



## Management, A Practical Introduction, 9th edition

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### Chapter by Chapter Changes

#### CHAPTER 1

- New Manage U feature: Using Management Skills for College Success.
- Section 1.1—New Example box on efficiency versus effectiveness discusses how Delta Airlines handled an emergency at Atlanta’s Hartsfield-Jackson Airport. Updated CEO pay and labor statistics. New example of museum curator in discussion of rewards of management.
- Section 1.2—New boxed feature “I wish my manager was more of a leader than a manager.”
- Section 1.3—This section was moved to section 1.7 and section 1.4 was moved here. Introduces new key term “nonmanagerial employees.” Updated salary information for first-line managers. New examples for “for-profit” and “nonprofit” organizations. New data in “Managers for Three Types of Organizations.”
- Section 1.4—Section 1.6 became section 1.4, “Roles Managers Must Play Successfully.” New example of Mary Bara, CEO of GM, to illustrate managerial work activities. New Practical Action box on mindfulness. New example of Google CEO Sundar Pichai in discussion of informational roles.
- Section 1.5—New running example of Mary Bara used to explain the skills needed to manage. New boxed interview feature “I’m glad I have conceptual skills.” New Practical Action box on developing soft skills.

- Section 1.6—Updated Example box about Airbnb. Introduces new key terms “information technology application skills” and “meaningfulness.” New discussion of the Fourth Industrial Revolution. Updated statistics regarding workforce diversity. New discussion of Volkswagen and ethical standards. Updated Practical Action box on cheating. New reference to sexual harassment in discussion of ethical standards. New suggestions for building meaning into your life.
- Section 1.7—Entire new section on building career readiness. Introduces new key terms “attitude,” “career readiness,” “proactive learning orientation,” and “resilience.” Includes Figure 1.3 regarding gaps in college graduates and employers’ assessment of students’ career readiness; Table 1.2 description of KSAOs needed for career readiness; Figure 1.4, Model of Career Readiness; and discussion of developing career readiness. New Self-Assessment 1.2, To What Extent Do You Accept Responsibility for Your Actions?
- Section 1.8—New section titled “Career Corner: Managing Your Career Readiness.” Includes Figure 1.5, Process for Managing Career Readiness, and review of its application.
- New Management in Action case: Did Major League Baseball Value Money over Bob Bowman’s Behavior?
- New continuing case on Uber.

## CHAPTER 2

- New Manage U feature: What Type of Work Do I Prefer?
- Section 2.1—New Example box explores the successes and failures of Zappos’ management experiment called “holacracy.”
- Section 2.2—New coverage of Charles Clinton Spaulding’s role in administrative management.
- Section 2.3—New Example boxes including the new boxed feature “I’m glad I work in an organization with a Theory Y culture” and an update to the Example box studying open-plan offices as an application of the behavioral science approach.
- Section 2.4—New Example box discussing operations management at Intel.
- Section 2.5—New Example box applying systems thinking.
- Section 2.6—New Example box applying the contingency viewpoint with manufacturers “pitching” jobs to parents of college students hoping they’ll influence their children to consider open positions after high school graduation. A new Practical Action box exploring Big Data.
- Section 2.7—New boxed feature “I wish my manager believed in a quality-management viewpoint,” as well as expanded content to include a deeper discussion of Six Sigma and ISO 9000, including definitions of both as well as practical examples of companies using each approach.
- Section 2.8—Expanded and updated in-content examples to showcase the three parts of a learning organization as well as expanded content examples on the three roles managers play in building learning organizations. Updated company examples for learning organizations, including a discussion of Google Buzz, American Express, and Apple.
- New Career corner feature on Managing Your Career Readiness.
- New Management in Action case: The Decline of Sears.
- New continuing case on Uber.

## CHAPTER 3

- New Manage U feature: Increase Ethical Behavior by Fostering an Ethical Climate.
- Section 3.1—Updated content regarding Millennials and their search for meaning.

