

Preface

Welcome to the first Canadian edition of *Essentials of Contemporary Management*. This is a developed-in-Canada product, specially derived from the first Canadian edition of *Contemporary Management* to meet the needs of instructors and institutions that want a briefer, focused approach to a management text. Based on reviews and other market research we found that potential users want chapters that are short, have the right balance of theory and application material, and are relevant for student learning. In order to accomplish this, we took the first Canadian edition of *Contemporary Management* and have done the following:

- written fewer and briefer chapters that present more focused theoretical discussions
- added more headers to the material to guide student reading
- added more figures and tables to help clarify material
- introduced *Roles in Contrast: Questions* at the beginning of the chapter to highlight how the material might be viewed differently by managers and employees
- introduced each major section of the chapter with a short management scenario, called *Think About It*, followed by questions
- introduced *Roles in Contrast: Considerations* at the end of the chapter to highlight tips that managers and employees can take from the material, again to emphasize how learning about management is not just for managers, but for everyone
- added *Management for You*, *Managing Ethically*, and *You're the Management Consultant* to the experiential learning features at the end of the chapter.

In emphasizing that management is for everyone, and not just for managers and would-be managers, *Essentials of Contemporary Management* takes a contemporary approach to the study of management and can help anyone who works in an organization understand how and why priorities get set.

Emphasis on Applied Management

Our contemporary approach means that we have gone to great lengths to bring the manager back into the subject matter of management. That is, we have written the text from the perspective of current or future managers to illustrate, in a hands-on way, the problems and opportunities they face and how they can effectively meet these challenges. Throughout the chapters we emphasize important issues managers face and how management theory, research, and practice can help them and their organizations be effective.

Rich and Relevant Examples

An important feature of our book is the way we use real-world examples and stories about managers and companies to drive home the applied lessons to students. Our reviewers were unanimous in their praise of the sheer range and depth of the rich, interesting examples we use to illustrate the chapter material and make it come alive. We've included coverage of large and small firms, from a variety of industries in both the public sector and the private sector, from across the provinces and territories.

Each chapter opens with *A Case in Contrast*, a feature that contrasts the behaviours and actions of two managers and organizations to help demonstrate the uncertainty and challenges surrounding the management process. We cover such organizations as Calgary-based WestJet and Petro-Canada; Montreal-based Gildan Activewear; Toronto-based Altamira Investment Services and Willow Manufacturing; Mississauga, Ontario-based Moore Wallace Inc.; and Vancouver-based QLT and the City of Vancouver.

NEW! The substantive part of each chapter is bracketed by two new features: *Roles in Contrast: Questions* and *Roles in Contrast: Considerations*. These features, developed by Nancy Langton for the Canadian market, highlight for students the different experiences managers and nonmanagers might have when encountering the material. They are intended to specifically illustrate the point that “management is not just for managers”.

NEW! Most major headings in each chapter start with a new *Think About It* feature developed by Nancy Langton. Each *Think About It* provides a short vignette, relevant to the section, and is followed by one or more questions. The vignette is then explored further in the unfolding of that section.

Each chapter contains the feature *Tips for Managers*, which distills the lessons that students can take from the chapter and use to develop their management skills.

Each chapter also contains two *Management Cases*. Some of the cases were written specifically for this textbook, while others are taken directly from the pages of Canadian print media, including the *National Post*, *The Globe and Mail*, the *Ottawa Citizen* and *The Vancouver Sun*. The cases taken from the media show students, in full detail, real-world examples of relevant managerial action. Through both kinds of end-of-chapter cases, students will be introduced to organizations such as the CBC; Guelph, Ontario-based Sleeman Breweries Ltd.; Moncton, New Brunswick-based Amcor PET Packaging; Toronto-based The Brothers Markle Inc.; Aurora, Ontario-based Magna Corporation; and such Canadian managers as Belinda Stronach (of Magna), Cynthia Trudell (now with Brunswick Corporation), Vic De Zen (Royal Group Technologies Ltd.), and Mac Voisin (M and M Meat Shops).

Finally, the book also contains two *Integrative Cases* to help instructors and students alike apply a broad range of theory to the organizational and managerial problems of Canadian Tire and Kooshies Baby Products.

Experiential Learning Features

We have devoted considerable time and attention to developing state-of-the-art experiential end-of-chapter learning exercises that we hope will also drive home the meaning of management to students. Grouped together at the end of each chapter in the section called *Management in Action*, they include:

TOPICS FOR DISCUSSION AND ACTION A set of chapter-related questions and points for reflection, some of which ask students to research actual management issues and learn first-hand from practising managers.

BUILDING MANAGEMENT SKILLS A self-development exercise that asks students to apply what they have learned to their own experience of organizations and managers or to the experiences of others.

