ELEVENTH EDITION

Management

Stephen P. ROBBINS
Mary COULTER

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Management

Stephen P. ROBBINS
San Diego State University

Mary COULTER
Missouri State University

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To my wife, Laura

Steve

To my family:
Ron
Sarah and James
Katie and Matt
and our newest addition, Brooklynn

Mary



About *the* Authors



STEPHEN P. ROBBINS (Ph.D., University of Arizona) is professor emeritus of management at San Diego State University and the world's best-selling textbook author in the areas of both management and organizational behavior. His books are used at more than 1,000 U.S. colleges and universities, have been translated into 19 languages, and have adapted editions for Canada, Australia, South Africa, and India. Dr. Robbins is also the author of the best-selling *The Truth About Managing People,* 2nd ed. (Financial Times/Prentice Hall, 2008) and *Decide & Conquer* (Financial Times/Prentice Hall, 2004).

In his "other life," Dr. Robbins actively participates in masters' track competitions. Since turning 50 in 1993, he's won 21 national championships and 12 world titles. He was inducted into the U.S. Masters' Track & Field Hall of Fame in 2005. Dr. Robbins is the current world record holder at 100m (12.37) and 200m (25.20) for men 65 and over.



MARY COULTER (Ph.D., University of Arkansas) is professor emeritus at Missouri State University. Dr. Coulter has published other books with Prentice Hall, including *Strategic Management in Action,* now in its fifth edition, and *Entrepreneurship in Action,* which is in its second edition. During her "free" time, Dr. Coulter enjoys puttering around in her flower garden, trying new recipes on family members (usually successful!), reading a variety of books, and enjoying many different activities with Ron, Sarah and James, Katie and Matt, and first granddaughter, Brooklynn.

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Preface

You've made a good decision! You're taking a college course … maybe more than one. Although you may sometimes feel like you're wasting your time being in college, you're not. Yes, it's expensive. Yes, it's even sometimes hard. But what you're doing now will pay off in the long run. In a recent survey of job seekers, a whopping 92 percent said that a major disadvantage in competing for jobs was not having taken college courses. But that's not what you'll face because you *are* enrolled in a college course—the course for which you've purchased this book.

Key Changes to the 11th Edition

Here are some of the main changes we've made in the 11th edition:

- Two new chapters: Managing Diversity and Adaptive Organizational Design
- Two case applications in each chapter
- New *Leader Who Made a Difference* in each chapter
- New *By the Numbers* in each chapter
- New *Future Vision: The Working World in 2020* in 9 chapters
- New *A Manager's Dilemma* in each chapter
- 43 percent of the endnotes have been updated with references from 2009 and 2010
- New videos—up-to-date videos showing management topics in action, and access to the complete management video library, are available at www.mymanagementlab.com. Visit there to gain access and learn more.

What This Course Is About and Why It's Important

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 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. We've written this 11th edition of *Management* to provide you with the best possible understanding of what it means to be a manager confronting change.

Our Approach

Our approach to management is simple: Management is about people. Managers manage people. Thus, we introduce you to real managers, real people who manage people. We've talked with these real managers and asked them to share their experiences with you. You get to see what being a manager is all about—the problems these real managers have faced and how they have resolved those problems. Not only do you have the benefit of your professor's wisdom and knowledge, you also have access to your very own team of advisors and mentors.

What's Expected of You in This Course

It's simple. Come to class. Read the book. Do your assignments. And . . . study for your exams. If you want to get the most out of the money you've spent for this course and this textbook, that's what you need to do. In addition to writing this book, we have taught management classes. And that's what we expected of our students.

User's Guide

Your management course may be described as a "survey" course because a lot of topics are covered very quickly, and none of the topics are covered in great depth. It can be overwhelming at times! Your classroom professor is your primary source of information and will provide you with an outline of what you're expected to do during the course. That's also the person who will be evaluating your work and assigning you a grade, so pay attention to what is expected of you! View us, your textbook authors, as your supplementary professors. As your partners in this endeavor, we've provided you the best information possible both in the textbook and in the materials on mymanagementlab.com to help you succeed in this course. Now it's up to you to use them!

Getting the Most Out of Your Textbook: Getting a Good Grade in This Course

Professors use a textbook because it provides a compact source of information that you need to know about the course's subject material. Professors like this particular textbook because it presents management from the perspective of the people who actually *do* management—real managers. So take advantage of that and read what these real managers have to say. See how they've handled managerial problems. Learn about their management styles and think about how you might manage.

In addition to what you can learn from these real managers, we provide several ways to help you get a good grade in this course. Use the review and discussion questions at the end of the chapter. They provide a great way to see if you understand the material you've just read. Also, use the materials on mymanagementlab.

Mymanagementlab is a powerful online tool that combines assessment, reporting, and personalized study to help you succeed. Mymanagementlab gives you the opportunity to test yourself on key concepts and skills, track your own progress through the course, and use the personalized study plan activities—all to help achieve success in the classroom.

Finally, we include a wide variety of useful learning experiences both in the textbook and on mymanagementlab. From ethical dilemmas and skill-building exercises to case analyses and hands-on management tasks, we've provided a lot of things to make your management course fun and worthwhile. Your professor will tell you what assignments you will be expected to do. But you don't need to limit your learning experiences to those. Try out some of the other activities, even if they aren't assigned. We know you won't be disappointed!

Student Supplements

CourseSmart eTextbook

CourseSmart is an exciting new choice for students looking to save money. As an alternative to purchasing the print textbook, you can purchase an electronic version of the same content. With a CourseSmart etextbook, you can search the text, make notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information, or to purchase access to the CourseSmart eTextbook, visit www.coursesmart.com.



Mymanagementlab (www.mymanagementlab.com) is an easy to use online tool that personalizes course content and provides robust assessment and reporting to measure individual and class performance. All of the resources that students need for course success are in one place—flexible and easily adapted for your course experience. Some of the resources include an eText version of all chapters, quizzes, video clips, simulations, assessments, and PowerPoint presentations that engage students while helping them study independently.

Self-Assessment Library (S.A.L.)

If you are interested in additional self-assessments, this valuable tool includes 67 individual self-assessment exercises that allow you to assess your knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. Provided scoring keys allow for immediate, individual analysis. S.A.L. is available as a printed workbook, a CD-ROM, and by an access code, so you have a choice of how you want to complete the assessments. S.A.L. ISBN 0-13-608376-5.

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