- Section 3.2—Updated content and company applications for internal stakeholders at SAS and the board of directors at Facebook.
- Section 3.3—New Example box discussing United Airlines and its responsibilities to its stakeholders versus customers. New boxed feature “I wish I kept a closer eye on trends affecting our suppliers.” Updated statistics regarding unions. New Example box discussing Amazon’s new headquarters and whether it will benefit the city chosen. New boxed feature “I’m glad I kept current on my industry’s general environment.” Updated Example discussing the Internet of Things. Introduces new key term “LGBTQ.” New figure showcasing the states in which marijuana is legal. Various content updates, including company examples for the task environment (including an updated list of “America’s Most Hated Companies”) and special interest groups with a discussion of the #MeToo movement and international forces such as Brexit. Updated examples for sociocultural forces to include seismic changes. Updated statistics for demographic forces of change.
- Section 3.4—New Example box featuring Volkswagen and ethics. Introduces new key term “abusive supervision.” Updated statistics on workplace cheating. New Example box discussing “whistleblowing” photographer Simon Edelman’s photos of the Trump administration and the fallout. Updated content examples for recent Sarbox cases and the most common ethics violations at work.
- Section 3.5—New content example of Tom’s Shoes as a company showcasing social responsibility. New example of the benefits to Coca-Cola for going green and new table showing how being ethical and socially responsible pays off.
- Section 3.6—New Example box discussing HD Supply Holdings and Fox News and the good and bad of corporate governance.
- New Career Corner feature on Managing Your Career Readiness.
- New Management in Action case: Who’s to Blame for College Basketball’s Dark Underbelly?
- Updated Legal/Ethical Challenge: Should You Apply to Have Your Student Loans Forgiven?
- New continuing case on Uber.

## CHAPTER 4

- New Manage U feature: Working Successfully Abroad: Developing Cultural Awareness.
- Section 4.1—Updated section opener with new statistics regarding United States imports in 2016. Updated Table 4.1 and corresponding content with competitiveness rankings for 2016–2017. New Example box featuring international e-commerce company Alibaba. Updated content on the positive and negative effects of globalization. New content examples featuring recent megamergers including CVS/Dignity Health, Amazon/Wholefoods.
- Section 4.2—New Example box discussing how to get an edge in the global job market. Introduces new key term “cross-cultural awareness.” The career readiness competency of cross-cultural awareness is defined and leads into the corresponding Practical Action box. Features an updated discussion of U.S. brands that are foreign owned. New Boxed Feature “I wish I considered the impact of ethnocentrism.”
- Section 4.3—Updated discussion on the foreign manufacturing of Apple products. An updated discussion of why companies expand internationally, including Netflix, Amazon, and Ford Motor Company and expanded discussion of foreign subsidiaries. Updated examples for how companies expand internationally, including Under Armour. Updated examples of global outsourced jobs, including an updated Table 4.2 with top exporting countries through 2016. Updated list of U.S. companies opening franchises overseas, including Chick-fil-A and Cold Stone.

- Section 4.4—Updated Table 4.3 with the U.S.’s top ten trading partners. Updated content regarding tariffs with a discussion of the Trump administration as well as updated content pertaining to import quotas, dumping, and embargoes and sanctions. New table featuring organizations promoting international trade. Updated discussion on NAFTA, the EU, and other trading blocs complete with a new Example box discussing Brexit’s impact on Britain and the EU. Updated Example box to showcase the exchange rates on various common products like rent, Starbucks, and designer jeans. Updated statistics for major economies, including China, India and Brazil.
- Section 4.5—Changed the section title to “The Value of Understanding International Differences” and expanded the opening with a discussion on international differences. An updated discussion on language and personal space with a discussion on learning foreign language online and through apps and a new Example box discussing the differences in personal space in various countries. Updated content on differences in communication. New Practical Action box discussing how to run an international meeting. New Figure 4.2 discussing current followers of world religions. Current examples of expropriation, corruption, and labor abuses. An updated discussion on expatriates and why U.S. managers often fail. New boxed feature “ I’m glad I understood the GLOBE Project’s cultural dimensions.”
- New Career Corner feature: Managing Your Career Readiness: Working Overseas. New key term “context.”
- New Management in Action case: The Growth and Stall of Didi Chuxing.
- New Legal/Ethical Challenge: Should Qatar Be Hosting the 2022 World Cup?
- New continuing case on Uber.

