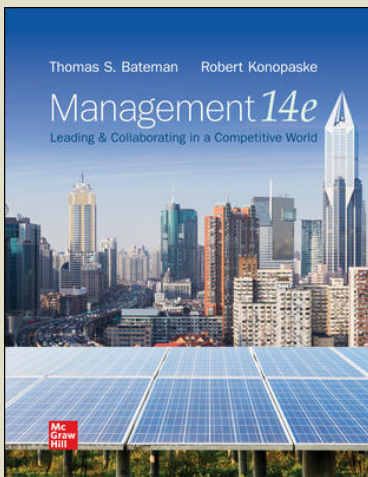


# List of Changes



## Management: Leading & Collaborating in a Competitive World

**14th Edition**

**Thomas Bateman, Robert Konopaske**

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*available in*

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The 14th edition of *Management: Leading and Collaborating in a Competitive World* is written from the perspective of a current or future manager and emphasizes six essential performance dimensions: cost, quality, speed, innovation, service, and sustainability. Throughout the text, the authors remind students that these performance dimensions offer value to customers and competitive advantage to you and your organization. This bottom-line, results-oriented approach is a unique hallmark of this text. Leadership is also a vital theme and includes working collaboratively toward outstanding results. Their mission is to inform, instruct and inspire you to be both a thinker and a doer.

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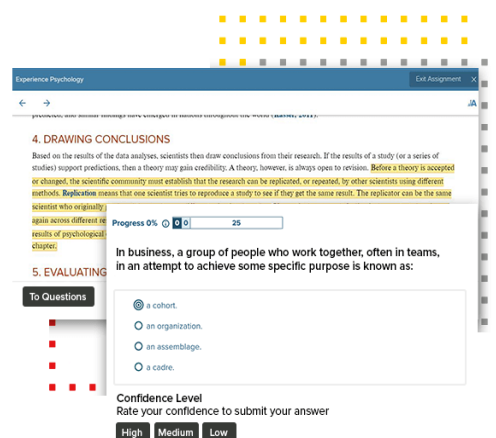
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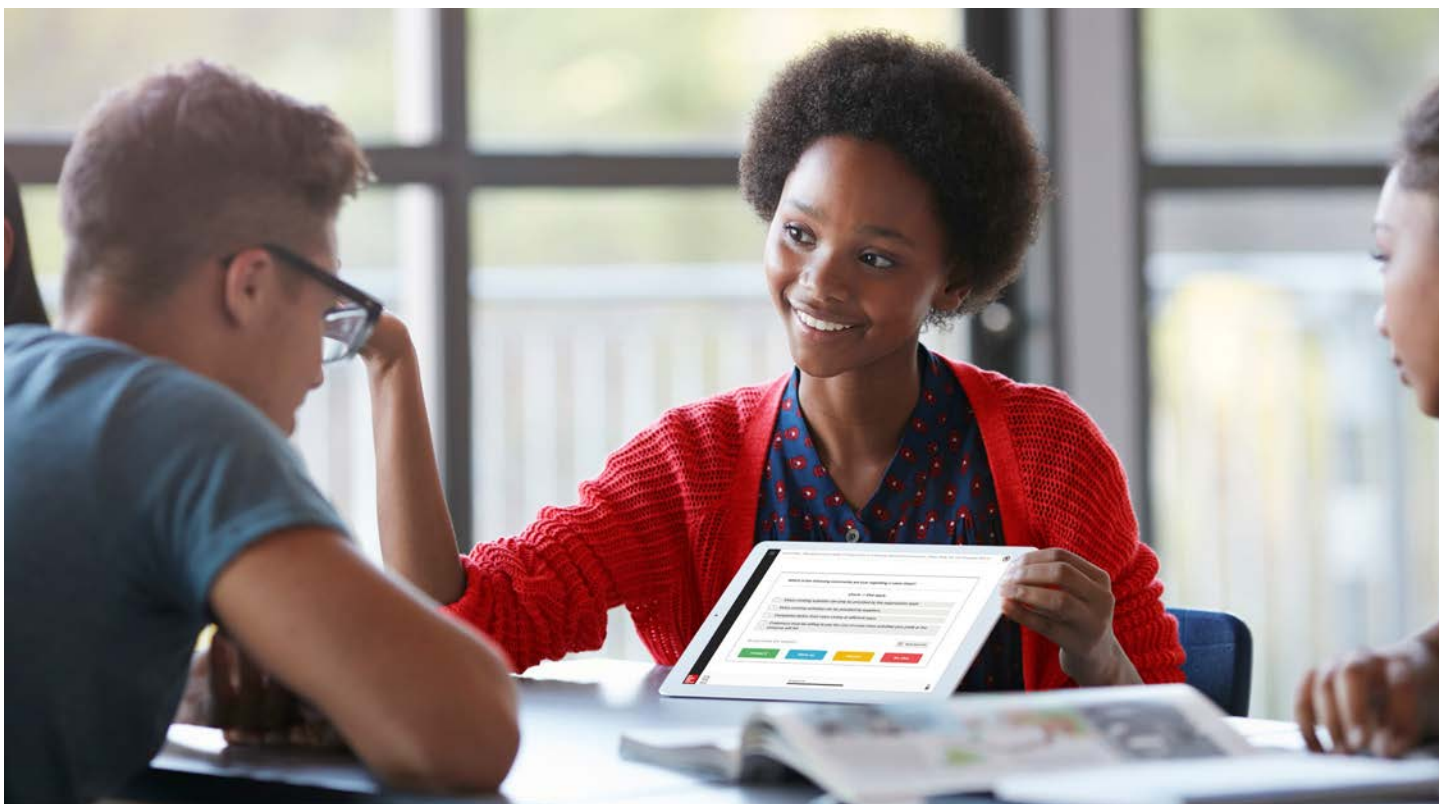


