

FIFTEENTH EDITION

MANAGEMENT

STEPHEN P. ROBBINS
MARY COULTER
AMY RANDEL
RAJEESH VISWANATHAN



With a renewed focus on skills and careers, Management, 15e, can help students prepare better as future managers. The book vividly illustrates effective management theories by incorporating the perspectives of real-life managers. Through examples, cases, and hands-on exercises, students will be able to visualize and experience management in action, that will help them understand, interpret and apply the concepts at work in today's dynamic business environment.

KEY HIGHLIGHTS

- Highly engaging content designed to groom future managers.
- Focuses on the issues and challenges faced by managers and how they deal with these issues effectively.
- Includes Indian and US examples and cases to understand the various cultural and geographical factors influencing management processes.
- Case studies of companies such as Dalmia Cement, SBI, Michelin India, Lenovo India, Bright Brothers, Infosys, Amazon India, and many more included.

Online resources available at
www.pearsoned.co.in/StephenPRobbins/

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This edition is manufactured in India and is authorized for sale only in India, Bangladesh, Bhutan, Pakistan, Nepal, Sri Lanka and the Maldives.

MRP Inclusive of all Taxes

₹1000.00

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ISBN 978-93-560-6491-1



9 789356 064911

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ROBBINS • COULTER
RANDEL • VISWANATHAN

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STEPHEN P. ROBBINS
MARY COULTER
AMY RANDEL
RAJEESH VISWANATHAN

Pearson

MANAGEMENT 15E

Stephen P. Robbins

San Diego State University

Mary Coulter

Missouri State University

With contributions by

Amy Randel

San Diego State University

Adaptor

Rajeesh Viswanathan

Pondicherry University

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Authorized adaptation from the United States edition, entitled *Management*, 15th Edition, ISBN 978-0-13-558185-8 by Stephen P. Robbins; Mary Coulter, published by Pearson Education, Inc. Copyright © 2021.

Indian Subcontinent Adaptation
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ISBN 978-93-560-6491-1

First Impression, 2022
Fifth Impression, 2024
Sixth Impression, 2025

This edition is manufactured in India and is authorized for sale only in India, Bangladesh, Bhutan, Pakistan, Nepal, Sri Lanka and the Maldives. Circulation of this edition outside of these territories is UNAUTHORIZED.

Published by Pearson India Education Services Pvt. Ltd, CIN: U72200TN2005PTC057128.

Head Office: 1st Floor, Berger Tower, Plot No. C-001A/2, Sector 16B, Noida 201301 U.P., India.

Registered Office: Featherlite, 'The Address' 5th Floor, Survey No 203/10B, 200 Ft MMRD Road, Zamin Pallavaram, Chennai - 600044.
Website: in.pearson.com, Email: companysecretary.india@pearson.com

Printed in India at Sai Printo Pack Pvt Ltd

*To my wife, Laura
Steve*

*To my husband, Ron
Mary*

*Dedicated to my Parents
Sqn Ldr A Viswanathakurp (Retd) & Thankam*

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Preface

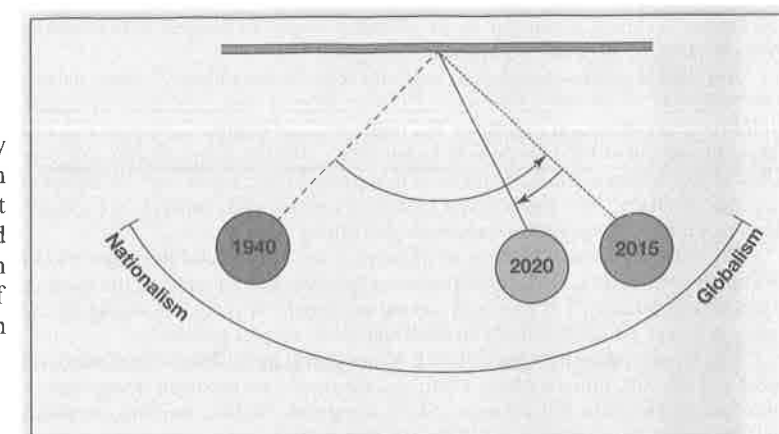
Welcome to the 15th edition of *Management*. First published in 1984, this book has become one of the world's most popular introductory management textbooks. It's used by hundreds of US colleges and universities; it's translated into Spanish, French, Russian, Dutch, Bahasa, Korean, and Chinese; and there are adapted editions for Australia, Canada, India, and the Arab World.

New to This Edition

We've added a number of new topics to this 15th edition of *Management*. The following overview highlights some of those topics.

Rethinking Globalization

Globalization has long been promoted by economists and the media as a win-win proposition for all countries. However, recent developments have challenged this belief and indicate signs of growing anti-globalization attitudes. Chapter 4 provides a history of globalization and the growth of a nationalism movement.



