselves as managers, do not always understand why studying management is important or relevant. We use examples from a variety of settings and provide several different end-of-chapter applications, such as *Learning to Be a Manager,* to help you understand the relevance of studying management for your day-to-day life. We have once again expanded the discussion of ethics and social responsibility to reflect the commitment of today's students to making the world a better place.

We have broadened the discussion of adaptability across all chapters—the need for managers to continuously scan for new opportunities and then act strategically to take advantage of them. Design thinking is an emerging and important trend in management that is also considered.

In this edition, we have continued to make enhancements that add to both learning and instruction:

- The chapter on change and innovation (previously Chapter 13) has been moved to Part One: Defining the Manager's Terrain and retitled "Innovation and Adaptability" to reflect its new focus on actual innovation rather than change management.
- Two chapters have been turned into briefer modules with fewer features. The previous Chapter 9 has become Module 2, "Planning and Control Techniques" (following Chapter 9). The previous Chapter 18 has become Module 3, "Managing Operations" (following Chapter 16).
- A new *Datapoints* feature has been added in most chapters (Chapters 1, 2, 3, 5, 7, 8, 9, 10, 11, 12, 13, 14, 15).
- End-of-chapter elements have been streamlined, and each chapter now features two *Case Applications* with discussion questions, rather than only one.
- A new part closer features *A Manager's Dilemma*, which outlines a realistic dilemma for students to resolve, and *Global Sense*, which includes additional information on global issues for students to research and discuss.

Chapter Pedagogical Features

This new edition of *Management* continues to offer a rich variety of pedagogical features, including the following:

- Numbered learning outcomes at the opening of each chapter guide student learning. These are repeated in the margin at the start of each major chapter section to reinforce the learning outcome.
- A vignette opens each chapter and is threaded throughout the chapter to help students apply a story to the concepts they are learning.
- *Think About It* questions follow the vignette, as well as the return to the opening story throughout the chapter, giving students a chance to put themselves into the shoes of managers in various situations.
- *Management Reflections* are longer examples designed to enhance student learning. Some address general managerial issues, while others focus on international issues, ethics, or innovation.
- *Summary and Implications* are organized around the learning outcomes introduced at the beginning of each chapter.

Our end-of-chapter features provide students with a variety of opportunities to apply the material right now, even if they are not managers:

- *Reading and Discussion Questions*. Students can review their understanding of the chapter content and see the application of theory to management situations.
- *Ethical Dilemma*. This exercise gives students an opportunity to consider ethical issues that relate to chapter material, including values-led management and sustainability.
- *Skills Exercise.* To reflect the importance being placed on skills, each chapter has this skills-based feature that encompasses the four management functions. The feature includes lessons about a particular skill, steps in developing the skill, a practice assignment to use the skill (often a mini-case), and a set of reinforcement assignments to further work on accomplishing the skill.
- *Working Together: Team Exercise.* Students get a chance to work together in groups to solve a management challenge.
- *Learning to Be a Manager.* Students can apply chapter material to their daily lives, helping them see that planning, leading, organizing, and controlling are useful in one's day-to-day life too. This feature is suggests activities and actions students can do right now to help them in preparing to become a manager.
- *Case Applications.* Each chapter has two decision-focused cases that ask students to determine what they would do if they were in the situation described.

New to the Eleventh Canadian Edition

Content and examples throughout the text have been revised and updated. Key content changes include the following:

Chapter 1: Introduction to Management and Organizations includes new coverage of social media and sustainability, as well as an enhanced discussion of innovation and creativity as contributors to building an adaptable organization.

Module 1: Management History has updated exhibits and examples.

Chapter 2: Organizational Culture and the Organizational Environment explores new trends in organizational culture, including new examples.

Chapter 3: Managing in a Global Environment has updated information on international trade alliances and agreements as well as a new discussion of cultural intelligence and global mindset. A new vignette on Ford in the global marketplace runs throughout the chapter.

Chapter 4: Managing Entrepreneurially offers new coverage of start-ups and a discussion of how existing companies can apply the entrepreneurial approach to developing new products (drawing on lean methodologies). A new vignette on Futurepreneur Canada runs throughout the chapter.

Chapter 5: Managing Responsibly and Ethically includes updated information on and examples of sustainability and ethical management.

Chapter 6: Innovation and Adaptability has an enhanced focus on innovation to induce change and a reduced focus on managing change, and also introduces design thinking. A new vignette on Blackberry and its fall from grace runs throughout the chapter.

Chapter 7: Decision Making has new discussion of evidence-based management and design thinking and decision making. A new vignette based on the disruptions that airlines faced in the winter of 2013–2014 because of adverse weather patterns runs throughout the chapter.

Chapter 8: Foundations of Planning has a new discussion of stated goals and real goals.

Chapter 9: Managing Strategically now includes a separate learning outcome on competitive advantage and a new discussion of design thinking.