## CHAPTER 5

- New Manage U feature: Making an Effective Plan for Starting Your Career.
- Section 5.1—New Example box on how to write a business plan. The previous discussion of VRIO was moved from this section to Chapter 6. New research on the benefits of planning.
- Section 5.2—Opens with a new Table 5.1 discussing and summarizing mission, vision, and values statements. New example box on Coca-Cola includes the company’s mission, vision, and values statements. A new Example box discusses Coca-Cola’s six long-term strategies. New boxed feature “I wish my manager put more effort into planning.”
- Section 5.3—New boxed feature “I’m glad I developed an action plan.” Updated Example box pertaining to long and short-term goals at Southwest Airlines.
- Section 5.4—New Example box on setting clear goals at Snapchat. Included new research on goal setting programs. Revised the three types of goals used in MBO: performance-based, behavioral-based, and learning based. New Self-Assessment determining whether students have a proactive learning orientation. Added Tornier as an example of an Action Plan. New Practical Action box for small businesses and goal setting.
- Section 5.5—New Example box applying the planning/control cycle through Tesla’s Model 3.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Fender Rebrands to Stay in Tune with the Times.
- New Legal/Ethical Challenge: Is Pfizer Putting Profits above Alzheimer’s Patients?
- New continuing case on Uber.

### **New Learning Module: Entrepreneurship**

- New Manage U feature: So You Want to Start a Business?
- Section LM 1.1—Introduces entrepreneurship and its foundation, including a discussion of Elon Musk.

Introduces the concept of intrapreneurship, leading to a new Example box discussing Intel's Genevieve Bell. Discusses how entrepreneurship is different from self-employment. A new figure LM 1.1 lists the characteristics of entrepreneurs. New Self-Assessment to determine if students have an "entrepreneurial spirit." A discussion of entrepreneurship across the globe. New Table LM 1.1 with facts about small business.

- Section LM 1.2—Begins by discussing how entrepreneurs come up with ideas to start a business. Discusses how to write a business plan. Reviews the options for creating a legal structure for a business and how to obtain financing. The importance of creating the right organizational culture and design is explored. New Example box featuring the start and growth of a small business.

## CHAPTER 6

- New Manage U feature: Building Your Personal Brand.
- Section 6.1—New coverage regarding levels of strategy. New Figure 6.1 shows three levels of strategy. Introduces the new key term "functional level strategy." Updated research on strategic planning at small and large firms. New Example box illustrates strategic planning at Evernote and Groove HQ.
- Section 6.2—The five steps of the strategic management process were changed to reflect current thinking. New boxed feature "I wish my company would have assessed its current reality before opening the doors for business." New Self-Assessment on strategic thinking.
- Section 6.3—Begins with new key term "sustainable competitive advantage." Updated Example box of SWOT analysis for Toyota; VRIO discussion from Chapter 5 now featured in this section with updated content and a new Figure 6.3. New Example box on developing competitive advantage in the Internet economy. Updated Example box with contingency planning in the wake of Hurricane Harvey with a discussion on CVS, Walgreens, and Fed Ex.
- Section 6.4—Renamed "Establishing Corporate Level Strategy." Section now opens with Three Overall Types of Corporate Strategy and includes a new table showcasing how a company can implement overall corporate level strategies. New discussion of the BCG Matrix and different diversification strategies. Introduces new key term "unrelated diversification." Discussion on Porter's five competitive forces and four competitive strategies moved to section 6.5.
- Section 6.5—Renamed "Establishing Business Level Strategy." The discussion on Porter's competitive forces and strategies moved to this section. New examples used to illustrate these concepts.
- Section 6.6—Renamed "Executing and Controlling Strategy." New boxed feature "I'm Glad my company adjusts its strategy as we go."
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: General Electric's Evolving Strategy.
- New Legal/Ethical Challenge Is Your School Selling Your Bank Accounts?
- New continuing case on Uber.

## CHAPTER 7

- New Manage U feature: How to Make Good Decisions.
- Section 7.1—Updated Example box on Starbucks. Expanded content on intuition with a new Example box on the power of intuition and a new Practical Action box on how to improve intuition.
- Section 7.2—Section opens with updated examples on business ethics including medication profiteering, the #MeToo movement, CEOs being punished for unethical behavior, and as a contrast to bad behavior,

philanthropists Bill and Melinda Gates. New boxed feature “I’m glad I found an employer who cares about ethics more than just making money.”

