



Contemporary Management, 11th edition

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Hardcover / 2020©
ISBN: 9781260075090 / 1260075095

Chapter by Chapter Changes

Chapter 1: Managers and Managing

- New “A Manager’s Challenge” on how Microsoft’s CEO is refocusing the company
- New in-text examples throughout chapter about Nadella’s management strategies
- Updated stats on management salaries in the US and projected growth rates
- New “Manager as a Person” feature on the ER director and her management strategies to make ER visits as painless as possible
- New “Management Insight” feature about managing the city of San Rafael, California
- Updated statistics on global IT spending and global outsourcing
- New in-text example about companies with flat organizational structures
- New “Ethics in Action” feature the continued fallout from the Wells Fargo banking scandal
- New discussion about the top U.S. companies for diverse workplaces

- New end-of-chapter Bloomberg case on the “Amazon Effect” and its impact on jobs and employment

Chapter 2: The Evolution of Management Thought

- New “A Manager’s Challenge” on how Comcast is rethinking the customer experience
- New text section on the management theory of Dynamic Capabilities and its potential impact on how organizations shift focus when situations demand a new approach
- New end-of-chapter Bloomberg case on the glut of empty real estate locations in part due to the e-commerce explosion of online shopping

Chapter 3: Values, Attitudes, Emotions, and Culture: The Manager as a Person

- New “A Manager’s Challenge” on Geisha Williams, the first Latina to run a Fortune 500 company, and her managerial approach at PG&E, one of the largest gas-and-electric utilities in the country
- New discussion on how personality traits may predict job performance in certain situations
- New text discussion on personality assessments: The Myers-Briggs Type Indicator (MBTI) and the DiSC Inventory Profile
- New “Ethics in Action” feature on promoting ethical values in the hotel industry
- New text discussion and updated statistics on worker satisfaction
- New “Managing Globally” feature on emotional intelligence in a global workplace
- New end-of-chapter Bloomberg case on how a Harvard undergrad is changing the world of finance with an investment fund run by minority students

Chapter 4: Ethics and Social Responsibility

- New “A Manager’s Challenge” feature on how Elon Musk is building electric microgrids in Puerto Rico to help keep electricity flowing after catastrophic hurricane damage last year
- New text discussion on the anti-gun movement and its impact on retailers
- Updated stats on CEO compensation in the United States for both profit and nonprofit organizations
- New in-text example about the fallout from the Volkswagen emissions scandal
- New in-text example about Uber’s unethical pricing model
- New “Ethics in Action” feature on how Accenture is utilizing artificial intelligence via a chatbot to answer employees’ ethical questions
- New “Managing Globally” feature on how a nonprofit organization is protecting home-based apparel workers around the world
- New end-of-chapter Bloomberg case on how global retailers are recycling and reusing materials in an effort to improve the environment

Chapter 5: Managing Diverse Employees in a Multicultural Environment

- New “A Manager’s Challenge” feature describing Intel’s strategy for inclusiveness among its female and minority employees
- New statistics and research on diversity, race, and ethnicity issues
- Updated stats on women in the labor force
- New “Managing Globally” feature on SodaStream and its diverse workforce in the Middle East
- Updated statistics on disabled workers and the top U.S. companies that offer the best workplaces for people with disabilities
- Updated income statistics for poverty levels
- New statistics on weekly earnings for full-time workers by gender and occupation
- Updated discussion on the concept of bias
- Updated discussion on sexual harassment, including statistics and the #MeToo movement
- New “Management Insight” feature on effective anti-harassment training
- New end-of-chapter Bloomberg case on how younger, diverse, less-experienced business professionals are being appointed to more company boards

Chapter 6: Managing in the Global Environment

- New “A Manager’s Challenge” feature on Amazon expanding its business to India
- New “Ethics in Action” feature on how Levi Strauss works with its suppliers to make sure they treat their workers well
- New “Manager as a Person” feature on Spotify’s CEO and co-founder, Daniel Ek
- New text discussion on the GLOBE Project, an ongoing international research endeavor that looks at various cultural dimensions
- Updated “Management Insight” feature on challenges faced by expats and which countries ranked the best and worst on experience, economics, and family life for foreign workers
- New end-of-chapter Bloomberg case on how Germany’s Magic Bus transportation company is giving U.S. bus companies some competition on their own soil

Chapter 7: Decision Making, Learning, Creativity, and Entrepreneurship

- New “A Manager’s Challenge” on how Anne Wojcicki of 23andMe used creative approaches to decision making to keep the genetic testing company on track with its ambitious business plan
- Updated text discussion on confirmation bias
- New “Manager as a Person” feature on Emily Weiss, founder of beauty startup, Glossier, and how she uses group decision-making strategies as a key part of her business plan
- New discussions on the concept of personal mastery, a process by which individuals develop the desire for continuous personal learning; the importance of developing complex mental models that help individuals change the way they think about performing work-related tasks; and ways to promote creativity within work groups
- New “Managing Globally” feature on how constant learning helps Western Union stay relevant as a financial lifeline for people around the world

