

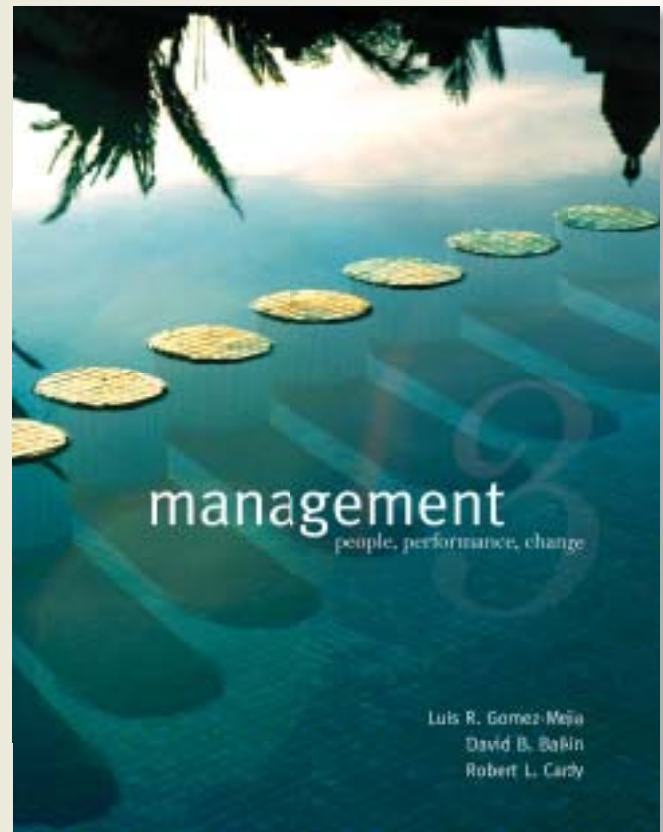
Gomez-Mejia | Balkin | Cardy:

Ask your incoming students

what “management” is, and they’ll talk about the kind of management they know from their own (limited) work experience. Managers assign people their hours, give raises or promotions, tell people what job to do—the manager, in other words, is “the boss.”

In most other work settings, however, management means something far more important and complex. In addition to people, managers also manage performance, processes, relationships, and more increasingly in today’s world, deal with the pressure and flux of constant change. This, coupled with the fact that workplaces have steadily become less hierarchical and more team- and group-driven, means the traditional responsibilities of the manager have gradually been dispersed throughout the organization. Students preparing to work in today’s business environment may not start in a corner office with an assistant, but they still need to *think like* managers and understand the strategic goals of the organization.

Management prepares your students to join a new kind of workplace, one where management is *everyone’s* business.



In order to prepare your students for a rapidly changing workplace, *Management* seeks to go beyond the scope of other management textbooks in our approach and our content. It does this in three key aspects:

Management Is Everyone's Business

Beyond the ordinary.

Your students start the course thinking of managers as little more than traditional “bosses.” *Management* helps your students to move beyond this perception by offering coverage and exercises that emphasize the multifaceted nature of modern management. In particular, the “Management Close-Up” boxed feature offers unique perspectives. Each close-up has a theme of either **Ethics**, **Customer Focus**, and/or **Dealing With Change** to illustrate contemporary issues that managers and organizations confront that go beyond merely “being the boss.”

Beyond theory.

Nothing as complex as management can be understood merely by reading the theory. While *Management* is careful to ground students in the relevant theories, it gives your students numerous opportunities to apply their learning to real-world management situations. Strategically placed throughout the chapter, the **Learning Objective Check-Ins** or **LOC-Ins** help students apply information that they've just read by asking scenario-based multiple choice questions based on a Learning Objective at the beginning of the chapter. Answers for the LOC-Ins can be found in the Instructor's Manual online within the Instructor Resources at www.mhhe.com/gomez3e. More than **40 interactive exercises** can be found online highlighted with a Web site icon throughout the book—put your students in the manager's chair to deal with important and complex issues. Sixteen **The Entrepreneurial Manager** videos give your students insight into such entrepreneurs as Todd McFarlane, famed for his comic books, Major League Baseball figurines, and movies such as *Spawn*; or Jim McCann of 1800 Flowers.com and his path to success; or how companies like Joe to Go, New Belgium Brewery, and Cirque Du Soleil began, and reached their current success. Additionally, the **end-of-chapter material** provides a variety of exercises, including mini-cases, collaborative learning exercises, Internet exercises, and skill-building exercises.

Beyond your expectations.

We've worked hard to make the *Management* textbook package more comprehensive, more useful, and more flexible than any other on the market. Our ancillaries will open whole new avenues of teaching for you - from our impressive range of video cases and our “Manager's Hot Seat” videos which put real managers in the hot seat of a sticky management issue to a Test Bank that incorporates AACSB guidelines with questions tagged to corresponding goals.

Management

is full of innovative chapter features to make studying productive and hassle-free. The following pages show the kind of engaging, helpful pedagogical features that make up Management's powerful approach.

NEW!

Learning Objective Check-Ins or LOC-Ins

In response to the need for better assessment of learning objective goals, these scenario-based multiple choice questions occur within each chapter and directly correspond to a Learning Objective specified at the beginning of the chapter. Each question is designed to assess the application of the Learning Objective, with answers found in the Instructor's Manual. Professors can choose to share the answers with their students by either posting to an online course-delivery site, or by printing and distributing.

LOC-In

1 Learning Objective Check-In

Gen-Art is a custom framing and art service boutique that is considering expansion into the surrounding regional market. The 20-person company has highly decentralized job authority and decision making. Instead of strict functional areas, the firm uses a team-based approach to satisfying client needs. Gen-Art avoids many levels of management in favor of a barbones approach to structure, with executives, project managers, and teams of technical staff. Ginny and Mercedes are two managers at Gen-Art.