**Application-Based Activities**

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## Chapter by Chapter Changes

### Chapter 1

- New Inclusiveness Works feature about generational differences in the workplace.
- Updated Management in Action about Mark Zuckerberg of Facebook.
- New Digital World: "Chatbots: Good for Business?"
- Revised Social Entrepreneurship discussing Bill Drayton of Ashoka.
- New example of Uber's new CEO trying to make the company profitable again.
- Updated list of top five firms in *Fortune's* 2018 Global 500 list.
- New example of PepsiCo offering KeVita probiotic nonsoda and Bubly Sparkling Water.
- New example of Rocket Mortgage propelling Quicken Loans to the top of the mortgage provider market.
- New example in which Patagonia's Work Wear program makes over 50,000 repairs to customers' used clothing.
- New example of using Gallup's CliftonStrengths assessment to identify core strengths.

### Chapter 2

- New Inclusiveness Works feature: "Women in Leadership Roles: A Strategy for Success."
- Updated Management in Action on Amazon thriving in any environment.
- Updated Social Entrepreneurship feature about combating climate change.
- New example of the U.S. congressional bill that could replace the Patient Protection and Affordable Care Act.
- New example in which zSpace's VR laptop allows users to see objects as if they were part of the real world.
- New example about Microsoft offering 12 weeks of full pay for employees who are new mothers and fathers.
- New example of Coca-Cola pledging to reduce the amount of sugar in its drinks by 2025.
- New example about the Eagle Flight game being a complement of the HTC Vive virtual reality headset.
- New example about Warby Parker, the fashion eyeglasses retailer, where employees learn the culture by keeping in mind four ground rules (which the company characterizes as "Nothing crazy").

### Chapter 3

- New Inclusiveness Works feature about the benefits of a diverse workplace.
- Updated Management in Action about Uber trying to overcome its poor decisions.
- New Digital World about using predictive analytics to make better decisions.
- Revised Concluding Case: "Soaring Eagle Skate Company."
- New example exploring the uncertainty over Britain's departure from the European Union ("Brexit").
- New example of Netflix using data analytics to retain customers and inform the creation of original series.
- New examples of data breaches at companies, including Marriott Starwood Hotels, MyFitnessPal, Cambridge Analytica, and Facebook.



## **Chapter 4**

- New Inclusiveness Works feature about incorporating diversity and inclusion into a company's brand.
- Revised Management in Action: "How Disney Scripts Its Own Success."
- Updated Social Entrepreneurship feature discussing Novo Nordisk's triple bottom line.
- New Digital World: "Managing Technology's Impact."
- New example of General Motors purchasing a \$500 billion stake in Lyft.
- New example of Chipotle's zero-tolerance policy for food safety violations.
- New example of Salesforce's 1-1-1 philanthropic model of doing business.
- New example of AT&T's acquisition of AlienVault to help businesses respond to cybersecurity attacks.

