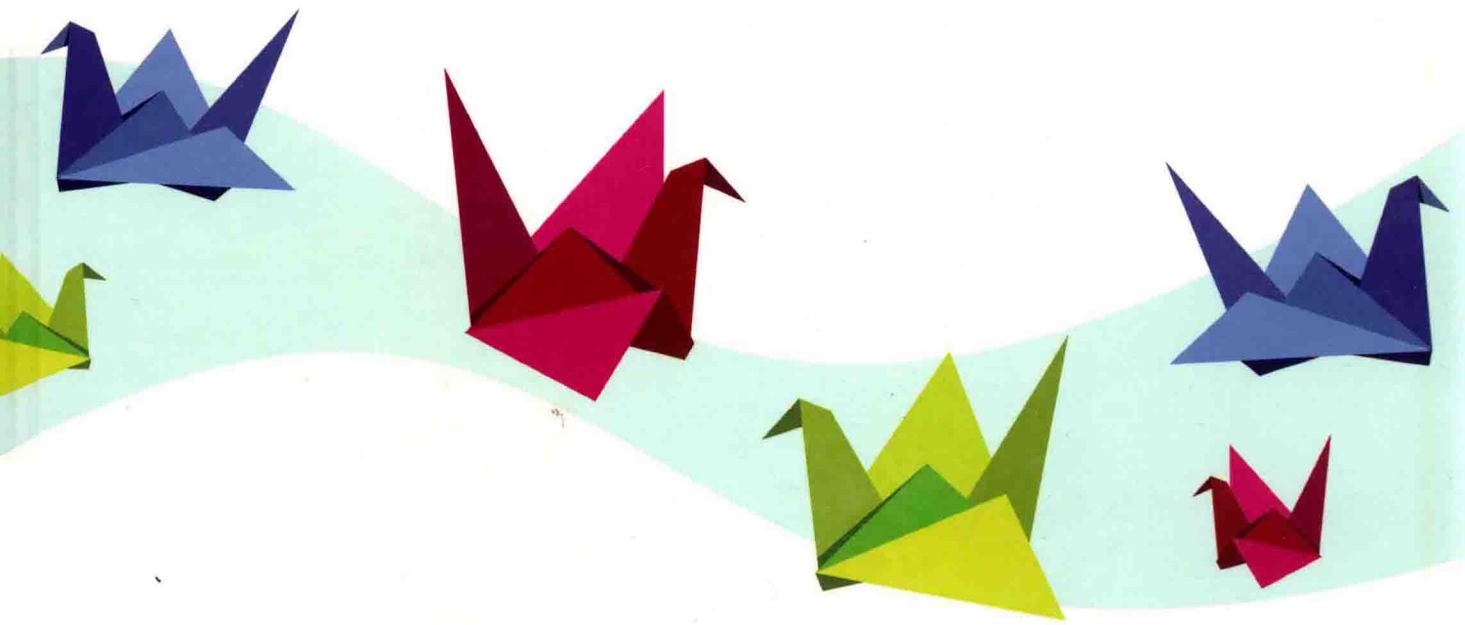


Contemporary Management

eighth edition



Gareth R. Jones | Jennifer M. George

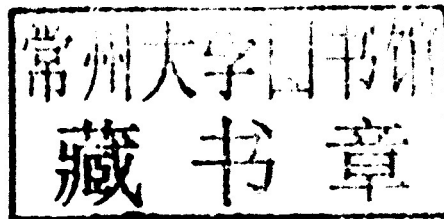
Contemporary Management

Eighth Edition

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**McGraw-Hill
Irwin**



CONTEMPORARY MANAGEMENT, EIGHTH EDITION

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PREFACE

Since the seventh edition of *Contemporary Management* was published, our book has strengthened its position as a leader in the management market. This tells us that we continue to meet the expectations of our existing users and attract many new users to our book. It is clear that most management instructors share with us a concern for the need to continuously introduce new and emerging issues into the text and its examples to ensure that cutting-edge issues and new developments in the field of contemporary global management are addressed.