- Ginny is the Vice President of Operations at Gen-Art. She helps make decisions regarding growth, goals, and longer-term issues. Ginny is a _____.
 - strategic manager
 - operational manager
 - front-line manager
 - tactical manager
- As one of the project managers for Gen-Art, Mercedes operates at the _____ level. She is the direct link between the executive level of the firm and the technical staff she oversees.
 - strategic
 - controlling management
 - tactical
 - bureaucratic management

The next sections of the describe the critical aspects of management jobs. Figure 1.1 above s these aspects, namely, the ability basic managerial functions (pl strategizing, organizing, leading trolling) and the ability to per managerial roles (interpersonal tional, and decisional). While the portance of each aspect may instance, strategic managers may volved in planning and strategi operational managers), those cap ing well on each of these job aspec likely to have a successful manag and be promoted to more respon tions over time.

The Four Management Fun

More than once the question has l "What do managers do?" Or pe precisely, "What should they do?"

video: THE ENTREPRENEURIAL MANAGER

The McFarlane Companies

Summary

What do comics, sports, monsters, toys, and rock'n roll have in common? They all have benefited from the creative artistry of Todd McFarlane. He is responsible for the most successful comic books in history. He has produced a hit movie, directed music videos for Korn and Pearl Jam, won Grammys and Emmys, and runs one of the most successful toy companies in the world. He has licenses ranging from Shrek, Austin Powers, and The Beatles to Major League Baseball, the National Football League, and the NBA. McFarlane also owns part of the Edmonton Oilers hockey team.

McFarlane grew up playing baseball, and wanted to become a major league center fielder. He knew that was a long-shot, and that dream did not materialize for him. He developed an interest in comics late in high school. He wondered if he could make money drawing superheroes. He was self-taught through high school and college, and decided to send off samples to people in the business. He faced 300 rejection letters before finally getting a freelance job with Marvel Comics. They happened to be the biggest name in the industry. McFarlane worked his way up through the ranks, doing increasingly challenging characters with great success. By 1990, he was the highest paid comic book artist in the industry. McFarlane's success came with a downside, however. He was unsatisfied because he lacked ownership of the characters he was producing. He was also frustrated over creative differences. So he quit, started his own company, and took six other artists with him.

NEW!

Video: The Entrepreneurial Manager

Many students upon graduation will begin their career with smaller businesses, or perhaps even starting a business of their own. These boxes consist of a summary and discussion questions for videos found on the Online Learning Center (www.mhhe.com/gomez3e) that pertain to an entrepreneur or a successful small business and management concepts that relate to the chapter.

Manager's Notebook

These features supplement chapter content with a practicing manager's perspective. Manager's Notebooks provide valuable insider tips to dealing with common situations and are an ideal jumping-off point for classroom discussion.

3.2

manager's notebook

EIGHT STEPS TO SOUND ETHICAL DECISION MAKING IN BUSINESS

- Gather the facts.** Avoid jumping to conclusions without having the facts available to you. Consider the following questions: How did the situation occur? Are there historical facts I should know? Are there facts concerning the current situation I should know?
- Define the ethical issues.** Identify the ethical values at stake in this problem. Sometimes two important values are in conflict. For example, the right to privacy may conflict with the right to expect a safe workplace. Is there a code of ethics that suggests which values have the highest priority?
- Identify the affected parties.** Start with the parties directly affected by the outcome of the decision. Next, think broadly and include other parties who may also be affected, such as employees in other units, people in the community, or customers. How would your decision affect all these parties?
- Identify the consequences.** Think about the consequences for all the parties that you have identified. What is the probability of each different consequence for each party? Do you see any highly negative consequences that must be avoided? What are the short-term and long-term consequences of the decision?
- Identify your obligations.** Identify the obligations you feel and the reasons for each. For example, did you make a promise to another employee that you could be in jeopardy of breaking? Is your duty at odds with keeping your word to this person? Can you justify making an exception for this decision? Since we each enact numerous roles (as employee, leader, parent, spouse, volunteer, etc.), we are bound to have role conflicts that force us to favor one role over another for a given situation. It is important to be aware of all our obligations when considering a decision.
- Consider your character and integrity.** How would others judge your character and integrity if they knew all the facts about the decision that you were about to make? Would you feel good about disclosing your decision to a newspaper that would be read by the members of your community? If you would be ashamed of disclosing your decision to others, perhaps you should rethink your decision so that you feel more comfortable with it when scrutinized by others.

Pedagogy

Management Close-Ups

2.1 MANAGEMENT CLOSE-UP

Global Is Local in a New World Order of Business

THEME: DEALING WITH CHANGE A group of IBM computer programmers at Tsinghua University in Beijing writes software using Java technology. At the end of each day, the work is sent via the Internet to an IBM facility in Seattle, where programmers build on it during their workday. Then, the Seattle programmers send the working files another 5,222 miles to the Institute of Computer Science in Belarus and Software House Group in Latvia, which work on it and send it east to India's Tata Group. The Tata Group sends the software back to Tsinghua by morning in Beijing. The cycle continues until the project is done. "We call it Java Around the Clock," says John Patrick, vice president of Internet technology for IBM. "It's like we've created a 48-hour day through the Internet."

Communications technology has transformed the world into a single work place. As in the IBM programming cycle, workers collaborate in different locations using a computer network in ways they never could before. Caterpillar's global engineers in different countries simultaneously collaborate on tractor designs with a 3-D model over a computer network. ParaGraph International, a software company started by a Russian, Stepan Pachikov, links product development in

The Internet creates possibilities far beyond the phone or private data networks that used to be the backbone of international business. The Web is inexpensive and open to customers and suppliers worldwide, not just to the company's workers. Says living Wladawsky-Berger, head of IBM's Internet division, "The difference between Peoria and Romania on the Web is not very large."

In 2006, MCI was the world's largest provider of conferencing services, according to Telespan publishing. Its products include audio, video and Web conferencing, and related services, which help organizations worldwide to meet more productively without the time and costs associated with business travel. This enables companies such as Boeing, which has a multiyear agreement with MCI, "to create an efficient virtual collaboration environment."