## **Chapter 5**

- New Inclusiveness Works feature discussing equitable pay for all employees.
- Revised Management in Action feature about Ginni Rometty's attempts to transform IBM and the world.
- New Digital World: "How Digital Monitoring Helps Ensure Ethics."
- Updated Concluding Case: "Oré Earth Skin Care Tries to Stay Natural."
- New example of Apple slowing down older iPhones to encourage upgrades.
- New example of Facebook employees writing 5-star reviews for the Portal video-chat device on Amazon.
- New example of Starbucks setting a goal of hire 10,000 refugees across 75 countries by 2023.
- New example of a fully sustainable model applying a circular borrow-use-return approach.

## **Chapter 6**

- New Inclusiveness Works: "Bridging Cultural Divides: Beyond Words."
- Revised Management in Action: "How Alibaba Is Becoming a Global Brand."
- Updated Social Entrepreneurship box about student entrepreneurs competing for the \$1 million Hult Prize.
- Revised Digital World: "Global Email Etiquette."
- Updated Social Entrepreneurship: "Empowering Latina Entrepreneurs."
- New example of Netflix expanding into 190 countries in just seven years.
- New example predicting that approximately 800 million jobs worldwide will be lost to automation over the next decade.
- New example describing China's growing economic and political influence.
- New example discussing NAFTA's replacement, the U.S.-Mexico-Canada Agreement (USMCA).

## **Chapter 7**

- New Inclusiveness Works feature about start-ups and diversity.
- Revised Management in Action about Starbucks's entrepreneurial beginnings.
- Updated Concluding Case: "Rolling Out Soft Scroll."
- New example indicating that e-commerce sales of physical goods in the United States surpassed \$500 billion.
- New example of companies engaged in B2B commerce, including Amazon, Alibaba, Otto, Flipkart, and SAP.
- New example of how most start-ups begin with \$5,000 or less in capitalization.
- New example of peer-to-peer (P2P) loaning platforms like Credit or Prosper.

## **Chapter 8**

- New Inclusiveness Works feature about hearing all voices in organizations.
- Revised Management in Action feature about Mary Barra's leadership of GM.
- Updated Concluding Case about moving to a cloud system to create efficiencies.
- Updated Digital World: "Will Online Networks Replace Traditional Hierarchies?"
- New example of PlumSlice Labs creating an advisory board with executives from Walmart, GlaxoSmithKline, Workforce Software, SAP, and Retail Consulting.
- New example of Johnson & Johnson's decentralized approach to managing its 260 operating companies in 60 countries.
- New example of companies like GoPro, Snap Inc., and H&M integrating their marketing and communications functions.

## **Chapter 9**

- New Inclusiveness Works feature about engaging early career employees.
- Updated Management in Action: "Making Walmart Agile."
- New Digital World feature about engaging customers through social listening.
- Updated Social Entrepreneurship discussing how to scale social enterprises.
- New example of Coca-Cola, Dr Pepper Snapple Group, and PepsiCo coming together to cut 20 percent of the sugar-based calories in their soft drinks by 2025.
- New example of Walmart's CEO trying to reduce bureaucracy and revitalize company growth by encouraging employee initiative.
- New example of Banana Republic using predictive data to open a pop-up discount ad as an online shopper is about to close the window.
- New example of recent winners of the Malcolm Baldrige National Quality Award.

## **Chapter 10**

- New Inclusiveness Works about providing feedback across cultures.
- Updated Management in Action: "How Google Lands Top Talent."
- Revised Concluding Case about HR planning at Invincibility Systems.
- New Social Entrepreneurship box discussing whether social enterprise is becoming big business.
- New Digital World feature: "Can Your Social Media Profile Keep You from Landing a Great Job?"
- New example of companies preferring internal to external recruitment including Gap Inc., Palo Alto Networks, and Blizzard Entertainment.
- New example of companies being fined for violating U.S. equal employment laws like UPS paying \$4.9 million to settle a religious discrimination lawsuit.
- New example of why companies use 360-degree performance appraisals.

## **Chapter 11**

- New Inclusiveness Works: "Avoiding Age Discrimination."
- Updated Management in Action exploring how Accenture innovates through inclusion.
- New Digital World: "Using AI to Hire a More Diverse Workforce."
- New example of companies that have strong commitment to inclusion, including Kaiser Permanente, AT&T, and New York Life.
- New example of diversity initiatives in companies like Northrup Grumman employing veterans and Comcast NBCUniversal using diverse suppliers.
- New example of National Industries for the Blind with 6,000 employees with visual impairments.
- New example of Deloitte and Honeywell monitoring career progress of women, minorities, and employees with disabilities.