Module 2: Planning and Control Techniques, formerly a separate chapter, is now a module and has updated exhibits and examples.

Chapter 10: Organizational Design has expanded coverage of chain of command, including new figures, as well as a revised discussion of contemporary organizational designs.

Chapter 11: Managers and Communication has an enhanced focus on social media and technology, and new coverage of the impact of workplace design on communication. A new vignette looks at the use of Twitter by organizations.

Chapter 12: Managing Human Resources has a new discussion of the impact of downsizing.

Chapter 13: Leadership includes Leader–Member Exchange Theory (LMX) and has a reduced emphasis on the early theories of leadership and motivation.

Chapter 14: Motivating Employees has expanded material on the job characteristics model and job redesign. The section on current issues has been revised to include tough economic circumstances, open-book management, and new information on cross-cultural challenges.

Chapter 15: Managing Groups and Teams includes new material on team-building skills.

Chapter 16: Managerial Controls: Evidence-Based Decision Making has a revised approach, using the frame of evidence-based decision making. New material includes controlling customer interactions and the use of dashboards to manage information for decision makers.

Module 3: Managing Operations, formerly a separate chapter, is now a module and has new coverage of lean organizations.

Supplements

MyManagementLab

With this eleventh Canadian edition of *Management*, we continue to offer MyManagementLab, which provides students with an assortment of tools to help enrich and expedite learning. MyManagementLab is an online study tool for students and an online homework and assessment tool for faculty. MyManagementLab lets students assess their understanding through auto-graded tests and assignments, develop a personalized study plan to address areas of weakness, and practise a variety of learning tools to master management principles. New and updated MyManagementLab resources include the following:

- **Personal Inventory Assessment (PIA):** Students learn better when they can connect what they are learning to their personal experience. PIA 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 behaviour, 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.
- **NEW Personalized Study Plan.** As students work through MyManagementLab's new Study Plan, they can clearly see which topics they have mastered—and, more importantly, which they need to work on. Each question has been carefully written to match the concepts, language, and focus of the text, so students can get an accurate sense of how well they've understood the chapter content.
- **NEW Business Today Videos.** *Business Today* is a dynamic and expanding database of videos covering the disciplines of management, business, marketing, and more. Instructors will find new videos posted monthly, which makes *Business Today* the ideal resource for up-to-date video examples that are perfect for classroom use.
- **NEW Learning Catalytics.** Learning Catalytics is a "bring your own device" student engagement, assessment, and classroom intelligence system. It allows instructors to engage students in class with a variety of question types designed to gauge student understanding.
- **Assignable Mini-Cases and Video Cases.** Instructors have access to a variety of case-based assessment material that can be assigned to students, with multiple-choice quizzes or written-response format in MyManagementLab's new Writing Space.
- **eText.** Students can study without leaving the online environment. They can access the eText online, including videos and simulations. The interactive eText allows students to highlight sections, bookmark pages, or take notes electronically just as they might do with a traditional text. Instructors can also add their own notes to the text and then share them with their students.
- **Glossary Flashcards.** This study aid is useful for students' review of key concepts.
- **BizSkill and Decision-Making Mini-Simulations.** The BizSkill and Decision-Making mini-simulations help students analyze and make decisions in common business situations; the simulations assess student choices and include reinforcement quizzes, outlines, and glossaries.
- **Careers in Management.** These documents outline professional management associations in Canada and describe some key management positions and the skills students need to pursue specific careers.

Additional Instructor Resources

Management is accompanied by a complete set of instructor resources. Some of these items are available for download from a password-protected section of Pearson Canada's online catalogue (www.pearsoncanada.ca/highered). Navigate to your book's catalogue page to view a list of those supplements that are available. See your local sales representative for details and access.

Instructor's Resource Manual: This manual includes detailed lecture outlines, answers, and teaching suggestions for the end-of-chapter questions and activities, and video teaching notes.

PowerPoint Slides: These chapter-by-chapter presentations cover key points and exhibits, are correlated to the learning objectives, and provide detailed speaking notes.

TestGen: The new edition of *Management* comes with TestGen, a computerized test bank 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 desired. 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. The TestGen for the eleventh Canadian edition includes over 2500 questions in true/false, multiple-choice, and short-answer formats.

Test Item File: All the questions from the TestGen test bank are also available in Microsoft Word format.

Video Guide: This guide provides a synopsis and questions for the *Business Today* videos available on MyManagementLab.

Image Library: All exhibits from the text are provided in electronic format for instructor use.

CourseSmart: CourseSmart goes beyond traditional expectations—providing instant, online access to the textbooks and course materials you need at a lower cost for students. And even as students save money, you can save time and hassle with a digital eTextbook that allows you to search for the most relevant content at the very moment you need it. Whether it's evaluating textbooks or creating lecture notes to help students with difficult concepts, CourseSmart can make life a little easier. See how when you visit www.coursesmart.com/instructors.

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