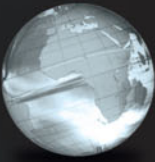


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Stephen P. Robbins • Mary Coulter

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Stephen P. Robbins

San Diego State University

Mary Coulter

Missouri State University

With contributions by

Joseph J. Martocchio

University of Illinois

Lori K. Long

Baldwin Wallace University



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*To my wife, Laura
Steve*

*To my husband, Ron
Mary*

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About the Authors



STEPHEN P. ROBBINS received his Ph.D. from the University of Arizona. He previously worked for the Shell Oil Company and Reynolds Metals Company and has taught at the University of Nebraska at Omaha, Concordia University in Montreal, the University of Baltimore, Southern Illinois University at Edwardsville, and San Diego State University. He is currently professor emeritus in management at San Diego State.

Dr. Robbins's research interests have focused on conflict, power, and politics in organizations, behavioral decision making, and the development of effective interpersonal skills. His articles on these and other topics have appeared in such journals as *Business Horizons*, the *California Management Review*, *Business and Economic Perspectives*, *International Management*, *Management Review*, *Canadian Personnel and Industrial Relations*, and *The Journal of Management Education*.

Dr. Robbins is the world's best-selling textbook author in the areas of management and organizational behavior. His books have sold more than 7 million copies and have been translated into 20 languages. His books are currently used at more than 1,500 U.S. colleges and universities, as well as hundreds of schools throughout Canada, Latin America, Australia, New Zealand, Asia, Europe, and the Arab World.

Dr. Robbins also participates in masters track competition. Since turning 50 in 1993, he's won 23 national championships and 14 world titles. He was inducted into the U.S. Masters Track & Field Hall of Fame in 2005.



MARY COULTER received her Ph.D. from the University of Arkansas. She held different jobs including high school teacher, legal assistant, and city government program planner before completing her graduate work. She has taught at Drury University, the University of Arkansas, Trinity University, and Missouri State University. She is currently professor emeritus of management at Missouri State University. In addition to *Management*, Dr. Coulter has published other books with Pearson including *Fundamentals of Management* (with Stephen P. Robbins), *Strategic Management in Action*, and *Entrepreneurship in Action*.

When she's not busy writing, Dr. Coulter enjoys putting around in her flower gardens, trying new recipes, reading all different types of books, and enjoying many different activities with husband Ron, daughters and sons-in-law Sarah and James, and Katie and Matt, and most especially with her two grandkids, Brooklynn and Blake, who are the delights of her life!

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The book you have before you is one of the world's most popular introductory management textbooks. It's used by several hundred U.S. colleges and universities; it's translated into Spanish, French, Russian, Dutch, Bahasa, Korean, and Chinese; and there are adapted editions for Australia, Canada, India, and the Arab World.

For a textbook first published in 1984—in a crowded market where there are currently several dozen choices, why has Robbins/Coulter *Management* been so popular and enduring? We believe there are three characteristics that set us apart: contemporary topic coverage, readability, and relevance.

Contemporary Topic Coverage

We have always prided ourselves on bringing the latest management issues and research to this book. In preparing each edition, we carefully comb the academic journals and business periodicals to identify topics that students need to be current on. For instance, prior editions of this book were the first to discuss self-managed teams, emotional intelligence, open-book management, sustainability, social entrepreneurship, stretch goals, the contingent workforce, self-managed careers, wearable technology, big data, and design thinking.

This current edition continues the tradition by including a new section on disruptive innovation. No topic appears to be more current or important to students today than dealing with major structural changes taking place in industries as varied as automobiles, hotels, banking, TV networks, or book publishing. In fact, there are few industries that aren't being threatened by disruptive innovation. In Chapter 6, we define disruptive innovation; explain why it's important; describe who is vulnerable; and discuss implications for entrepreneurs, corporate managers, and your career planning.