## **Chapter 12**

- New Inclusiveness Works: "Including the LGBTQ Community."
- Updated Management in Action about Merck's CEO, Kenneth Frazier, focusing on long-term results.
- New Digital World: "How AI Is Affecting Leadership."
- Revised Social Entrepreneurship feature about manufacturing disaster-resilient homes.
- New example of a vision in which Richard Branson, CEO of Virgin Group, foresees the entire world powered by renewable energy by 2050.
- New example discussing how advances in automated decision making could dramatically change managers' roles.
- New example of transformational leaders, including Mary Barra (CEO of General Motors), Reed Hastings (CEO of Netflix), Mark Bertolini (CEO of Aetna), and Shantanu Narayen (CEO of Adobe).

## **Chapter 13**

- New Inclusiveness Works: "Improving D&I Initiatives with Intrinsic Motivation."
- Updated Management in Action about SAS being a great place to work.
- New Digital World about using technology to motivate employees.
- New example of Notejoy, an organizational collaboration platform, helping its employees set specific and measurable goals.
- New example of how Ryan LLC, a tax firm, rewards its employees with four-week paid sabbaticals and subsidies for health club memberships.
- New example of Blue Cross and Blue Shield of North Carolina hiring college graduates for its two-year Rotational Development Program.
- New example of how psychological contracts are changing.

## **Chapter 14**

- New Inclusiveness Works: "Empathy in Teams Helps Cohesion and Inclusiveness."
- Revised Management in Action feature discussing teamwork at Whole Foods Market.
- New Concluding Case: "Un-Teamwork at Quadra."
- Updated Social Entrepreneurship box about social entrepreneurs using co-working spaces.
- New example of Nestlé's InGenius program encouraging employees and external partners to collaborate to develop new business ideas.
- New example of virtual teams functioning effectively.
- New example in which Spotify creates "squads" of agile, self-organized teams to create new products.
- New example of ways to resolve conflict among B2B commerce partners.

## **Chapter 15**

- New Inclusiveness Works in which organizations use storytelling to become more inclusive.
- Updated Management in Action: "Communicating, SoundCloud Style."
- New Digital World: "Gmail Predicts What You Want to Say."
- Revised Concluding Case regarding communicating at Best Trust Bank.
- New example of companies like Adobe, Gap, and IBM shifting to frequent, informal employee performance check-ins.
- New example of the CEO of T-Mobile posting about company products to more than 5 million followers on his Twitter account.
- New example of companies like Unisys, Sprint, and Hewlett-Packard training employees to use social media productively.
- New example of Vynamic implementing a policy preventing work-related communication among employees after hours during the week and all weekend long.



## **Chapter 16**

- New Inclusiveness Works: "Making a Measurable Impact with D&I Initiatives."
- New Management in Action: "Tracking Employees to Control Health Care Costs."
- Revised Social Entrepreneurship discussing better ways to measure social impact.
- New Digital World feature about technology enabling timely performance reviews.
- New example of Teco Energy assigning project teams to prevent problems.
- New example discussing how data-driven visual dashboards allow managers to monitor organizational performance indicators in real time.
- New example of Chipotle rolling out Zenput, a mobile food safety protocol platform, to prevent future food safety issues.

## **Chapter 17**

- New Inclusiveness Works discussing how technology can help remove unconscious bias.
- Revised Management in Action about Elon Musk's ups and downs as he pursues technology's possibilities and challenges.
- New Concluding Case: "Innovating at Worldwide Games."
- Updated Digital World about BYOD and BYOA work policies.
- New example of product innovations like foldable phones, rollup TVs, and more nature fluid interactions with voice-activated digital assistants.
- New example discussing how innovative food producers like Impossible Foods and Beyond Meat are introducing new "meatless meats" to the market.
- New example describing blockchain's potential gamechanging impact on the integrity of everything from online transactions to e-voting.
- New example of Neiman Marcus installing interactive touch screens in its fitting rooms, allowing customers to adjust lighting and request clothing sizes and colors.

## **Chapter 18**

- New Inclusiveness Works: "Changing for Religious Inclusion."
- Revised Management in Action discussing how Shell Oil and other fossil-fuel companies are beginning to embrace renewable energies.
- New Social Entrepreneurship: "Leveraging AI to Build a Better Future."
- New Digital World: "Tech-Savvy Gen Z Enters the Workforce."
- New example discussing Kodak's decision not to pivot away from its lucrative film development business into the disruptive digital camera space.
- New example about using unfreezing to identify performance gaps at different organizational levels.
- New example of Bill Gates's list of technologies that will change the world for the better, including affordable ways to capture carbon dioxide from greenhouse-gas emissions and energy-efficient toilets functioning without a sewer system.

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