- New end-of-chapter Bloomberg Businessweek case on Taylor Swift's innovative approach to combating ticket scalpers who snap up tickets to her concerts and resell them at high profit

Chapter 8: The Manager as a Planner and Strategist

- New “A Manager’s Challenge” on Marriott International’s CEO, Arne Sorenson, and his strategies for planning for growth for the global hotel chain
- New running example throughout the chapter about how planning happens at all levels of General Mills, the Minneapolis-based consumer food company. (This replaces the running example of how GE operates--because of turmoil and changes occurring at GE.)
- New “Manager as a Person” feature on Deborah Flint, the CEO of Los Angeles World Airports, and how she manages multiple major renovations at the 3 LA-area airports she oversees
- New text example discussing a SWOT analysis comparison between Amazon and Walmart
- New text example about the demise of Toys R Us using Porter’s five forces framework
- New “Management Insight” feature on Michelin Tires and how the company’s concentration in one industry continues to be successful
- New “Managing Globally” feature on FourKites, a recent startup business in logistics
- New end-of-chapter Bloomberg case on Ikea’s recent strategy of creating an “urbanized” version of its classic retail store to attract city dwellers

Chapter 9: Value Chain Management: Functional Strategies for Competitive Advantage

- New “A Manager’s Challenge” on Kraft Heinz and its efforts to become more efficient, which has led to global innovation
- New text section on Value Chain Analysis, highlighting Michael Porter’s approach to optimizing companies’ value chain activities, which may add significant value to an organization
- New “Managing Globally” feature on a Finnish company that has created a rating system for consumers to evaluate their experiences in various business venues and provides this critical feedback to firms around the world
- New text example about Adidas, the global athletic retailer, which continues to utilize a successful CRM strategy by focusing service efforts on its loyal customers
- New “Manager as a Person” feature that describes how a Massachusetts-based accounting firm uses Six Sigma strategies to fine tune its work activities
- New text example about how Walmart has modified its just-in-time approach to inventory that has helped both the company and suppliers manage the supply chain more efficiently
- New end-of-chapter Bloomberg Businessweek case on KFC’s missteps when it came to keeping the company’s UK supply chain operating efficiently

Chapter 10: Managing Organizational Structure and Culture

- New “A Manager’s Challenge” about McDonald’s moving its corporate headquarters from the suburbs to the city in an effort to revise its organizational structure, refresh its corporate culture, and attract Millennials, both as customers and potential employees
- New “Management Insight” feature on Pal’s Sudden Service, a regional food chain that has received accolades for its employee training program
- New “Manager as a Person” feature on Theo Epstein, president of the Chicago Cubs, and how his efforts to change the Cubs culture helped bring a World Series championship to Chicago
- New “Focus on Diversity” feature on Sodexo’s global efforts to maintain a diverse workforce and company culture
- New “Managerial Insight” feature on eyewear leader, Warby Parker, and its unique company culture
- New end-of-chapter Bloomberg case on why bullies don’t make the best managers

Chapter 11: Organizational Control and Change

- New “A Manager’s Challenge” on how Procter & Gamble reviews and controls its global ad buys in an effort to spend money wisely
- New “Management Insight” about the types of skills employers are looking for in 2018 from recent college grads and potential new hires
- New “Managing Globally” feature on how zero-based budgeting is being used effectively by businesses big and small to control their expenses
- New “Manager as a Person” feature that describes how members of the Nordstrom family are making strategic business decisions to keep the retail giant successful
- New end-of-chapter Bloomberg case that describes how lack of organizational control at Gibson Guitars has put the company in serious financial straits

Chapter 12: Human Resource Management

- New “A Manager’s Challenge” about successful strategies undertaken by Home Depot to ensure growth by hiring, training, and retaining high-performing employees
- New “Manager as a Person” feature about Unilever’s chief HR officer and her quest to develop and retain talent across this global consumer products organization
- New “Focus on Diversity” feature that describes effective recruiting practices that promote diversity
- New text examples about how technology continues to expand the concept of classroom instruction via distance learning and how a Chicago-area real estate company has made a strong commitment to training its employees via online courses that are available 24/7 to accommodate employees’ busy schedules
- New text section on recent trends in performance appraisals: how many companies are doing away with annual performance reviews and implementing ongoing, informal conversations between managers and their employees in an effort to discuss performance and provide feedback in real time
- Updated statistics on union membership across the United States
- New end-of-chapter Bloomberg Businessweek case on why pay equality is still out of reach