- Section 7.3—Begins with an updated discussion of ethics at Google. New examples of companies using evidenced-based decision making. Updated Example box of using analytics in sports. Use of Big Data at companies such as Target, JetBlue, HP Labs, and the Obama administration is discussed. New Example box on data and hacking, featuring the Equifax breach.
- Section 7.4—New examples of various decision-making styles of CEOs, including Elon Musk, Jeff Bezos, Ginni Rometty, and Madeline Bell.
- Section 7.5—Renamed “Decision-Making Biases and the Use of Artificial Intelligence.” Section opens with a discussion on heuristics and leads into updated content and discussion illustrating overconfidence bias with BP oil and the government’s spy plane for the escalation of commitment bias. Introduces a new section on AI, reviewing its pros and cons. The use of AI at various companies is highlighted, including Google and Microsoft.
- Section 7.6—New boxed feature “I wish my workplace didn’t have a toxic group decision-making environment.” New discussion on the Delphi technique and devil’s advocacy, along with a figure illustrating their implementation. Section concludes with an introduction to the concept of project post-mortems with practical examples from Disney and Pixar.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: New York Subway System.
- New Legal/Ethical Challenge It’s All about a Peacock (featuring a discussion on emotional support animals).
- New continuing case on Uber.

## CHAPTER 8

- New Manage U feature: How to Get Noticed in a New Job: Fitting into an Organization’s Culture in the First 60 Days.
- Section 8.1—New boxed feature “I wish my company had integrated its corporate strategy and organizational culture.” New Table 8.1 reviews the drivers of organizational culture. Updated Example box on how strategy affects culture at Cleveland Clinic.
- Section 8.2—New examples illustrate the three levels of organizational culture. New examples used to explain the four types of culture within the competing values framework. New examples used to explain how employees learn culture during a merger. Updated research on person-organization fit.
- Section 8.3—New boxed feature “I’m glad management embraced an empowering culture during a merger.” New examples used to illustrate the 12 methods organizations use to change culture.
- Section 8.5—New Practical Action box on how to effectively delegate.
- Section 8.6—Opens with an updated discussion on Google and its culture of innovation. An updated Example box on Whole Foods is used to explain horizontal designs.
- Section 8.7—Section is introduced with a new key term: “contingency approach to organizational design.” New example of Etsy is used to frame discussion of mechanistic and organic organizations.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Wells Fargo’s Sales Culture Fails the Company.
- Updated Legal/Ethical Challenge: Should Socializing Outside Work Hours Be Mandatory?
- New continuing case on Uber.

## CHAPTER 9

- New Manage U feature: How to Prepare for a Job Interview.
- Section 9.1—New examples from Fortune’s 10 best work places for Millennials, including Ultimate Software, SAS, Quicken Loans, Salesforce, and Encompass Home Health and Hospice. Updated research on the effectiveness of HR practices. New information on company rewards. New examples to illustrate human and social capital including New Brunswick Power and Inter-American Development Bank.
- Section 9.2—New statistics on recruiting trends and examples for internal and external recruiting, including Visto and Glassdoor. New boxed feature “I’m glad my company is serious about its recruiting and selection processes.” Updated Example box discussing the changing job market, Millennials, and the gig economy. New research regarding the lies job applicants tell. New boxed feature “I wish my company used a structured interview process.” A new Practical Action box discussing what employers are looking for in a job interview. Updated information on the legality of employment tests. New Example box listing the pros and cons of personality tests and updated information on personality tests including Myers-Briggs. Section closes with a discussion on AI and how it is changing the recruitment and selection process.
- Section 9.3—Updated statistics on benefits, including a new discussion regarding gender-based preferences.
- Section 9.4—Renamed “Orientation, Learning and Development.” Opens with a new example of onboarding with Facebook’s new employee boot camp. New content on learning and development including Millennials, SAS, and Estee Lauder. Updated research on L&D programs. New Example box on Keller Williams and its learning and development program.
- Section 9.5—New Example box on performance management at Edward Jones. Updated research on performance management and performance appraisal, and new performance management examples pertaining to Deloitte, Accenture, Cigna, Microsoft, and Adobe. Discussion of how forced ranking is losing favor. New discussion of how to give effective performance feedback.
- Section 9.6—Updated Practical Action box on the right way to handle a dismissal.
- Section 9.7—Updated statistics and information regarding workplace discrimination and bullying. New Example box discussing sexual harassment at work.
- Section 9.8—Opens with updated statistics on labor unions. Updated Figure 9.4 showing right-to-work states.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Difficulties Attracting and Retaining Human Capital in the Nursing Profession.
- New Legal/Ethical Challenge: Should Noncompete Agreements Be Legal?
- New continuing case on Uber.