In the new eighth edition of *Contemporary Management*, we continue with our mission to provide students the most current and up-to-date account of the changes taking place in the world of business management. The fast-changing domestic and global environment continues to pressure organizations and their managers to find new and improved ways to respond to changing events in order to maintain and increase their performance. Today, increases in the fortunes of global leaders such as Apple, Samsung, and Google and the challenges facing some of their competitors such as Nokia, Dell, and Microsoft show how fast the success and even survival of companies can change. In particular, the continuing global recession as well as the increasing complexity of the exchanges between global companies has profoundly affected the management of both large and small organizations. Today, there is increased pressure on managers to find new management practices that can increase their companies' efficiency and effectiveness and ability to survive and prosper in an increasingly competitive global environment.

In revising our book, we continue our focus on making our text relevant and interesting to students—something that we know from instructor and student feedback engages them and encourages them to make the effort necessary to assimilate the text material. We continue to mirror the changes taking place in management practices by incorporating recent developments in management theory and research into our text and by providing vivid, current examples of how managers of companies large and small have responded to the changes taking place. Indeed, we have made the way managers and organizations have responded to recent global economic events a focus of the new edition, and following the last edition many more examples of the opportunities and challenges facing founders, managers, and employees in a variety of types of organizations are integrated into the text.

The number and complexity of the strategic, organizational, and human resource challenges facing managers and all employees has continued to increase throughout the 2000s. In most companies, managers at all levels are playing catch-up as they work toward meeting these challenges by

implementing new and improved management techniques and practices. Today relatively small differences in performance between companies, such as in the speed at which they can bring new products or services to market or in how they motivate their employees to find ways to reduce costs or improve performance, can combine to give one company a significant competitive advantage over another. Managers and companies that use proven management techniques and practices in their decision making and actions increase their effectiveness over time. Companies and managers that are slower to implement new management techniques and practices find themselves at a growing competitive disadvantage that makes it even more difficult to catch up. Thus many industries have widening gaps between weaker competitors and the most successful companies, whose performance reaches new heights because their managers have made better decisions about how to use a company's resources in the most efficient and effective ways.

The challenges facing managers continue to mount as changes in the global environment, such as increasing global outsourcing and rising commodity prices, impact organizations large and small. In the eighth edition, we extend our treatment of global outsourcing and examine the many managerial issues that must be addressed when millions of functional jobs in information technology, customer service, and manufacturing are sent to countries overseas. Similarly, increasing globalization means managers must respond to major differences in the legal rules and regulations and ethical values and norms that prevail in countries around the globe. Many companies and their managers, for example, have been accused of ignoring “sweatshop” working conditions under which the products they sell are manufactured abroad.

Moreover, the revolution in information technology (IT) has transformed how managers make decisions across all levels of a company's hierarchy and across all its functions and global divisions. The eighth edition of our book continues to address these ongoing challenges as IT continues to evolve rapidly, especially in the area of mobile digital devices such as smartphones and tablet computers that can access ever more sophisticated software applications that increase their functionality. Other major challenges we continue to expand on in the new edition include the impact of the steadily increasing diversity of the workforce on companies, and how this increasing diversity makes it imperative for managers to understand how and why people differ so they can effectively manage and reap the performance benefits of diversity. Similarly, across all functions and levels, managers and employees must continuously search out ways to “work smarter” and increase performance. Using new IT to improve all aspects of an organization's

operations to boost efficiency and customer responsiveness is a vital part of this process. So too is the continuing need to innovate and improve the quality of goods and services, and the ways they are produced, to allow an organization to compete effectively. We have significantly revised the eighth edition of *Contemporary Management* to address these challenges to managers and their organizations.

Major Content Changes

Once again, encouraged by the increasing number of instructors and students who use each new edition of our book, and based on the reactions and suggestions of both users and reviewers, we have revised and updated our book in the following ways. First, just as we have included pertinent new research concepts in each chapter, so too have we been careful to eliminate outdated or marginal management concepts. As usual, our goal has been to streamline our presentation and keep the focus on the changes that have been taking place that have the most impact on managers and organizations. Our goal is to avoid presenting students with excessive content in too many and too long chapters just for the sake of including outmoded management theory. In today's world of instant sound bites, video uploading, text messaging, and tweets, providing the best content is much more important than providing excessive content—especially when some of our students are burdened by time pressures stemming from the need to work long hours at paying jobs and fulfilling personal commitments and obligations.

Second, we have added significant new management content and have reinforced its importance by using many new relevant small and large company examples that are described in the chapter opening cases titled “A Manager’s Challenge”; in the many boxed examples featuring managers and employees in companies both large and small in each chapter; and in the new (from 2011 and 2012) “Case in the News” closing cases.

