



M: Management 6e

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Hardcover / 2020©

ISBN: 9781260062885 / 1260062880

What's New in the 6th Edition?

Overall, the sixth edition of Management is more streamlined and reader-friendly, with current content and a layout that is visually appealing to today's college learner. The end notes also have been updated and expanded.

Chapter by Chapter Changes

CHAPTER 1

- Revised title: "Managing in a Global World."
- New chapter opener about Jeff Weiner, CEO of LinkedIn, and compassionate management.
- New Study Tip: "'Chunk' your study time."
- New example: Elon Musk's goal to colonize Mars by 2024.
- New quote by Albert Einstein.

- New example: Tricia Griffith, CEO of Progressive, goes out of her way to inspire her employees.
- New Traditional Thinking/The Best Managers Today feature.
- New example: Tony Hsieh's (CEO of Zappos) experiment with a "holacracy" organizational model.
- New example: How Mark Zuckerberg, CEO of Facebook, is trying to restore confidence in the social networking platform.
- New Did You Know? feature indicating what factors contribute to employee job satisfaction.
- New green case about REI's environmental stewardship.
- New example: General Electric, Hyundai Motor, and Kraft Heinz transcend national borders.
- New Take Charge of Your Career feature about why students should study abroad.
- New example: Netflix is in 190 countries and has a successful global strategy.

CHAPTER 2

- Revised Study Tip: "Become a better planner."
- Updated Take Charge of Your Career feature.
- Revised LO4 "Modern Contributors" section (new additions include Sheryl Sandberg, W. Chan Kim and Renee Mauborgne, and Martin Davidson).
- Updated green case about ways that companies are shifting to green power.

CHAPTER 3

- Updated chapter opener about alliances between Keurig Green Mountain and Starbucks, Dunkin' Donuts, and Peet's Coffee & Tea.
- New green case: "Water for People," a nonprofit helping millions in 9 countries.
- Updated Study Tip 3: "Make brief outlines of chapters."
- New example: Halliburton paid \$29 million to settle federal charges related to FCPA.
- New examples of influential world events: Brexit, alleged Russian interference in 2016 presidential election, China's slowing economy, and humanitarian crisis in the Democratic Republic of Congo.
- Revised section regarding health and volatility of U.S. economy.
- Updated example of global apps market (175 billion downloads in 2017).
- Updated Traditional Thinking/The Best Managers Today feature.
- New examples of corporate universities: General Mills, Credit Suisse, Air Liquide, and Novartis.
- Updated U.S. racial and ethnic demographic data.
- Updated examples of most popular Google Android (e.g., FaceApp) and Apple iOS (e.g., BitMoji) apps.
- New example: Universities are using social media to recruit students.
- Updated example: Intel continues to dominate the processor market.
- New example: Starbucks plans to triple the number of stores in China by 2020.
- New example: Cognizant has partnered with Per Scholas to open a skills training facility in the South Bronx.
- New example: Kohl's has achieved carbon neutrality or zero CO2 emissions.
- Updated Did You Know? regarding political action committee (PAC) spending by industry/sector.
- Updated example: Alphabet owns diversified businesses like Nest, Fiber, and Sidewalk Labs.
- Updated Exhibit 3.6: "The three levels of organizational culture."

- Updated Take Charge of Your Career.
- New quote: Brian Chesky, co-founder of Airbnb.

CHAPTER 4

- Updated chapter opener about the ethics of using social media at work.
- New examples of using social media to effect change: #MeToo and J.J. Watts Hurricane Harvey relief fund.
- New unethical business examples: United Airline's forcible removal of a passenger, Apple's admission of slowing batteries in older iPhone models, and Equifax allowing hackers to access the personal information of 145 million Americans.
- New unethical sports examples: Four NCAA assistant basketball coaches indicted on fraud and corruption charges and Dr. Larry Nassar's conviction for molesting 265 girls/ young women athletes.
- Updated Study Tip: "Remembering key terms during exams."
- New Did You Know? feature about the most common methods employees use to report unethical incidents.
- New example of how several U.S. companies—Apple, Google, and Ingersoll Rand—remain committed to the Paris climate accord.
- New example: Mars (maker of M&Ms) is spending \$1 billion to reduce greenhouse gases in its supply chain.
- New green case: "A College Built by and for the Poor."
- Updated Take Charge of Your Career feature about finding a great place to work.
- New example of Ethisphere honoring companies like Dell, Volvo, and Grupo Bimbo for making a positive sustainable impact.
- New Did You Know? feature regarding the positive impact of effective ethics programs.
- Updated example: 30 percent of fraud cases occur in small businesses with an average loss per case of \$150,000.