## CHAPTER 10

- New Manage U feature: How Can I Be More Creative at Work?
- Section 10.1—New Example box discussing the decline of Toys R Us. New examples of companies experiencing change. Updated Example box on BP and the oil spill in the Gulf of Mexico. New examples to explain the forces for change. Updated Example box on ridesharing and self-driving cars.
- Section 10.2—New examples to illustrate three kinds of change. New boxed feature “I’m glad my company unfroze employees before implementing organizational change.” Added a new section on applying the systems model of change featuring Stora Enso.
- Section 10.3—Updated statistics regarding the effectiveness of organizational development.

- Section 10.4—This section was completely rewritten, restructured, and renamed “Organizational Innovation.” Introduces the new key term “innovation.” New Figure 10.5 shows the various approaches to innovation. A new figure illustrates the supporting forces for innovation. A new table lists the most innovative companies. A new Self-Assessment measures organizational climate for innovation. New boxed feature “I wish my company considered the components of an innovation system.” Introduced new key term “crowdsourcing.” New Example box discussing IDEO’s approach to innovation. Recent research is used to support our discussion of innovation.
- Section 10.5—Updated research regarding resistance to change.
- New Career Corner feature: Managing Your Career Readiness. New key terms “self-affirmations” and “self compassion.”
- New Management in Action case: Chipotle Needs to Change.
- New Legal/Ethical Challenge: Did L’Oreal Go Too Far in Firing Its Patent Lawyer?
- New continuing case on Uber.

## CHAPTER 11

- New Manage U feature: How to Make a Positive First Impression at Work.
- Section 11.1—Opens with updated information and statistics for employment and personality testing and the Big Five personality dimensions. Updated research regarding personality and individual behavior and work attitudes. Introduced the new key term “generalized self-efficacy” with a discussion on the topic and its tie to career readiness with a new Self-Assessment measuring levels of generalized self-efficacy. A new Practical Action box discussing how technology can be used to develop Emotional Intelligence.
- Section 11.2—New Self-Assessment to measure the career readiness competency of having a positive approach to work. New Practical Action box on using cognitive reframing to reduce cognitive dissonance.
- Section 11.3—Updated research regarding stereotypes and implicit bias. Updated discussion on distortions in perception, including gender stereotypes. New Example box discussing the halo effect and how body weight affects careers. New Example box on the Pygmalion effect.
- Section 11.4—Opens with entirely new content on employee engagement with a new table showing the predictors of engagement. Updated research on job satisfaction, organizational commitment, and important workplace behaviors like performance, organizational citizenship, and counterproductive behavior. Updated the Example box on toxic workplaces.
- Section 11.5—Updated examples and statistics regarding trends in workplace diversity, including age, gender pay gap, race, and sexual orientation. New example discussing Google’s internal memo regarding women in tech and how it showcases a barrier to diversity. Updated research pertaining to barriers to diversity. New boxed feature “I’m glad my manager embraced diversity and fostered inclusiveness.” New Example box showcasing Ultimate Software.
- Section 11.6—Updated research on stress and its consequences. Introduces new key term “work–life conflict.” New Table 11.4 discusses the negative consequences of conflict, including work, family, and other life demands. A new boxed feature “I wish my manager alleviated my work-related stress.” Reworked the content regarding workplace stress and its consequences. New coverage of resilience and its role in career readiness. A new Self-Assessment assesses levels of resilience. Updated content on holistic wellness and a new Example box showcasing Google’s corporate wellness program.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Does the Financial Services Industry Lack Diversity?
- New Legal/Ethical Challenge: Should Airlines Accommodate Oversized People?



- New continuing case on Uber.

