

PREFACE

This book has been written to give New Zealand students an appreciation of the ways in which management practice differs in our part of the world. Much of management practice has little need to change from country to country, but there are some ways in which local conventions have had to adapt to deal with the distinctive realities of the local environment. We feel that a two-book combination deals with these differences very well.

First, we were attracted to write this supplement by the excellent structure and presentation of the textbook by Bartol, Tein, Matthews and Martin—*Management: A Pacific Rim Focus 4e*. We felt that this book not only provided a comprehensive coverage of the main areas of management, but did so in an imaginative and effective format that opened up many aspects of management which often get hidden in general principles. More than many, we felt that this book brought the reality of management experience onto the page. We felt privileged to be asked to write a supplement for it. Equally, however, we do believe our supplement could be successfully utilised in conjunction with any one of the broad range of Principles of Management texts published by McGraw-Hill, for instance:

- Jones & George—*Contemporary Management* 3rd edn
- Jones & George—*Essentials of Contemporary Management*
- Gomez-Mejia, Balkin & Cardy—*Management* 2nd edn
- Bateman & Snell—*Management: The New Competitive Landscape* 6th edn
- Kinicki & Williams—*Management: A Practical Introduction*
- Rue & Byars—*Management: Skills and Applications* 11th edn

Second, we were grateful to the publishers for seeing that a small country like New Zealand can have its own distinctive needs ignored when a

uniform global product is all that is on offer. It seemed to us that a New Zealand supplement to an established Principles text offered the best of both worlds: a leading text on management practice, together with material that would help the reader appreciate the areas where New Zealand's experience is different.

Our book has focused on three areas where we believe that a New Zealand sensitivity is important. First, our employment relations legislation is unique to us, and has its own distinctive history. As a small country, employment relations have in the past been conducted at a national level to a degree unknown outside the former centrally planned economies. Our small size, and the isolation of our home markets from the major centres of world commerce, also means that the challenges faced by New Zealand firms in reaching some level of competitive advantage are very different from those faced in much larger economies. The strategies developed by our firms to deal with these challenges are, not surprisingly, somewhat specific to us. Of course, the New Zealand nation has its own unique founding document, the Treaty of Waitangi, which established a special relationship between the country's original settlers and those who began arriving many centuries later.

There are—and we hope there always will be—things about New Zealand that set us apart from every other nation on earth; things that make us special. As you will discover in this book, those distinctive attributes can turn out to be very precious and the source of competitive advantage for our firms. We feel that the opportunity to write this book may help identify, celebrate and protect some of those special attributes.

Alan Geare
Colin Campbell-Hunt
Diane Ruwhiu
Ron Bull