The cost of doing business globally has also diminished thanks to technology. Eastman Chemical found the cost of three or four managers in the United States is the same as the cost of stationing one U.S. manager abroad; its U.S.-based managers can now use communication technology to manage by long distances. Of the company's 1,500 employees who work outside the United States, only 130 are Americans.

To help students look up-close at the issues real managers deal with, *Management* includes "Management Close-Up" boxes. Ethics, Customer Focus, or Dealing With Change subtitle these boxes and highlight aspects of management particularly important today.

Dealing With Change

New technology or new CEOs, globalization and the information economy, regulatory changes: all of these factors constantly conspire to reshape the contemporary business workplace or a particular organization. The successful manager needs to be able to anticipate and adapt to change, and these boxes illustrate how a particular change can impact the successful functioning of a firm.

1.1 MANAGEMENT CLOSE-UP

How Outsourcing Is Transforming Whole Industries and Changing the Way We Work

THEME: CUSTOMER FOCUS In theory, it is becoming possible to buy, off the shelf, practically any function you need to run a company. Want to start a budget airline but don't want to invest in a huge back office? Accenture's NaviSuite unit can manage reservations, plan routes, assign crew, and calculate optimal prices for each seat. Have a cool new telecom or medical device but lack market researchers? For about \$5,000, analytics outfits such as New Delhi-based Evaluate Inc. will, within a day, assemble a team of Indian patent attorneys, engineers, and business analysts, start mining global databases, and call dozens of U.S. experts and wholesalers to provide an independent appraisal.

Want to quickly market a new mutual fund or insurance policy? IT services providers such as India's Tata Consultancy Services Ltd. are building software platforms that furnish every business process needed and secure all regulatory approvals. A sister company, Tata Technologies, boasts 2,000 Indian engineers and recently bought 700-employee Incat International PLC, a Novi, Michigan, auto- and aerospace-engineering firm. Tata Technologies can now handle everything from turning a conceptual design into detailed specs for interiors, chassis,

from IT infrastructure and human resources to management of its offices from Cincinnati to Moscow.

Cost savings aside, many companies believe that outsourcing improves customer service. Five years ago, Penske Truck Leasing, a joint venture between GE and Penske Corp., paid \$768 million for trucker Rollins Thick Leasing Corp. just in time for the recession. Customer service, spread among four U.S. call centers, was inconsistent. "I realized our business needed a transformation," says CFO Frank Cocuzza. He began by shifting a few dozen data-processing jobs to GE's huge Mexican and Indian call centers, now called Genpact. He then hired Genpact to help restructure most of his back office. That relationship now spans 30 processes involved in leasing 216,000 trucks and providing logistical services for customers.

Now, if a Penske truck is held up at a weigh station because it lacks a certain permit, for example, the driver calls an 800 number. Genpact staff in India obtains the document over the Web. The weigh station is notified electronically, and the truck is back on the road within 30 minutes. Before, Penske thought it did well if it accomplished that in two hours. And when a driver finishes his job, his entire log, in-

Customer Focus

In today's hyper-competitive world, relationships and trust are increasingly important. For the manager, everyone is a customer, whether they are *internal* or *external*. Within their organizations, managers rely on maintaining good relationships with managers and employees in other departments to get things done. Just as important are relationships with external customers, potential partnerships, and alliances. The Customer Focus boxes offer real-world examples of how relationships play crucial roles in the success of organizations.

1.2 MANAGEMENT CLOSE-UP

The New Ethics Enforcers

THEME: ETHICS With rock music pounding and lasers painting a brilliant light show on giant screens behind him, Patrick J. Gnazzo resolutely paced the broad stage at the Venetian's convention center in Las Vegas. Because he is the new chief compliance officer at Computer Associates International Inc. (CA), Gnazzo's presentation was one of the main events just before CA World, the company's annual sales extravaganza. Sliding before 1,200 CA staffers, the blustery 59-year-old former chief trial attorney for the U.S. Navy took a page from tent revivalists, leading a call-and-response chant: "What happens at CA World," Gnazzo shouted, as the crowd echoed his words, "can make us great." Winding up his talk, he exhorted: "Don't lie, don't cheat, don't steal!"

CA staffers can thank the Justice Department for Pat Gnazzo. To avoid a criminal trial over alleged accounting fraud, CA accepted a deferred prosecution agreement in late 2004 that required it to set aside \$225 million for shareholders and impose a variety of reforms, including hiring an internal cop to prevent future chicanery.

The job went to Jesuit-trained Gnazzo, who once considered the priesthood but instead opted for the law. At the \$3.5-



Patrick J. Gnazzo is the first compliance officer at Computer Associates International Inc., charged with preventing fraud at the firm. He

Ethics

Ethical conduct in business has become an increasingly public issue. Whether the issue is recognizing the importance of stakeholders, a regulatory issue, or issues with employees, ethical behavior and policies cut across all management issues. Nearly every chapter of *Management* includes these special illustrations of how ethics and trust play an important role in all aspects of business.

End-of-chapter exercises and applications

NEW!

Focusing on the Future

Falling at the end of the chapter but before the Summary, “Focusing on the Future” boxes give students a glimpse of how they will use the skills they are acquiring from the text in their future careers. A “day in the life” snapshots from five types of managers - accounting/finance, operations/general, human resources, marketing/communications, and entrepreneurs - show students how working managers use the theories discussed in the text to solve real-world problems. The author of the feature, Carol Moore, California State University – Hayward, interviewed real-life managers, including: Roxana Carbajal - HR Director, Embassy Suites; Mary Molacavage - Lab Associate, Biotech organization; “Barbara DeLong” - HR Director, telecommunications industry; Mary Kelley - CEO, Sleep Garden; Mark Hasting - Group Vice President, Target Corporation; Brendan Geary - Director of Human Resources, Panalpinia Corporation; David Moore - Pastor, New Summit Presbyterian Church.

Skill Building Exercises

Most chapters now include skill-building exercises that summarize management skills crucial to workplace effectiveness. “Manager’s Check-Up” exercises provide students a fun and interesting way to practice and refine those skills, and are found with the End-of-Chapter material.