CHAPTER 5

- New chapter opener featuring Mark Zuckerberg, CEO of Facebook, changing strategy in response to allegations that the platform was used for fake news.
- Revised Exhibit 5.1: "Formal planning steps."
- New multipart example about opening and developing a strategy for an online jewelry company.
- Updated Exhibit 5.2: "Three common plans used by organizations."
- New quotes by Henry Mitzberg, Yogi Berra, and Antoine de Saint-Exupery.
- New mission statements from Kickstarter and Docusign.
- Updated example of McDonald's adding self-service kiosks and table service to some of its restaurants.
- New example of SolarCity hiring veterans and college students dedicated to reversing climate change.
- New green case about how cities around world—Curitiba (Brazil), Reykjavik (Iceland), Vancouver (Canada), and Kampala (Uganda)—are going green.
- Revised Exhibit 5.10: "Different types of decisions."

- New Take Charge of Your Career exploring whether Millennials are worse off regarding their wealth and income than previous generations at a similar age.

CHAPTER 6

- Updated chapter opener about successful entrepreneurs like Joe Coulombe, founder of Trader Joe's, and Sir Richard Branson of Virgin.
- Updated Study Tip: "Visit your professors."
- New example: Laura Behrens Wu, CEO of Shippo, developed an e-commerce shipping app.
- New example: Half of 87 companies valued over \$1 billion were founded by immigrants.
- Updated Take Charge of Your Career about becoming an entrepreneur while still in college
- Updated Did You Know? about franchises supplying 7.6 million jobs in the United States.
- New green case: "Ashoka's Bill Drayton, Pioneering Social Entrepreneur."
- New Did You Know? regarding the best U.S. cities for starting a new business.
- Revised Exhibit 6.5: "Eight common management challenges for entrepreneurs."
- New quote by John C. Maxwell.
- New Did You Know? about Revolution Foods, an award winning nonprofit organization that provides 1.5 million nutritious meals to school children.
- New example: Self-organizing teams at W.L. Gore spend time on side projects.

CHAPTER 7

- Updated chapter opener about the global mobile gaming market for smartphones and tablets.
- New Did You Know? feature regarding the average cash retainer for board members.
- Revised Exhibit 7.3: "The optimal span of control is a balancing act."
- Revised Exhibit 7.4: "Advantages of delegation."
- New green case: "Community Solutions's 100,000 Homes Campaign."
- New Take Charge of Your Career feature providing advice about landing an internship Updated example about Bombardier Aerospace's virtual network of suppliers.

CHAPTER 8

- Updated chapter opener about Pam Nicholson, CEO of Enterprise Rent-A-Car.
- Updated Take Charge of Your Career feature regarding how to provide constructive feedback.
- New green case about whether business school graduates would be interested in working for a social enterprise.
- New example about unique cultures at Netflix, Etsy, and KalpTree Energy.
- New examples of popular online job boards like Indeed and Glassdoor.
- Updated example about the Veterans Jobs Mission and its goal to recruit 1 million veterans for civilian jobs.
- New example of behavioral descriptive question and benchmark scoring scale.
- Updated Study Tip: "Got sleep?"
- New section regarding downsizings and survivor's syndrome.
- New example: Qualcomm paid nearly \$20 million to settle charges it discriminated against female employees for allegedly not providing equal pay and job opportunities.
- Updated Exhibit 8.5: "Important training and development topics."
- New example of Verizon's compensation and bonus practices.

- Updated section about CEO and executive pay in the United States.
- New Did You Know? feature about recent state increases in the minimum wage.
- New example of risk of injury to teenage workers.
- Updated example: About one-third of public-sector employees and 6.5 percent of private-sector employees are unionized.

CHAPTER 9

- Updated example: Nearly 12 million women-owned businesses in the United States generated \$1.7 trillion in revenue.
- Revised Exhibit 9.2: “Components of workforce diversity.”
- New examples of female CEOs of large companies, including Safra Catz of Oracle and Denise Morrison of Campbell Soup.
- Updated list of top ten organizations for executive women, including Bank of America and Zoetis
- New example of minority CEOs of Fortune 500 firms, including Carlos Rodriguez of ADP and Roy Ferguson Jr. of TIAA.
- Updated Exhibit 9.4: “Successful immigrant entrepreneurs in the United States.”
- Updated example about Rackspace, a firm with a Millennialfriendly work environment.
- New green case about the greenest countries and companies in the world.
- Updated Take Charge of Your Career feature about the importance of finding a mentor.