The recent "me-too" movement has drawn global attention to gender inequities in the workplace.⁴⁰ It essentially began in 2017, when more than a dozen women accused film producer Harvey Weinstein of sexual harassment, assault, or rape. What began as a trickle, soon became a flood of accusations. The movement ended Weinstein's reign at his film studio, but also brought to light abuses of power by dozens of prominent men, including *Today* co-host Matt Lauer, TV journalists Bill O'Reilly and Charlie Rose, Pixar head John Lasseter, and casino magnate Stephen Wynn.

The "Me-Too" Movement

The recent "me-too" movement has drawn global attention to gender inequities in the workplace and revealed organizational cultures that are hostile to women. In Chapter 5, gender inequities in the workplace are reviewed.

Traditional objective setting Objectives are set at the top and then broken down into subgoals for each level of an organization

Traditional view of conflict The view that all conflict is bad and must be avoided

Transactional leaders Leaders who lead primarily by using social exchanges (or transactions)

Transformational leaders Leaders who stimulate and inspire (transform) followers to achieve extraordinary outcomes

Transnational or borderless organization An MNC in which artificial geographical barriers are eliminated

Trust The belief in the integrity, character, and ability of a leader

Turnover The voluntary and involuntary permanent withdrawal from an organization

Two-factor theory (motivation-hygiene theory) The motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction

Type A personality People who have a chronic sense of urgency and an excessive competitive drive

Type B personality People who are relaxed and easygoing and accept change easily

U

Unit production The production of items in units or small batches

Unity of command The management principle that each person should report to only one manager

Universality of management The reality that management is needed in all types and sizes of organizations, at all organizational levels, in all organizational areas, and in organizations, no matter where located

Unstructured problems Problems that are new or unusual and for which information is ambiguous or incomplete

Upward communication Communication that flows upward from employees to managers

V

Valid selection device A selection device characterized by a proven relationship to some relevant criterion

Value chain management The process of managing the sequence of activities and information along the entire value chain

Value chain The entire series of organizational work activities that add value at each step from raw materials to finished product

Value The performance characteristics, features, and attributes, and any other aspects of goods and services for which customers are willing to give up resources

Values Basic convictions about what is right and wrong

Variable pay A pay system in which an individual's compensation is contingent on performance

Virtual organization An organization that consists of a small core of full-time employees and outsources its major business functions

Virtual reality A three-dimensional, interactive computer-generated experience that takes place within a simulated environment

Virtual team A work team that uses computer technology to link physically dispersed members and achieve a common goal

VUCA An acronym describing an environment of non-stop volatility, uncertainty, complexity, and ambiguity

W

Weaknesses Activities the organization does not do well or resources it needs but does not possess

Whistle-blowing An act of an individual within an organization who discloses information in order to report and correct corruption

Work councils Groups of nominated or elected employees who must be consulted when management makes decisions involving personnel

Workplace bullying When an individual experiences a number of negative behaviors repeatedly over a period of time that results in physical or mental harm

Work specialization Dividing work activities into separate job tasks

Work teams Groups whose members work intensely on a specific, common goal using their positive synergy, individual and mutual accountability, and complementary skills

Workforce diversity The ways in which people in an organization are different from and similar to one another

Work sample tests Hands-on simulation of part of all the work that workers in a job routinely must perform

World Bank A financial institution that provides assistance to developing countries.

World Economic Forum Annual meeting that brings together several thousand of the world's leaders to find solutions to economic, social, and political problems.

World Trade Organization (WTO) A global organization of 164 countries that deals with the rules of trade among nations

Writing skills Skills that entail communicating effectively in text as appropriate for the needs of the audience

Z

Zero-base budgeting (ZBB) Process starting with an established point of zero rather than using the current budget as the basis for adding, modifying, or subtracting resources

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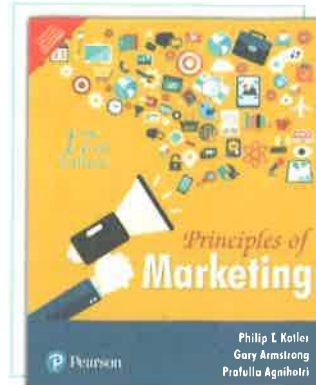
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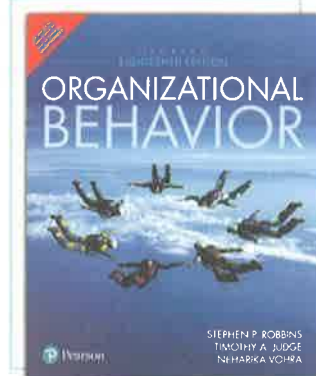


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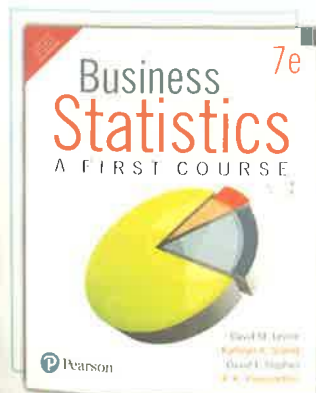


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