Individual/Collaborative Learning Case/Exercises

Each chapter includes an in-class exercise designed to be completed in teams. Teams read the case and then recommend a course of action for the issue or problem presented in the exercise.

Management Mini-Cases

These popular exercises have been completely revamped for the 3rd edition. At least half of the cases have been replaced by newer ones, and many have been expanded to provide a more comprehensive approach to the issue. Each chapter has two Management Mini-Cases.

Focusing on the Future: Using Management Theory in Daily Life

Managing in a Global Environment

Bruce Humphys serves in a general manager capacity for a nonprofit technical organization. As the Executive Director of Compatible Technology International (CTI), he must encourage his employees—a group of volunteer engineers, food scientists, and technicians—to create food processing tools that can be used in underdeveloped nations all over the world. To create products that will be used, rather than abandoned, Bruce has to take into consideration the general business environment, legal systems, the country’s economic environment, and cultural environments. Take the case of the breadfruit dryer, for instance.

One of Bruce’s senior food scientists, George Ewing, saw a need to give people in Haiti a way to dry breadfruit. Fresh, breadfruit is a vegetable similar to squash. It has a very short shelf-life; fruit lasts only a day or so after being harvested. But when breadfruit is dried, it can be turned into a flour which keeps well and enriches both the islanders’ diet and their economy. Fortunately, Ewing met Camille George, a professor at the University of St. Thomas in St. Paul, Minnesota, at a political lunch. She had the expertise in heat transfer technology to help him create a simple breadfruit drying machine.

manager’s

checkup 3.1



What Are Your Ethical Beliefs?

Instructions: Answer the following questions as honestly as you can. Circle the number between 1 and 5 that best represents your own beliefs about business.

	1	2	3	4	5
1. Financial gain is all that counts in business.	1	2	3	4	5
2. Ethical standards must sometimes be compromised in business practice.	1	2	3	4	5
3. The more financially successful the businessperson, the more unethical the behavior.	1	2	3	4	5
4. Moral values are irrelevant in business.	1	2	3	4	5
5. The business world has its own rules.	1	2	3	4	5
6. Businesspersons care only about making profits.	1	2	3	4	5
7. Business is like a game—one plays to win.	1	2	3	4	5
8. In business, people will do anything to further their own interest.	1	2	3	4	5
9. Competition forces business managers to resort to shady practices.	1	2	3	4	5
10. The profit motive pressures managers to	1	2	3	4	5

individual/ collaborative learning

case 4.1



Enterprise Resource Planning: An Example of Organizational Change

Being the champion of a change, or a change agent, isn’t always easy. Enterprise Resource Planning (ERP), software that integrates information from accounting, manufacturing, distribution, and human resource departments, can give management a unified view of these processes in an organization. Unfortunately, the ERP software began gaining a reputation for being difficult to implement and often failing. The majority of these failures were attributed to software performance problems, but the reality was that in most of these situations the failure was due to inadequate attention to change. In other words, technology was not usually the problem; rather it was a lack of management recognition of ERP as an organizational change. An ERP system can add administrative tasks that may not seem needed, but without an overall understanding of the system, workers may not complete these tasks. Further, an ERP implementation may require a change in roles and increased technical expertise. The implementation of an ERP system at SI Corporation, a small manufacturer of industrial textiles, is an example of an ERP success story. SI expected the implementation of ERP to have a serious impact on its organizational culture.

After deciding to implement an ERP system, SI management created the position of “change management leader” with the responsibility of managing the human element of the implementation. The person hired for this new job, Patrick Keebler, started by assessing the environment for potential problem areas. He considered the levels of workers’ computer skills and whether there were areas with a history of resistance to change. Keebler developed a change management strategy that focused on communication and training. As Keebler stated, if you unilaterally “announce that you’ve launched a new system, you’ll get a lot of push back, but if you share your strategy and why it’s important early on, people will embrace it.”

management minicase 3.1




Starbucks Gambles that Encouraging Its Coffee Suppliers to Act Socially Responsible Is Good for Business

Starbucks, the fast growing coffee retailer with over \$4 billion in annual sales, places a high priority on corporate social responsibility. It gives all its employees who work over 20 hours per week health insurance benefits and stock options. It strives to give back to the communities that it does business in by supporting local schools, literacy programs, and environmental activities. One of its newest social responsibility initiatives is to cultivate and reward environmentally and socially responsible coffee suppliers, a practice it calls sustainable sourcing. Company executives reason that making sustainable sourcing an important cornerstone of its global growth strategy will help build the Starbucks brand. The impetus for Starbucks to start a program of social responsibility with coffee growers originally had been a way to respond to critics from the “fair trade” movement—which advocates fair payments to farmers in developing nations—that had accused Starbucks of underpaying coffee growers, a claim Starbucks denied after it opened its books to them to prove that was not the case.

There were sound economic reasons for the initiative as well. With an annual growth rate of 20 percent Starbucks executives wanted to make sure that the future supply of coffee would be predictable and reliable for its customers. If the supply of the specialty coffee beans that Starbucks uses were disrupted, its growth plans and quality of its coffee would be at risk. To protect its coffee supply, Starbucks realized it had to identify and nurture partners that could meet its quality standards and keep up with increasing demand. At the same time, to protect its brand, the company needed to be certain that its suppliers shared its commitment to corporate citizenship. Therefore in 2001 the company launched its preferred supplier program to attract and reward farmers committed to socially and environmentally responsible farming. The com-

Video Cases

A Unique Use of Video

video: THE ENTREPRENEURIAL MANAGER 

Cirque du Soleil **Summary**

Guy Laliberte started as a street performer, with the dream to take his group of jugglers, fire-eaters, stilt-walkers, and clowns on a world tour to have fun and entertain people. He had no idea that he was embarking on a journey that would revive the traditional circus and reinvent live entertainment, making him one of the most successful people in international business. Today, Cirque du Soleil has numerous shows playing worldwide. The troupe who originally formed Cirque in 1984 had to locate in a warmer climate, because performing under a tent in Canada year-round was not an option. So, they decided to go to Los Angeles in 1987, and were given the opportunity to do the opening show at the Los Angeles Arts Festival.