Chapter 13: Motivation and Performance

- New “A Manager’s Challenge” about the owner of the NFL’s Detroit Lions, 90-something Martha Firestone Ford, whose passion for the team and their fans has motivated her to change things up in this sports organization
- New in-text examples throughout the chapter about Ford and her management strategies
- New in-text discussion about valence in action at Enterprise rental car company
- New “Focus on Diversity” feature that discusses the importance of equity in a diverse workplace, especially in the high tech industry
- New “Ethics in Action” feature on the fairness of merit pay
- New end-of-chapter Bloomberg Businessweek case on how smaller accounting firms are hiring experienced senior people from the Big 4 accounting firms, typically expected to retire in their early 60s

Chapter 14: Leadership

- New “A Manager’s Challenge” that describes the effective leadership strategies employed by the CEO of the Dana-Farber Cancer Institute
- New text section on the concept of servant leadership
- New “Managing Globally” feature on the international differences in leadership strategies
- New “Management Insight” feature on what it takes for individuals to lead organizations with emotional intelligence
- New end-of-chapter Bloomberg case on how the “other Jeff” at Amazon has taken a leading role in the e-commerce giant’s operations

Chapter 15: Effective Groups and Teams

- New “A Manager’s Challenge” about how the U.S. Army is using a teams approach to fast track innovations and reduce layers of bureaucracy
- New “Management Insight” feature on the importance of team members developing “soft skills” to make their group efforts more productive
- New discussion of recent research and findings about the important link between trust and team effectiveness
- New discussion on recent research and the leadership traits that help make virtual teams successful
- New discussion on the various technological tools that assist virtual teams in their work practices
- New discussion on recent research and findings that frequent interaction between team members results in higher levels of information sharing and joint decision making, among other positive outcomes
- New discussion on the importance of goal interdependence as a key component of successful group dynamics
- New “Focus on Diversity” feature on tapping into the diversity of team members and leveraging these differences to ensure success

- New discussion on recent research findings about the traits and characteristics associated with high-performing work teams
- New end-of-chapter Bloomberg Businessweek case on the importance of playing games—both as a hobby and as a way to develop strategies and teamwork that can be applied to the workplace

Chapter 16: Promoting Effective Communication

- New “A Manager’s Challenge” that describes how the Boston Consulting Group promotes better communication between colleagues and customers
- New “Manager as a Person” feature on the co-founders of Hyphen, a startup company that provides a tech platform to businesses for gathering and analyzing anonymous communications from their employees
- New text discussions about the increasing use of video calling apps such as FaceTime to help employees and businesses communicate quickly and inexpensively
- Updated statistics on various communication methods
- New discussion about how social media and Internet use continues to change work habits and not necessarily for the better
- New “Management Insight” feature on the importance of making a good first impression when communicating in business situations
- New discussion on how cultural differences play an important role in verbal and nonverbal communication
- New end-of-chapter Bloomberg case on how consumers are not happy with the changes Microsoft has made to Skype, the online calling service

Chapter 17: Managing Conflict, Politics, and Negotiation

- New “A Manager’s Challenge” that profiles Anjali Sud, the 30-something CEO at Vimeo, who has used her talents and marketing expertise to shift the focus of the video-sharing platform
- New discussion about the importance of conflict resolution skills on the part managers in today’s fast-paced business environment
- New discussion and recent research about dealing with conflict within work groups
- New “Management Insight” feature on making conflict work to a work team’s advantage
- New text example about dismissal of Uber CEO as a result of allegations of misbehavior and misuse of technology
- New “Manager as a Person” feature on how to negotiate a job offer
- New end-of-chapter Bloomberg case on how negotiation skills on the part of management have helped an Austrian company build a global beverage empire

Chapter 18: Using Advanced Information Technology to Increase Performance

- New “A Manager’s Challenge” that describes how a new software company provides businesses with artificial intelligence (AI) technology to help managers become more effective
- New text example about how local transportation systems are using technology and mobile apps to help simplify daily commutes for workers

- New “Management Insight” feature on blockchain technology and its possible uses in business
- New text section on Big Data and its importance in business decision making
- New text example on how Carnival cruise lines is using technology to enhance customer experience and service
- New text section on Cybersecurity and ways businesses are trying to keep data safe, from both a business and consumer perspective
- New text section on Data Privacy and how businesses are struggling to keep their internal networks free from hacks
- New “Ethics in Action” feature on how Facebook users are “unliking” the social media platform over privacy issues
- New “Management Insight” feature on Amazon’s Alexa and how this technology is making its way into the workplace to take over some office duties
- Updated text discussion on the increasing importance of AI in the workplace and how managers can use this technology to their advantage
- New end-of-chapter Bloomberg Businessweek case on how augmented reality headsets are changing the way industries do business while saving time and money