FUNDAMENTALS OF MANAGEMENT

Eighth Canadian Edition

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Pearson
Toronto
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Welcome to the eighth Canadian edition of Fundamentals of Management, by Stephen P. Robbins, David A. DeCenzo, Mary Coulter, and Ian Anderson. This edition continues the fresh approach to management coverage of the previous editions through the following:

• current and relevant examples
• updated theory
• a new pedagogically sound design

The philosophy behind this revision was to put additional emphasis on the idea that management is for everyone. Students who are not managers, or who do not envision themselves as managers, may not always see why studying management is important. We use examples from a variety of settings to help students understand the relevance of studying management to their day-to-day lives.

CHAPTER PEDAGOGICAL FEATURES
We have enhanced the eighth Canadian edition with a rich variety of pedagogical features, including the following:

• Learning outcomes to guide student learning begin each chapter. These questions are repeated at the start of each major chapter section to reinforce the learning outcome.
• An opening case starts the body of the chapter and is threaded throughout to help students apply a story to the concepts they are learning.
• The use of infographics in each chapter presents information graphically to help visual learners with the related concepts. In addition, an increase in photographs enhances business concepts throughout the text.
• Think About It questions follow the opening case to give students a chance to put themselves in the shoes of managers in various situations.
• And the Survey Says . . . provides relevant Canadian and global data to help students understand business metrics and the Canadian significance of various management topics.
• Tips for Managers provide “take-aways” from the chapter—things that managers and would-be managers can start to put into action right now, based on what they have learned in the chapter.

END-OF-CHAPTER APPLICATIONS
The entire end-of-chapter section, Review and Apply, provides a wealth of exercises and applications.

• The Summary of Learning Outcomes provides responses to the outcome-based questions identified at the beginning of each chapter.
• Discussion Questions allow students to review their understanding of the chapter content.
• Developing Management Skills lets students apply material to their daily lives as well as to real business situations related to the chapter material, helping them see that planning, leading, organizing, and controlling are useful in one’s day-to-day life, too. This feature includes several exercises, such as the ones described below.
• Dilemma presents an everyday scenario for students to resolve using management tools.
• Becoming a Manager provides suggestions for students on activities and actions they can do right now to help them prepare to become a manager.

• 3BL: The Triple Bottom Line helps students apply sustainability to business situations.

• Be the Consultant emphasizes the importance of interpersonal and organizational skills.

• Team Exercises give students a chance to work together in groups to solve a management challenge.

• Two new exercises were added to the eighth Canadian edition: Hey, You’re the Boss Now and Diversity Matters. These exercises increase the diversity component of the text and give students a hands-on perspective of being a supervisor or manager.

• Your Essential Management Reading List is new to the eighth edition to give students a glimpse of some of the top management books.

• The Business Cases are decision-focused scenarios that ask students to determine what they would do if they were in the situation described.

NEW TO THE EIGHTH CANADIAN EDITION

In addition to the new pedagogical features highlighted above, we have introduced or revised other learning aids and made significant changes to content.

Case Program

This edition offers a variety of cases that can be used in or out of the classroom.

• End of Chapter Cases: At the end of each chapter we offer brief, chapter-specific cases in the Developing Management Skills and Business Cases sections. These cases include a variety of open-ended questions for classroom discussion or small-group assignment.

• Management Mini-Cases (MyManagementLab): Hosted within MyManagementLab and tied to each chapter are a set of 12 Management Mini-Cases with associated multiple-choice questions. These mini-cases are perfect for assignments, as the students’ results feed directly into the MyManagementLab Gradebook.

CHAPTER-BY-CHAPTER HIGHLIGHTS

Below, we highlight the new material that has been added to this edition.

Chapter 1

• New opening case on Calgary mayor Naheed Nenshi

• Expanded section on entrepreneurship

• And the Survey Says . . . on female board members in Canada

• New end-of-chapter (EOC) material (Hey, You’re the Boss Now on mentoring of millennials, Diversity Matters on types of diversity, and a new Self-Assessment called What Skills Do Effective Managers Possess?)

Chapter 2

• Updated opening case on TransCanada and the Keystone Pipeline Project

• New case on Joe Fresh

• And the Survey Says . . . on Canada’s trading partners

• Updated section on Hofstede, including a new exhibit comparing Canada with China and the United States

• New material on the Canadian–EU free trade deal, a new exhibit on styles of three generations, and Tips for Managers on how to avoid getting burned by a foreign distributor.

• New EOC material (Hey, You’re the Boss Now on supervising a diverse workforce, Diversity Matters on becoming more culturally aware, and Your Essential Management Reading List.)