Guy hit the road around the same time that businesses around the world began moving toward globalization, taking regional businesses into the international markets. With the Cold War over, and trade barriers all over the world dropping for the first time in history, companies like Cirque found it much easier to penetrate new markets. The show was fortunately a press and public success immediately.

Cirque is not without significant challenges, however, that relate directly to globalization. First, Cirque must search the globe for specific talents in its shows. Cirque also looks to the Olympics to find talent. They do not approach an athlete until they are sure it is the athlete's last Olympic performance.

video summary 

China Brands **Summary**

Today, Japan leads the electronics market, with Korea a safe second. But the world's most populous country, China, is showing significant potential to explode in the electronics market. China is also making headway by marketing TsingTao beer as a global brand. China's brands are currently becoming successful by marketing to their billion and a half population at home. Xerox and Sony are already manufacturing within China, but it's the nation's own brands that are showing the potential to become global giants in the years ahead. One day China could have some of the world's most popular brands.

There has been a total quality management "revolution" in China, and Haier, a refrigerator manufacturer, is leading the way. The Chinese are placing an emphasis on the quality of their products; the next step, according to Berndt Schmidt of Columbia Business School, is to focus on building brands. Lenovo is the number one selling PC in China, is well known throughout Asia, and plans to launch internationally during its sponsorship of the 2008 Olympics in Beijing. In addition to these, SVA is a popular Chinese television manufacturer that has shelf space in Wal-Mart, Target, Sears, and other retail stores in the United States.

Discussion Questions

1. A company cannot succeed without applying as part of its strategy the technologies that have evolved (and continue to evolve), offering better products and better production techniques. How has China used technology to improve its position for success in the global economy?
2. New entrants into an industry compete with established companies that control the current market share. What are some barriers to entry for Chinese companies looking to expand in the electronics industry? The beverage industry? How might these firms overcome such barriers?
3. Customers purchase products and services and thus give brands legitimacy. Customers can influence pricing, quality, and service they demand from a company. How does China have an edge concerning its current customer base in China?

The Entrepreneurial Manager

Nearly every chapter contains 2 possible video teaching opportunities. The first, "The Entrepreneurial Manager" feature is located *within* the chapter. This feature contains a summary and discussion questions that pertain to an entrepreneur or a successful small business and relevant management concepts. These videos can be found on the Online Learning Center (OLC) for student viewing outside the class, or on the Instructor DVD for viewing inside the classroom.

End of Chapter Video

The second opportunity offers a stimulating mix of topical reinforcement and real-world insight to help students master the most challenging management topics, with segments such as the "Government vs. Google," "Privacy in the Workplace," and "Economic Rebuilding in New Orleans." The videos can be found on the Instructor DVD-Rom, with summaries and discussion questions for the students found at the end of each chapter.

Finally, **Manager's Hot Seat Videos** are video-based cases used to present stimulating, real-world management situations in the classroom. Focusing on tough issues and sensitive topics, the scenarios include:

- Negotiation amidst cultural differences
- Group dynamics
- Conflict management
- Personal disclosure
- Working in teams
- HR issues

The Manager's Hot Seat collection can now be found online at <http://www.mhhe.com/MHS>. You can also access it through the text's Online Learning Center (www.mhhe.com/gomez3e). Please check with your Sales Representative on how your students can receive access to this resource.

What's **NEW!** in

Chapter 1

- New discussion of how environmental changes are likely to influence future careers.
- New discussion of how internal/external customers are affected by globalization.
- New discussion of how globalization complicates ethical decision making, bringing in recent examples of Yahoo, Google, Microsoft and Cisco in China.
- New discussion of how organizations are appointing ethics officers which are given a lot of power and who report directly to CEO.
- New discussion on what successful managers at any level have in common.
- New discussion on important role emerging technologies exert on control systems.
- New tie-ins of managerial roles to subsequent chapters (before we only had it for management functions).
- Added discussion of why classical management insights are still valuable today and are not a thing of the past.
- Brand new section on emergent cutting-edge perspectives and issues to the study of management for 2000-2020. These include the “Modular Organization” and the “Intangible Organization.”
- Brand new and extensive response to “critical thinking questions” posed for new vignette.
- Brand new (2006 vintage) introductory vignette on the management problems suffered by Ford and General

Motors, brand new critical thinking questions, and brand new answers to critical thinking questions posed earlier.

- All of the Management Close Ups were replaced with brand new ones, 2006 vintage. These include a “customer driven” close up on global outsourcing, an “ethics” close up concerning ethics enforcers, and an “emergent trends” close up concerning the use of new technologies in organizational control systems.
- Brand new skill building exercise on what college students expect organizations to offer them in the future and how this affects their career/employer choice.
- Three brand new figures have been added to clarify materials and break up text:
 - Figure 1.1 on key aspects of managerial success.
 - Figure 1.2 on origins of key management perspectives overtime.
 - Figure 1.3 on the Modular Organization.
- All of the management MiniCases and Collaborative Learning Exercises have been replaced with new ones, 2006 vintage. These include one on ethics, one on effective use of organizational culture to achieve success, and one on the 2006 National Academy report concerning the global brain race.
- One brand new section of chapter has been written on emergent organizational forms.

Chapter 2

- Brand new (2005-2006 vintage) examples of effects of global

shift including Delphi Automobile, graduates of China, and illustrations of how several countries are attracting executive talent from Microsoft, etc.