## CHAPTER 12

- New Manage U feature: Managing for Motivation: Building your Own Motivation.
- Section 12.1—New company examples and statistics on extrinsic and intrinsic rewards, including Uber, McDonald's, Outback Steakhouse, and MARS. A new section provides an overview of all motivation theories discussed in the chapter.
- Section 12.2—Added a quick summation of the motivation theories discussed in the section. Updated Example box on hotel company Joie de Vivre. Updated research on need theories. New boxed feature "I'm glad I fostered employees' sense of competence." Updated research regarding the application of Herzberg's two factor theory.
- Section 12.3—Updated research on process theories of motivation. Updated statistics on CEO pay. New examples to illustrate the application of equity theory. New Example box showcasing transparency at Buffer. New examples of Tesla and Kronos to demonstrate the application of expectancy theory. New coverage of stretch goals and two types of goal orientations—learning goal orientation and performance goal orientation.
- Section 12.4—Updated research on job design. New Example box on how job characteristics matter in the modern workforce.
- Section 12.5—Updated research on rewards. New examples to illustrate the four types of reinforcement. New boxed feature "I wish my manager used positive reinforcement rather than punishment."
- Section 12.6—Updated research on compensation, nonmonetary incentives, and other rewards. Updated statistics on money as a motivator. Updated content on incentive plans. Updated the example box on successful workspaces. New Practical Action box on how managers can encourage gratitude.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Motivation Challenges in the Fast-Food World.
- New Legal/Ethical Challenge: Are Workplace Wellness Programs Using Proper Motivational Tools?
- New continuing case on Uber.

## CHAPTER 13

- New Manage U feature: Effectively Managing Team Conflict.
- Section 13.1—Updated research on teams. Updated Example box on informal groups and informal learning. Updated content regarding self-managed and virtual teams. Updated Practical Action box regarding best practices for virtual teams.
- Section 13.2—Updated content on punctuated equilibrium and its tie to Brexit.
- Section 13.3—Updated research regarding building high-performance teams. Updated discussion on collaboration, including new a new study of the relationship between listening to happy music, mood, and collaboration. New boxed feature "I'm glad my manager fosters collaboration." New Example box focuses on building trust. New Practical Action box on building effective team norms. Added new material regarding effective team processes and their role in building high-performance teams. Introduces the new key terms "team processes," "team charter," "team reflexivity," and "team voice."
- Section 13.4—Updated research on conflict. New examples of dysfunctional and functional conflict. New boxed feature "I wish I was able to manage interpersonal conflict more effectively." Updated the discussions on kinds of conflict. Updated discussion on ways intergroup conflicts are expressed, including an example for

ambiguous jurisdictions with a racial-profiling incident at Starbucks. New Example box on playing the devil's advocate as a way to resolve conflict. Section closes with a new figure on five conflict handling styles.

- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: IBM Wants Its Employees Back in the Office.
- New Legal/Ethical Challenge: When Employees Smoke Marijuana Socially: A Manager's Quandary.
- New continuing case on Uber.

## CHAPTER 14

- New Manage U feature: Improving Your Leadership Skills.
- Section 14.1—Introduces key term “leadership coaching” and the difference between leading and managing, including a new Table 14.1 showing the characteristics of managers and leaders. Introduces new key term “managerial leadership.” New coverage of managerial leadership and coping with complexity versus coping with change. Updated Table 14.2 on influence tactics with new example of exchange and legitimizing tactics. Developed a new integrated model of leadership (Figure 14.1) to foreshadow the theories covered in the chapter.
- Section 14.2—Opens with an example of Phebe Novakovic, CEO of General Dynamics, as someone who embodies the trait approach to leadership. Table 14.3 updated to show how the Big Five personality traits, which were introduced in Chapter 11, represent positive, task-oriented traits. Expanded the discussion on narcissism and gender and leadership. Updated the Example box discussing great worldwide leaders. Renamed “strategic skills” in Table 14.4 to “conceptual skills.” New for theories drawn from trait theory, including Martha Stewart as a micromanager. New company examples for organizations using trait assessments, including Citigroup, ExxonMobil, Ford Motor, Procter & Gamble, Hewlett-Packard, and JPMorgan. Replaced the discussion on “cross-cultural competency” with a “global mind-set” and illustrated its tie to career readiness. Updated research on leadership traits.
- Section 14.3—New examples of initiating structure leadership, including Meg Whitman and David Miliband. New examples for transactional and empowering leadership, including Nick Saban and Sheryl Sandberg. New Example box showcasing Lauren Bush Lauren's values-driven leadership. Introduces key term “passive leadership.” Updated research on behavioral approaches.
- Section 14.4—Updated research on contingency leadership.
- Section 14.5—New Example box discussing Pepsi's Indra Nooyi and her transactional and transformational leadership. New examples of John Hennessy, Dr. Donald Hopkins, Meg Whitman, and John Mackey used to illustrate the four key behaviors of transformational leaders. New boxed feature “I'm glad I understood the value of using individualized consideration.” Section closes with an updated summary on what we know about transformational leadership. Updated research on transformational leadership.
- Section 14.6—Expanded the discussion on the usefulness of the LMX model. New boxed feature “I wish I had known about the impact of a poor LMX: I do now!” Updated research on LMX and humility.
- New Career Corner feature: Managing Your Career Readiness. New key term “Dunning-Kruger effect.”
- New Management in Action case: VA Turnaround: A Waiting Game.
- New Legal/Ethical Challenge: Should Starbucks Have a Corporate Loitering Policy?
- New continuing case on Uber.