Key Changes to the 14th Edition

- Chapter 6 on managing change has been expanded to include a discussion of disruptive innovation as an important driver of change.
- The Part 2 module on creating and leading entrepreneurial ventures has become a separate chapter (Chapter 10). We've expanded our discussion, added end-of-chapter applications, and acknowledged the importance of entrepreneurship by giving it its own chapter.
- The two chapters on organizational design have been merged into one chapter (Chapter 11) in response to comments by users and reviewers. But we've retained the key concepts that students need to know.
- The addition of “Workplace Confidential” pages throughout the book which address common frustrations and challenges that employees face in the workplace.
- Current and timely topics—including the Internet of things, real-time feedback, and choosing appropriate communication media, among others—have been added.
- Dozens of current examples illustrating management practices and challenges in start-up and established organizations, small and large organizations, and manufacturing, service and technology organizations have been added.

Readability

Every author claims his or her books are highly readable. The reality is that few actually are. From the first edition of this book, we were determined to make the field of management interesting and engaging for the reader. How did we do it? First, we committed to a

conversational writing style. We wanted the book to read like normal people talk. Second, we relied on an extensive use of examples. As your senior author learned early in his teaching career, students don't remember theories but they do remember stories. So you'll find a wealth of current examples in this book.

A well-written book should be able to be used successfully at all levels of higher education, from community colleges to graduate programs. And over its 30+ years of life, this book has done just that. You'll find this book is used in community colleges, at for-profit colleges, by undergraduate students at both regional and land-grant universities, and in numerous graduate programs.

Relevance

Students are unlikely to be motivated if they think a course and its textbooks aren't relevant to their career goals. We've responded to this challenge in a number of ways. Our latest inclusion is an important new feature—the *Workplace Confidential* pages—that's designed to make this book more meaningful to non-management majors. We also want to highlight four additional features that have helped build this book's reputation for practicality.

Providing value to non-management students. New to this edition are in-chapter pages entitled *Workplace Confidential*. This unique feature marks a distinct break from what typically has been included in the traditional introductory management text.

Your authors have long heard a common complaint about the introductory management course from students in majors such as accounting, finance, and marketing. As summed up by one accounting student: "Why do I need to take a management course? I have no interest in pursuing a career in management!" Even though that accounting student might some day lead an audit team or manage an office of a major CPA firm, we understand those non-management majors who question the relevance of this course to their career goals. We've listened and responded.

We've made the contents of this 14th edition relevant to any student who plans to work in an organization. Regardless of whether an organization employs three people or 300,000, there are common challenges that every employee encounters. We've researched those challenges and identified the nearly dozen-and-a-half most frequent. Then we looked at providing students with guidance for dealing with these challenges. The result is the *Workplace Confidential* features that you'll find throughout this book. For instance, you'll find suggestions for dealing with organizational politics, job stress, coping with an uncommunicative or abusive boss, and responding to an unfair performance review.

Insights from real managers. One feature that has differentiated Robbins/Coulter for more than 15 years is our "real" managers. Student feedback tells us that they appreciate learning from real managers in their everyday jobs. In *Let's Get Real* boxes, actual managers respond to problem scenarios. In *Leader Making a Difference* boxes, you'll meet a variety of global executives whose knowledge and skills significantly influenced organizational outcomes.

Focus on skills. Today's students need both knowledge (knowing) and skills (doing). 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. In response, you'll find several features in this book that are designed to build skill expertise. *It's Your Career* chapter openers cover skills ranging from managing time and being self-aware to being a pro at giving feedback and being change ready. These chapter openers include information about the skill and are reinforced with a *Pearson MyLab Management* component that tests students' comprehension of the skill. Also, at the end of each chapter, you'll find more skill exercises, where we provide a thorough discussion of additional skills and give students opportunities to practice these skills.

Looking ahead. Students are going to spend most of their future work life in a setting that's likely to look very different from today. To help students prepare for that future, we have included *Future Vision* boxes throughout the book that look at how