- Relatedly, discussion of the globalization of labor markets by providing brand new (2005-2006) examples of international hires by Japanese and Chinese firms (such as Sony, Nissan, etc.).
- Recent (2005-2006 vintage) trends in economic unions around the world, including challenges to European Union (due to failure to ratify constitution in 2005 as per Insert 60-1), updates on NAFTA; and brand new (2006) economic union agreement (similar to NAFTA) between US and five Central American/ Caribbean countries.
- New (2006) example of successful joint venture between MCI and Boeing for virtual collaboration on global scale.
- New (2006) example of cultural problems when Arab Satellite TV decided to introduce “The Simpsons” to Arab viewers.
- New (2005) example of political intervention using the case of Chirac and other French officials to prevent Hewlett Packard from laying off workers in France.
- Several new (2005-2006) examples of how practices that are perfectly legal in USA (such as sales volume linked rebates) may be illegal overseas.
- New (2005) example of how political events affect stability of currency such as the Paris riots resulting in a 10% drop in value of euro overnight.
- Updates on recent upturn of Japanese economy and how it

affects foreign firms, providing new example of Wal-Mart (2006).

- Update on the situation of Mexican economy (2006) and how it affects American firms doing business there.
- Update on the situation of China’s economy (2006) and how it affects American firms doing business there. See also new example of Motorola’s investments in China (2005).
- Updates on the situation of India’s economy (2006), particularly the enormous growth of software industry and its effect on American firms.
- New (2006) examples of global strategic alliances between GM-Daewoo and Texas Instrument-Compel Communication.
- Discussion of new trends in expatriate assignments using 2005 survey data.
- Update on cost of living overseas for cities like London, Paris or Tokyo.
- Discussion of new initiative on global social responsibility and ethics (starting in 2006) called Joint Initiative on Corporate Accountability and Worker Rights by Nike, GAP, Adidas, etc., to monitor foreign suppliers for abuses.
- Two new Management Close Ups. These include IKEA (customer focus) and use of hotlines in Europe.
- Three new mini-cases and collaborative learning cases.

Chapter 3

- Update of Levi Strauss opening vignette which explains how Levi Strauss acted as a good corporate citizen by donating

the 3rd edition

- \$3.4 million in clothing to relief efforts for Hurricane Katrina victims in 2005.
- New table (table 3.1) which provides categories of “selected ethical issues in business” developed from an idea by one of the reviewers.
- New graphic figure 3.1 which compares ethics approaches and a new section in the text which explains how these approaches to ethics compare across some criteria.
- Explanation of the whistleblower provision of the recently enacted Sarbanes-Oxley law that protects individuals who inform on executives who are suspected of performing financial malfeasance.
- A new example of social responsibility problems – this example describes the difficulties Merck the pharmaceutical firm faces when its drug Vioxx was recalled from the market in 2004.
- New examples of firms acting socially responsible to the community – Home Depot example of building playgrounds in communities; Nike example of raising funds for cancer research; Starbucks example of sponsoring literacy programs and giving to seriously ill children.
- New example of a social activist group – Rainforest Action Network (RAN) put economic pressure on Citibank to stop lending money to logging, mining and oil-drilling projects that destroy rain forests.
- New Management Minicase 3.1 “Starbucks Gambles that Encouraging its Coffee Suppliers to Act Socially Responsible is Good for

Business.” Case about Starbucks giving preferential business to farmers in third world countries who use sustainable environmental farming practices, which protect the scarce land that can grow coffee beans.

Chapter 4

- New Manager’s Checkup (The checkup makes change real by asking the student to consider proactively addressing change at a personal and workgroup level.)
- New figures added (figs. 4.2, 4.3, 4.7) that summarize the text and should help guide the student’s reading comprehension.
- Update of opening vignette about SAS.
- New research cited demonstrating the importance of congruence in values for post-merger financial performance.
- Limitation to Lewin’s three-step model noted. This addition was suggested by a reviewer. (Lewin’s model does not apply when change is dynamic and ongoing.)

Chapter 5

- Brand new example of successful long range planning by GE (2006) in China.
- Brand new update on the situation of Kodak (2006) and how its past planning efforts have largely failed.
- Brand new example of Genentech as an excellent planner of innovation activities (2006).
- Brand new examples of unanticipated results after careful planning: a) Blockbuster’s bad plan to drop the “never late fee”

- in 2005; and b) General Motor’s discounts which resulted in multibillion dollar losses yet failed to increase GM’s market share.
- Brand new example of Katrina and how unforeseen events affect planning.
- Brand new example of excellent long-term product planning by Apple (2006) with ideas conceived as far back as 1987.
- Brand new discussion of ethical lapses in planning with several company examples during 2005-2006.
- Two brand new (2005-2006 vintage) Management Close Ups have been added. One on “planning for what if” and one on “bottoms up planning” at several organizations.
- Two Management Mini-Cases are brand new (2005-2006 vintage). One brand new Ethical Checklist has been added.

Chapter 6

- Information providing background on the meaning of risk is expanded.
- New example concerning decision making in “crisis situations” is provided from Wal-Mart’s use of its Emergency Operations Center in the wake of 2005 Hurricane Katrina to distribute bottled water and food to the stricken area along the Gulf Coast that arrived days ahead of the federal government relief efforts.
- Figure 6.3 is new and provides a decision tree analysis which illustrates how managers can systematically evaluate alternatives in the decision making process. The idea for

this figure came from a suggestion by one of the reviewers of this chapter.

- Description of decision tree analysis which is used for analyzing alternatives to decisions is provided in the text.
- Two new sections in the text that describe the use of “intuition” in decision making and the “escalation of commitment” concept are provided in the section of the chapter that describes the Limits to Rational Decision Making. The idea for this addition came from suggestions by reviewers of this chapter.
- A new section is added to the text: “Personal Decision Making Styles” which describes four different decision making styles: directive, analytical, conceptual and behavioral. The text describes the context that is best suited to use each of these styles. The idea for this addition came from a suggestion from one of the reviewers of this chapter.
- New Management Minicase 6.2. “Merck’s Decision to Withdraw its Vioxx Drug from the Market.” This case discusses the concept of bounded awareness in decision making, where cognitive blinders may prevent a decision maker from sensing or using important information in the decision making process. In the case of Merck, this error in ignoring critical information had tragic consequences both for the company and the customers who were misled in using a pain relieving drug that could increase the likelihood of heart attacks and strokes to users. Sadly,

continued

What's **NEW!** in

evidence of these medical risks were available in research that Merck had undertaken four years before it decided to withdraw the drug from the market.