Chapter 3

• New opening case on Stantec

• And the Survey Says . . . on planning

• Four new exhibits on reasons for planning, comparing traditional goal setting with MBO, types of plans, and examples of functional strategies

• New EOC material (Hey, You’re the Boss Now on setting goals, Diversity Matters on diversity and inclusion as a strategic initiative, Your Essential Management Reading List, and an updated Business Case on the Canadian wine industry)

Supplement 3:

• Brand-new supplement on communication and social media

Chapter 4

• Two new cases on Blue Jays baseball and Coca-Cola and the science of OJ

• And the Survey Says . . . on the use of teams

• New EOC material (Hey, You’re the Boss Now on tips for managing an older employee, Diversity Matters on the value of diversity in decision making, Your Essential Management Reading List.)

Chapter 5

• New opening case on Sobeys

• New case on Pfizer

• And the Survey Says . . . on teleworking

• New material on designing office space, including a new exhibit comparing major office styles
• New EOC material (Hey, You’re the Boss Now on delegation, Diversity Matters on diversity awareness, Your Essential Management Reading List, and an updated business case on Levitt)

Chapter 6
• New chapter on operations management
• Two new cases on Apple and the supply chain and the Boeing Dreamliner
• New material on operations management, service versus manufacturing, improving productivity, the role of operations in strategy, supply chain management, value chain management, quality control, project management, and contemporary issues in operations management
• And the Survey Says . . . on manufacturing and operations
• Ten new exhibits on the operations system, goods versus services, Deming chain reaction, successful value chain management, Gantt chart, PERT charts, and a PERT network diagram
• New EOC material (Hey, You’re the Boss Now on being a good project manager, Diversity Matters on female representation in the executive ranks, Be the Consultant, 3BL, Your Essential Management Reading List.)

Chapter 7
• New case on love in the workplace
• And the Survey Says . . . on sick leave
• New exhibit on the human resource management process, a new table on changes in the labour market, and a new example of a job description for a customer service representative
• Updated exhibits on source of hires by recruitment methods and corporate wellness initiatives
• New information on total rewards
• New EOC material (Hey, You’re the Boss Now on being an effective interviewer, Diversity Matters on the use of immigrant workers, Your Essential Management Reading List, and Tips to be a Successful Volunteer)

Chapter 8
• New opening case on Sheryl Sandberg of Facebook
• Two new cases on leadership legacy and results only work environments (ROWE)
• And the Survey Says . . . on critical leadership capabilities required in Canadian health care
• New mini-supplement Portraits in Leadership—profiles of two of Canada’s future leaders
• New material on virtual leadership
• New EOC material (Hey, You’re the Boss Now on tips for a first-time manager, Diversity Matters on RBC’s Five Core Values, Your Essential Management Reading List.)

Chapter 9
• Updated opening case on Yellow House
• Two new cases on DevFacto Technologies and Ubisoft Entertainment SA, and a profile of corporate executive and former NHL player Nevin Markwart
• And the Survey Says . . . on investing in corporate social responsibility
• New material on goal-setting theory, open book management, and employee engagement
• New EOC material (Hey, You’re the Boss Now on motivating employees, Diversity Matters on Maslow’s equity theory, and Your Essential Management Reading List)

Chapter 10
• New opening case on the Virgin Group
• Two new cases on Whole Foods Canada and Toyota Canada
• And the Survey Says . . . on teams and motivation
• New exhibits on Belbin’s team roles and deciding when to use teams
• Updated exhibit on team development
• New EOC material (Hey, You’re the Boss Now on team considerations, Diversity Matters on managing diverse teams, Your Essential Reading List.)

Chapter 11
• Updated opening case on the Canadian Curling Association
• And the Survey Says . . . on Canadian debt
• New exhibit on the balanced scorecard
• Material on organizational culture moved to Chapter 12
• Updated exhibit on the service profit chain
• New EOC material (Hey, You’re the Boss Now on giving feedback, Diversity Matters on cultural impact on feedback, Be the Consultant on financing a new business venture, Your Essential Management Reading List.)

Chapter 12
• New opening case on Men In Kilts
• New material on innovation and creativity, organizational culture’s impact on innovation and change
• New Tips for Managers on creating a more innovative work environment
• New exhibits on innovation variables and four steps in organizational change
• Updated exhibits on mistakes managers make when leading change and helping employees accept change
• Material on organizational culture (moved from Chapter 11)
• New EOC material (Hey, You’re the Boss Now on innovation creation, Diversity Matters on inherent and acquired diversity, Your Essential Reading List.)
SUPPLEMENTS

We have created an outstanding supplements package for instructors, conveniently available online through MyManagementLab in the special instructor area and downloadable from our product catalogue at www.pearsoncanada.ca.

Instructor’s Resource Manual. This resource includes lecture outlines and chapter overviews, suggested answers to the textbook end-of-chapter exercises, and additional activities.

Computerized Test Bank. Pearson’s computerized test banks allow instructors to filter and select questions to create quizzes, tests or homework. Instructors can revise questions or add their own, and may be able to choose print or online options. These questions are also available in Microsoft Word format.

Test Item File. This comprehensive test bank contains more than 1000 multiple choice, true/false, and short essay questions.

PowerPoint® Presentations. PowerPoint slides are available with this edition, with a minimum of 25 slides per chapter.