NEW! MANAGEMENT FOR YOU A feature developed by Nancy Langton to help students apply material to their daily lives. Each chapter gives several suggestions for how students can use insights from the chapter to plan, lead, organize, or control their lives.

NEW! MANAGING ETHICALLY A new feature included for the Canadian market to give students the opportunity to consider ethical issues that relate to chapter material.

NEW! YOU'RE THE MANAGEMENT CONSULTANT An exercise that presents a realistic scenario in which a manager/organization faces some kind of challenge, problem, or opportunity, and the student plays the role of a management consultant offering advice and recommending a course of action based on the chapter content.

SMALL GROUP BREAKOUT EXERCISE A unique exercise designed to allow instructors to use interactive experiential exercises in groups of three to four students. The instructor calls on students to break up into small groups, simply by turning to people around them; all students take part in the exercise in class, and a mechanism is provided for the different groups to share what they have learned with each other.

EXPLORING THE WORLD WIDE WEB Two internet exercises designed to draw students into the web and give them experience of the new information systems while applying what they have learned.

MANAGEMENT CASE A case for discussion, drawing on contemporary, real-world managers and organizations, which we have written to highlight chapter themes and issues.

MANAGEMENT CASE IN THE NEWS An actual article, from the business pages of a publication such as *The Globe and Mail* or the *National Post*, that shows students how practising managers are facing the issues they have just studied.

Our idea is that instructors can select from these exercises and vary them over the semester so that students can learn the meaning of management through many different avenues. These exercises complement the chapter material and have been class-tested to add to the overall learning experience, and students report that they both learn from and enjoy them.

Integrated Learning System

Great care was used in the creation of the supplemental materials to accompany *Essentials of Contemporary Management*. Whether you are a seasoned faculty member

or a newly minted instructor, we hope you will find our support materials to be among the most thorough and thoughtful available.



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Instructors' Supplements

Instructor's CD ROM



(Includes an electronic version of the Instructor's Manual, the Brownstone Computerized Test Bank and Microsoft® PowerPoint® Presentations.)

Instructors can use this electronic resource to access the supplements listed below that are associated with the text and create custom presentations, exam questions, and Microsoft® PowerPoint® lecture slides. All of these instructor's supplements are also available for download in the Instructor's Resource Centre of the Online Learning Centre (OLC) at www.mcgrawhill.ca/college/jones.

Instructor's Manual The *Instructor's Manual*, prepared by Laurel Donaldson, Douglas College, includes a wealth of information to assist instructors in presenting this text and their course to its best advantage. It includes lecture notes, answers to end-of-chapter questions, and other valuable aids.

Brownstone Computerized Test Bank The computerized test bank has been prepared by Michael Hockenstein, Vanier College, to provide a variety of testing methods for instructors. The Brownstone software allows instructors to design their own examinations from a series of multiple-choice, true/false, and essay questions for each chapter. Each question is ranked in terms of difficulty and page-referenced to the textbook.

Microsoft® PowerPoint® Presentations A complete set of PowerPoint slides is provided for each chapter.

Essentials of Contemporary Management Video Package

The video package contains carefully selected segments from various CBC programs chosen by Michael Hockenstein, Vanier College, as well as segments from the McGraw-Hill Management Video Library. It is an excellent supplement to lectures and useful for generating in-class discussions.



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Instructor Online Learning Centre—www.mcgrawhill.ca/college/jones

Essentials of Contemporary Management includes a password-protected website for instructors. The site offers downloadable supplements including those found on the instructors' CD-ROM, and a series of other resources.

Student Supplements

Student Online Learning Centre—www.mcgrawhill.ca/college/jones

The *Essentials of Contemporary Management* Online Learning Centre (OLC) prepared by Laurel Donaldson, Douglas College, is a website that follows the text chapter by chapter, with additional materials and quizzes to enhance the text and the classroom experience. Students can review concepts or prepare for exams by taking the self-grading quizzes that accompany each chapter or work through interactive exercises. The site also contains web links to relevant management sites and resources and other supplemental information that complements the text material.

Student CD ROM

Every copy of *Essentials of Contemporary Management* comes packaged with a free Student CD ROM, created by Jennifer E. Cliff, University of Alberta, which is loaded with interactive exercises, quizzes, video cases, links to management sites and more. The Student CD features a multimedia case study on Yahoo! complete with video clips, video notes and case study quizzes. You will also find valuable study aids including chapter quizzes, links to management sites and interactive application exercises designed to help you assess your personal management style and test your project management skills.

Student Study Guide

This valuable student resource, prepared by Laurel Donaldson, Douglas College, includes learning objectives, a detailed outline of each of the chapters, as well as multiple-choice and true/false application questions. This comprehensive learning aid will assist students in their understanding of key concepts, and help them prep for exams.