Chapter 7

- Updated situation (2006) of what is happening to Ford's new strategy for 2006-2010, and how it has evolved from prior unsuccessful strategies.
- Updated situation (2006) of American Express portfolio of products targeted to specific customer groups.
- Updated situation to what is happening to GM (2006) and problems with recent GM strategies.
- Brand new (2006) example of strategic imitation referring to introduction of organic products by supermarket chains (such as Fry's and Safeway) putting a dent on the market niche of Whole Foods.
- Updated situation with Total, top selling toothpaste in US.
- Brand new discussion of how several emerging countries are becoming "first world" in their innovation capabilities.
- Brand new example of competitive pressures, using as an illustration how Wal-Mart in 2006 is putting a big dent on earnings of Best Buy and Circuit City by offering half price warranties (which represent half of Best Buy and Circuit City earnings).
- Brand new example of how even Wal-Mart is vulnerable to attack, in this case by Google (2006 vintage story).
- Update (2006) on situation of Boeing's capacity to adsorb and capitalize on new technologies by referring to commercial satellite consumers.
- Brand new (2006) examples of the impact of demographic changes on business, including Cochlear Ltd. and condo developers.
- Brand new discussion of the impact of politics on firms' discretion, including example of Maryland Legislature's decision in 2006 to require companies such as Wal-Mart to provide health insurance to employees.
- Update of situation of Microsoft (2006) concerning antitrust cases against it.
- Brand new discussion of McDonald's attempt (2006) to change its image of "junk food" in France as well as U.S.A.
- Brand new story of how a reborn AT&T (2006) plans to move aggressively into TV, web, and wireless services. This is a great recent example of adaptation.
- Brand new story (2006) of pressures that relative newcomer Google is putting on Yahoo, surpassing it on advertising sales.
- Brand new (2006) examples of strategic alliances and their reasons, including Sony and Korea's Samsung.
- Update of the situation of Kodak (2006) as it tried to move from film to digital. Also, brand new (2006) example of the impact of technology by discussing how musical downloads has greatly depressed CD sales.
- Brand new (2006) example of risk of price wars, describing what happened to Independence Air as it tried to compete against established airlines.
- Brand new (2006) report of firms that create the most patents around the world including specific examples.
- Brand new (2006) example of how Volkswagen has successfully used benchmark analysis.
- Brand new (2006) example of highly successful single product firm, RIM and the Blackberry.
- Brand new (2006) examples of risk faced by single product firms.
- Brand new (2006) example of product differentiation, referring to United Airline's conscious decision not to compete on price for passengers but on amenities.
- Brand new (2006) example of intense competition between Blockbuster Inc. and Netflix, Inc.
- Updated (2006) information on the aftermath of Sarbanes-Oxley, and how it has affected Dell corporations.
- New discussion on how what may be good for some stakeholders may be damaging to other stakeholders, including brand new example of hospitals.
- Five brand new figures were added as a map to guide students through what is a difficult and comprehensive chapter.
- All Management Close Ups boxes were replaced with 2005-2006 examples.
- All Management Mini-Cases and Collaborative Learning Case are brand new, replacing prior ones.
- Brand new SWOT analysis Skill Building Box created, replacing old SWOT analysis Skill Building Exercise.

Chapter 8

- New figures added (figs. 8.1 & 8.2) that graphically summarize the text.
- New Manager's Checkup. (Checkup asks student to take the perspective of the customer as a means to drive innovation.)
- New Management Minicase on outsourcing innovation.
- New management minicase on high tech fabrics. (The case asks students to consider entrepreneurial opportunities in this developing area and to consider whether the blendings of technology and fabric are inventions or innovations.)
- Example added of entrepreneur who is now president of a virtual reality company.
- Updated revenue and employment level reported in Management Close-Up of Dell Computer.
- Management Close-Up of E-ink updated to include receipt of 2005 "Best of Small Tech" award.
- Updates on statistics including number of new businesses, number of jobs created by new start-ups, and business ownership levels for minorities and females.
- The concepts of innovation and invention are now differentiated (with the Segway people mover being more of an invention while the simple disposable diaper is more of an innovation).
- Increasing importance of innovation is discussed. The inclusion of imagination to measure leaders at GE is cited and the customer-driven innovation process at Procter &

the 3rd edition

Gamble is discussed.

- Google's formula for managing to maintain an innovative culture is cited.

Chapter 9

- A paragraph description of the "conglomerate" form of product based divisional structure is added to the text.
- A new figure (figure 9.6) that provides a schematic of the conglomerate based organization structure.
- A new section in the text about the strategic factor of technology and how it influences organization design. A typology of different technologies that affect organization design is given. The idea for this new section was provided by one of the reviewers of an earlier edition of the text.
- A new figure that illustrates the strategic factors that influence organization design. The idea for this new figure came from a reviewer.
- A new figure that shows how organization structures can vary from mechanistic to organic on a continuum. The idea for this new figure came from a reviewer.
- A new example of acquisitions made by Oracle in 2004 and 2005 that spent over \$15 billion to buy PeopleSoft and Siebel Systems software companies.
- An update of the Sara Lee Management close up that indicates how Sara Lee continues to re-organize its structure in 2005.
- A new Management Mini-case

9.1 that examines how Microsoft decided to re-organize itself in 2005 in order to increase its ability to make entrepreneurial decisions and respond to competitors' moves.

Chapter 10

- New example of effective use of orientation and training at Baptist HealthCare.
- New discussion of how incentives can help strategic objectives but often raise potential ethical issues, including examples from 2005-2006.
- ALL Management Close Ups were replaced with 2005-2006 vintage stories and new firms.
- ALL Management Mini-Cases and Individual/Collaborative Learning Cases were replaced with 2005-2006 vintage stories and new.

Chapter 11

- Discussion (2006) vintage of why occupational segregation is still important for women.
- Discussion of new research appearing in Academy of Management Journal (2005) showing that power distance affects the benefits of team heterogeneity internationally.
- Discussion of why CEOs believe diversity is important, including 2006 quotation by CEO of PriceWaterhouse Coopers, LLP.
- Update (2006) of why many blacks believe there is still racial discrimination in the corporate world and a more recent phenomena of African-Americans feeling displaced in unskilled/

semiskilled jobs by Hispanics.