Image Library. All the figures in the text are provided in electronic format, for use in PowerPoint slides, handouts, or other presentations.

Pearson eText. The Pearson eText gives students access to their textbook anytime, anywhere. In addition to note taking, highlighting, and bookmarking, the Pearson eText offers interactive and sharing features. Rich media options may include videos, animations, interactive figures, and built-in assessments, all embedded in the text. Instructors can share their comments or highlights, and students can add their own, creating a tight community of learners within the class.

The Pearson eText may include a responsive design for easy viewing on smartphones and tablets. Many of our eTexts now have configurable reading settings, including resizable type and night reading mode.

Learning Solutions Managers. Pearson’s Learning Solutions Managers work with faculty and campus course designers to ensure that Pearson technology products, assessment tools, and online course materials are tailored to meet your specific needs. This highly qualified team is dedicated to helping schools take full advantage of a wide range of educational resources, by assisting in the integration of a variety of instructional materials and media formats. Your local Pearson Canada sales representative can provide you with more details on this service program.

MyManagementLab

MyManagementLab delivers proven results in helping individual students succeed. It provides engaging experiences that personalize, stimulate, and measure learning for each student. For the eighth Canadian edition, MyManagementLab includes powerful new learning resources, including a new set of online lesson presentations to help students work through and master key management topics, a completely restructured study plan for student self-study, and a wealth of engaging assessment and teaching aids to help students and instructors explore unique learning pathways. MyManagementLab online resources include:

• 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 questions types designed to gauge student understanding.

• NEW 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 can be assigned 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 Interactive Lesson Presentations. Students can now study key chapter topics and work through interactive assessments to test their knowledge and mastery of management concepts. Each presentation allows students to explore through expertly designed steps of reading, practicing, and testing to ensure that students not only experience the content, but truly engage with each topic. Instructors also have the ability to assign quizzes, projects, and follow-up discussion questions relating to the online lessons to further develop the valuable learning experiences from the presentations.

• NEW Study Plan. MyManagementLab offers students an engaging and focused self-study experience that is driven by a powerful new study plan. Students work through assessments in each chapter to gauge their understanding and target the topics that require additional practice. Along the way, they are recognized for their mastery of each topic and guided toward resources in areas that they might be struggling to understand.

• NEW Dynamic Study Modules. These new study modules allow students to work through groups of questions and check their understanding of foundational management topics. As students work through questions, the dynamic study modules assess their knowledge and only show questions that still require practice. Dynamic study modules can be completed online using your computer, tablet, or mobile device.

• Management Simulations. Management simulations are real-world scenarios that invite students to apply the concepts they have just learned. Management simulations walk students through key management decision-making scenarios to help them understand how management decisions are made. Students are asked to make important decisions relating to core management concepts. At each
point, students receive feedback to help them understand the implications of their choices in the management environment. Both types of simulations can now be assigned by instructors and graded directly through MyManagementLab.

- **NEW Business Today Video Database.** Business Today is a dynamic and expanding database of videos that covers the disciplines of business, marketing, management, and more. In addition to the videos that have been specifically correlated to this text, you will find new videos posted regularly. Check back regularly to see up-to-date video examples that are perfect for classroom use.

**ACKNOWLEDGMENTS**

A number of people have worked hard to update and enliven this eighth Canadian edition of *Fundamentals of Management*. Patti Sayle was developmental editor on this project. Her understanding, patience, helpfulness, support, and organizational skills made working on this textbook enjoyable and enriching. She also played a key role in handling many aspects of the editorial work needed during the production process. Carolin Sweig, acquisitions editor, was very supportive of finding new directions for the textbook. Karen Townsend, program manager, continues to be easy to work with on various projects and is always in the author’s corner.

I’d also like to thank project manager Jessica Hellen, project editor Jogender Taneja, and copy editor Sally Glover, as well as the many others—proofreaders, designers, permissions researchers, marketing and sales representatives—who have contributed to the transformation of my manuscript into this textbook and seen it delivered into your hands. The Pearson Canada sales team is an exceptional group, and I know they will do everything possible to make the book successful.

Finally, I would like to thank the reviewers of this textbook for their detailed and helpful comments:
- Kerry Remple, Okanagan College
- Tommy Soong, Langara College
- Leslie Wilder, Red River College
- Geoff Pond, St. Lawrence College
- Sharon Hyman, Seneca College
- Michael Kelly, Nova Scotia Community College
- Kristin Malvar-Oickle, Nova Scotia Community College-Lunenburg Campus
- Cheryl Dowell, Algonquin College
- Wade Hoople, Georgian College
- Jai Gooldsarran, School of Business, Centennial College
- Jorge E. Oceguera, Capilano University
- Sharon Archibald, Sir Sandford Fleming College
- Carson Rappell, Dawson College
- Melanie Simmons MBA, NAIT

I dedicate this book to Tracy, who is my loving support and inspiration; and my two sons, Shaun and Isaac.

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