## CHAPTER 15

- New Manage U feature: Improving Your Use of Empathy.
- Section 15.1—Kicks off with new research on communication effectiveness. New boxed feature “I’m glad my manager was an effective communicator.” New example of noise. Updated the Example box on “Secrecy and Silence” to include Volkswagen and Theranos. Updated research on media richness and selecting the best medium.
- Section 15.2—Updated discussion and research on the grapevine. Updated Practical Action box on how to streamline meetings.
- Section 15.3—Updated discussion on the physical barriers of communication, including open office plans. Updated the discussion and statistics for personal barriers to communication and nonverbal communication. New Example box discussing personal and cross-cultural barriers to communication and how they adversely affect organizations. New Practical Action box on improving communications between men and women.
- Section 15.4—Updated Figure 15.3 showing the use of social media across various age groups. Updated research on social media and managerial and organizational effectiveness. New Practical Action box on building your own social media brand. New examples for crowdsourcing. New Example box on TD Bank and its use of social media. New content pertaining to the downsides of social media, including new key term “FOMO” and a discussion of microaggressions and recent threats to cybersecurity, including attacks at Target, Equifax, and Verizon. New boxed feature “I wish I didn’t have FOMO.” Updated Table 15.8 to show elements of an effective social media policy. New Example box illustrating samples of social media policies at IBM, Best Buy, McDonald’s, Walmart, Washington Post, and Intel.
- Section 15.5—New statistics on the cost of poor communication. Expanded the discussion of empathy. Updated and expanded Table 15.11, which discusses rules for business writing. Updated research on non-defensive communication, empathy, and listening.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Fyre and Fury.
- Updated Legal/Ethical Challenge: Was ESPN Fair in Firing Curt Schilling for His Social Media Post?
- New continuing case on Uber.

## CHAPTER 16

- New Manage U feature: Using a Mentor to Exercise Control in Your Career.
- Section 16.1—New examples on why control is needed and new company examples for control, including Takata, FedEx, UPS, The New York Times, and Uber. New boxed feature “I’m glad my company made employees feel valued and engaged by regularly monitoring performance.” Introduces the new key term “control charts” with a discussion on the topic, including an example and new figure. New example of feedforward control at Southwest Airlines.
- Section 16.2—New Example box regarding fair labor practices at Adidas. New examples on levels of control and the supply chain at KFC in the UK.
- Section 16.3—New examples of the balanced scorecard, including an internal business perspective at National Marrow Donor Program and an innovation and learning perspective at Tolko Industries LTD. New example of cascading a strategy map.
- Section 16.4—New examples for internal audits, including Citigroup.
- Section 16.5—Opens with updates to the winner of the Baldrige Award, Bristol Tennessee Essential Services (BTES). New boxed feature “I wish my company were focused on continuously improving work processes.”

New examples to illustrate Deming's PDCA framework. New Example box discussing Hyundai and its challenge to the luxury car market. Kia Motors is introduced as a new example of improvement orientation. Updated example box on Kaizen principles. New Example box on service excellence with a discussion including Nordstrom's and Trader Joes. Updated statistics on outsourcing. Updated discussion on ISO 9000 standards.

- Section 16.6—New discussion on managing micromanagers.
- Section 16.7—Updated Table 16.2 with statistics for GDP through 2018. Updated statistics on productivity growth. New content on processes used to increase productivity, including new key terms “benchmarking” and “best practices.” Updated content on managing individual productivity.
- New Career Corner feature: Managing Your Career Readiness.
- New Management in Action case: Is Tesla Out of Control?
- New Legal/Ethical Challenge: Should Companies use GPS to Track Employees?
- New continuing case on Uber.