- Discussion of recent survey (2006) revealing that Asian Americans still feel like "forever foreigners."
- New figures on income of Asian American households being much higher than that of whites.
- Recognition that some organizations are starting to provide assistance for parents of children with disabilities.
- New data on international migrants coming to USA as well as Western Europe.
- New discussion of how Hispanics are not staying in segregated areas by dispersing throughout the country.
- New discussion on health care debate (2006), as it pertains to older employees.
- Updated discussion of religious tolerance and conflict, referring to Paris riots in 2005 and widespread protests by Muslim believers in 2006 in response to what they see as insensitivity to their faith.
- Totally brand new section on undocumented workers (with many 2005-2006 brand new references).
- Brand new discussion (2006) of women entering occupations previously reserved for men.
- Updated data (2006 vintage) on professional women who drop from labor force.
- Brand new discussion (2006) of issues that should be considered in diversity training.
- Tie back to the IBM's opening vignette in the conclusions
- All of the Management Close Ups were replaced with brand new ones. These include banks

targeting Hispanics, saving labor costs by penalizing older workers, and how women are making inroads in what used to be all male occupations, in this case firefighters.

- All of the Management Mini-Cases and Collaborative Learning Exercises have been replaced with new ones, 2005-2006 vintage. The skill building exercise on how to deal with stereotypes has been completely replaced.
- Two brand new figures have been added to summarize material and break text, Figure 11.2 and Figure 11.3.
- One brand new section of chapter has been written for undocumented workers.
- One brand new figure (Figure 11.6) has been added containing 2006 recommendations by the Society for Human Resource Management on diversity training.

Chapter 12

- Figure added (per reviewer comment) that graphically depicts goal setting process.
- Figure added that portrays cascading goals.
- New management minicase on the motivational impact of recognition.
- New Manager's Checkup - applies expectancy model to assessing student's motivation to manage.
- New internet exercise focused on goal setting.
- Recent ('05) survey finding regarding importance of intrinsic factors to career satisfaction and retention.

continued

What's **NEW!**

- Applied implications of equity theory for managing workers are now discussed (per reviewer suggestion).

Chapter 13

- New Manager's Notebook added on practical leadership skills.
- Opening vignette revised and updated. (It now focuses on Nissan and the leadership of Carlos Ghosn.)

Chapter 14

- There is a new opening vignette on rapid-response teams that save lives at Tenet Healthcare Corporation. New critical thinking questions and new Concluding Thoughts that answer the critical thinking questions at the end of the chapter have been provided.
- A new figure (Figure 14.2) has been added that provides diagrams that illustrate the three major types of interdependence: pooled, sequential, and reciprocal interdependence.
- New content has been added that enriches the section on conflict management. The difference between task conflict and relationship conflict is explained that contributes to the understanding of functional and dysfunctional conflict. The idea for this new content was provided by reviewers of the text.
- A new Management Minicase 14.1 has been added. This minicase looks at different approaches that companies use to encourage teamwork and collaborative behavior among the employees. One approach focuses on changing the reward

environment, while another approach focuses on building the "soft skills" of employees.

- A new Internet exercise has been added (Internet exercise 14.1). The exercise asks the students to visit the Taco Bell website and view how teamwork skills are deeply embedded in the career path of all the positions at Taco Bell. As one advances along the career path one can observe that different team behaviors become more prominent in performing the expected role related to the job.

Chapter 15

- A new opening vignette: "Call center jobs are outsourced to the home thanks to broadband communications technology." New critical thinking questions for the vignette and new Concluding Thoughts are written to correspond to the new opening vignette feature for chap. 15.
- A new figure 15.2 is provided that visually shows organizational communication patterns including downward, upward and horizontal communication.
- New text content concerning electronic communication as pertains to e-mail is provided that discusses the use of smileys or emoticons that are symbols that represent different emotions and used at the end of text sentences to clarify the emotional content of a message.
- A new figure 15.4 that provides illustrations of smileys that are used as symbols for emotions in email messages.
- New content about informal communication is added to the

text that describes the formation of cliques which are informal social groups which can disrupt the flow of communication unless this problem is recognized as a communication barrier and positive steps taken by managers to deal with this situation.

- A new Minicase 15.1 is provided that explains the trend of the use of employee blogs as unofficial communication channels where employees can share their candid feelings and attitudes about the company without worrying about management retribution for expressing their true feelings. The case explores both opportunities and threats that should be of concern to managers concerning the use of employee blogs.

Chapter 17

- Management Close-Up of a shortage for a new drug was updated with '06 info.
- Discussion of Kanban system expanded and updated.

Chapter 18

- New content on "Knowledge Management Systems" (KMS) used for storing and retrieving organizational knowledge.
- New content on "Customer Relationship Management" (CRM) systems that maintain data about customers and all their interactions with an organization.
- A new Figure 18.2 that provides a diagram of a Customer Relationship Management system (CRM).
- Additional examples of business

to consumer e-commerce strategies used at big box stores such as Target, Lowe's and Wal-Mart.

- New Management Minicase 18.1 that examines "Online Knowledge Sharing at Xerox" - an extended illustration of a knowledge sharing system and how it provides better service to customers.
- New Management Minicase 18.2 that examines "Dun and Bradstreet Use E-Commerce to Sell Financial Services" and how the use of e-commerce provides valuable marketing information that can be used to improve current products and services and suggest ideas for new ones.
- New Manager's Checkup 18.1 - examines the ethical use of the corporate computer. Individuals who score high on this self-assessment are likely to have developed good ethical judgment within the context of using the corporate computer.

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Instructor Supplements

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We've aligned our Testbank with Bloom's Taxonomy and new AACSB guidelines, tagging each question according to the applicable knowledge and skills areas. AACSB categories include Global, Ethics and Social Responsibility, Legal and

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