



# Management

10th Edition

Stephen P. ROBBINS  
Mary COULTER

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ELEVENTH EDITION

# Management

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ELEVENTH EDITION

# Management

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San Diego State University

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Anderson/BookMasters, Inc.  
**Composition:** Integra Software Services  
**Printer/Binder:** Quebecor World Color/Versailles  
**Cover Printer:** Lehigh-PhoenixColor/Hagerstown  
**Text Font:** 10/12 TimesNewRoman

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#### **Library of Congress Cataloging-in-Publication Data**

Robbins, Stephen P.  
Management / Stephen P. Robbins, Mary Coulter. — 11th ed.  
p. cm.  
Includes bibliographical references and index.  
ISBN 978-0-13-216384-2  
I. Management. I. Coulter, Mary K. II. Title.  
HD31.R5647 2012  
658—dc22

2010035514

10 9 8 7 6 5 4 3 2 1

**Prentice Hall**  
is an imprint of



[www.pearsonhighered.com](http://www.pearsonhighered.com)

ISBN 10: 0-13-216384-5  
ISBN 13: 978-0-13-216384-2



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).

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# Preface

**Y**ou'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](http://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.



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