CHAPTER 10

- New chapter opener about Marc Nager, a leader of the entrepreneurial start-up community.
- New quote from Marillyn Hewson, CEO of Lockheed Martin.
- New example about N.R Murthy, co-founder of Infosys, an Indian IT and consulting giant.
- New quote from Sheryl Sandberg, chief operating officer of Facebook.
- New quote from Harvey Firestone.
- New green case explaining why the B Team, a global group of business leaders, believes that companies need to make an immediate, positive difference.
- Updated Take Charge of Your Career feature regarding how to develop your leadership skills.

CHAPTER 11

- New chapter opener about how Adobe motivates its employees with quarterly check-in meetings.
- New quote by Louis Pasteur.
- New Did You Know? feature with top three reasons employees quit their jobs.
- New example about Patagonia’s goals to use business as a positive force of change.
- Revised Exhibit 11.1: “Motivational goals possess four characteristics.”
- New example of Ford’s goal to build electric cars for the Chinese market.
- Updated green case: “Stonyfield Organic Motivates through Its Mission.”
- New example of how Wells Fargo’s aggressive incentive practices led to major scandal.
- New example of creative company motivators like Zynga allowing employees to bring dogs to work and Timberland paying employees for up to 40 hours of volunteer work annually.
- New Did you Know? feature about ways managers can develop employees.

- New example about Starbucks offering full tuition toward employees' bachelor's degree through Arizona State's online program.
- New quote by Abraham Maslow.
- New Take Charge of Your Career feature encouraging graduates to consider whether they will be motivated in their next job.
- Updated Did You Know? feature identifying the happiest jobs.
- New example about Mars (maker of M&Ms) offering six work weeks of paid maternity leave and 30 days of paid paternity leave.

CHAPTER 12

- New example about how the 32-person team at Dr Pepper Snapple Group achieves continuous improvements at the company.
- Updated green case describing how innovative teams at IDEO, D-Rev, and Frog use design to help the effectiveness of nonprofit organizations.
- New quote by Michael Jordan.
- Updated Study Tip: "Dealing with slackers on your student teams."
- New Take Charge of Your Career about how individuals can improve group project processes and outcomes.
- New example about how researchers at IBM's 12 labs are collaborating to develop practical uses of artificial intelligence, blockchain, and quantum computing.

CHAPTER 13

- Updated chapter opener about how John Flannery (new CEO of General Electric) communicated his top three priorities with all employees on his first day.
- Updated Exhibit 13.3: "Examples and tips related to the effective use of communication channels."
- Updated section on electronic media.
- New examples of online team collaboration and communication platforms like Slack, Podio, and Trello.
- New example of how Walmart blogs about employees' human interest stories.
- New examples of online meeting apps like Skype and Zoom.
- New green case focusing on how organizations like Nike, JetBlue, and Nokia are using social media to inform stakeholders about their green values and initiatives.
- Updated Study Tip: "When to use face-to-face communication."
- New quote by Sue Patton Thoele.
- Updated Did You Know? about how employees from top performing firms spend their time at work.

CHAPTER 14

- Updated chapter opener about how pharmaceutical companies, as a way to control costs, outsource logistics to companies like UPS to store, ship, and deliver health care products.
- New quote by W. Edwards Deming.

- Revised Take Charge of Your Career about how today's managers can control employee behavior without being too controlling.
- New example about how Larry Page, CEO of Alphabet, is focusing on innovative areas such as self-driving cars, artificial intelligence, and drones.
- Revised Exhibit 14.2: "Common measures of performance standards."
- Updated Study Tip: "Keeping your grades under control."
- New Did You Know? feature about how Accenture, Deloitte, Eli Lilly, and General Electric have done away with annual performance reviews.
- Revised Exhibit 14.3: "Relationship between sigma level and defects per million opportunities."
- New section about sustainability audits and the triple bottom line.
- Updated green case about how Terracycle's cost control formula is garbage.
- Updated Exhibit 14.6: "How Dana discovers what its true costs are."
- Revised Exhibit 14.10: "Examples of market control."

CHAPTER 15

- New chapter opener about Elon Musk and his myriad of innovative and advanced technological initiatives.
- New quote by Rosalind Franklin.
- New example of Google and Tencent sharing technology in China.
- New example of 3M encouraging its 10,000 researchers to spend up to 15 percent of their work time developing new ideas and products.
- New Did You Know? identifying the top five motivators for high-level employee performance.
- Revised Exhibit 15.6: "How to overcome resistance to change."
- Updated green case: "Big Data Empowers Sustainable Farming."
- New quote by Margaret Mead.
- New Take Charge of Your Career describing the benefits to your career of having a "side hustle."