Chapter 1, for example, contains new and updated material on the way changes in IT and the products and services that result from it are affecting competition among companies. The chapter includes a new opening case about the way Tim Cook, Apple’s new CEO is changing the way Apple is managed, and how his approach to the four functions of management differs from that adopted by Steve Jobs. It also contains a new discussion of insourcing, as opposed to outsourcing, and why some companies are bringing jobs back to the United States from abroad to increase performance. It also includes coverage of ethics and social responsibility using examples from the not-for-profit sphere. In addition, an expanded discussion about global crisis management is provided including an update on the consequences arising from the way BP handled the 2010 explosion of its Deepwater Horizon drilling rig that resulted in a huge oil spill in the Gulf of Mexico. Chapter 2 has updated

coverage of changing manufacturing practices in the carmaking industry and of the way traditional management theories, such as Theory X and Theory Y, have been modified to suit changing work conditions today.

Chapter 3 updates material about the manager as a person and the way personal characteristics of managers (and all members of an organization) influence organizational culture and effectiveness. There is also new in-text discussion of why job satisfaction was at a record low in the United States during the recent recession and which factors employees and groups were most dissatisfied with. Also included is a discussion of how emotions can be triggers for change in organizations and a new “Management Insight” box on the factors that can affect this and their consequences.

Public concern over the ethical behavior of managers has continued to increase as a result of the major problems caused by the financial crisis that began in 2008. Chapter 4, “Ethics and Social Responsibility,” provides updated material about the unethical and illegal behaviors of managers that helped to produce the crises in the banking and financial services industry including the many fund managers who engaged in insider trading. It also examines how regulators are striving to find new and better ways to reduce the likelihood of such unethical behavior in the future. We have expanded our coverage of the many issues involved in acting and managing ethically throughout the book. And Chapter 4 also examines the behavior of Apple towards its stakeholders as it became one of the world’s most valuable companies. We also discuss new issues in ethics and ethical dilemmas and provide more conceptual tools to help students understand better how to make ethical decisions. We continue to highlight issues related to the high pay of CEOs, issues concerning regulations to protect consumer safety, and the problems caused by bribery and corruption in companies at home and overseas. Finally, we have expanded coverage of the ethics of nonprofits and their managers as well as how formerly ethical companies, such as Johnson & Johnson, began to behave in unethical ways in order to boost their returns to shareholders and benefit their managers. The ethical exercise at the end of every chapter continues to be a popular feature of our book.

Chapter 5, “Managing Diverse Employees in a Multicultural Environment,” focuses on the effective management of the many faces of diversity in organizations for the good of all stakeholders. We have updated and expanded the text material and examples for such issues as age, gender, race and ethnicity, socioeconomic background, disabilities, and sexual orientation. We also discuss ways to effectively manage diversity and include an updated discussion of women’s earnings in comparison to men’s earnings. Methods to prevent discrimination and sexual harassment in an era when many companies face discrimination lawsuits involving hundreds of millions of dollars are also considered. The chapter provides expanded coverage on the way managers can take

advantage of the increasing diversity of the population and workforce to reap the performance benefits that stem from diversity while ensuring that all employees are treated fairly and are not discriminated against.

Chapter 6 contains an integrated account of forces in both the domestic and global environments. It has also been revised and updated to reflect the way increasing global competition and free trade have changed the global value creation process. The chapter includes an updated account of competition in the global electronics industry, for example, among smartphone providers Apple, Samsung, and Nokia, and flatscreen TV and computer makers such as Sony, Dell, and Sharp to illustrate these issues. The chapter also has expanded discussion of issues related to global outsourcing and of the movement to insource production back to the United States as well as to find ways for companies to become powerful suppliers to emerging leading global companies in Korea and China. Finally, it continues to update the treatment of the changing dynamics of global competition—particularly in relation to how newly dominant global companies have developed successful new strategies to customize products to the tastes of customers in countries abroad.

Chapter 7, “Decision Making, Learning, Creativity, and Entrepreneurship,” discusses new developments on these important issues. For example, we include a new discussion of the position of chief sustainability officer and examine how managers can make decisions to help ensure decisions contribute to sustainability. Also, we continue our discussion of social entrepreneurs who seek creative ways to address social problems to improve well-being by, for example, reducing poverty, increasing literacy, and protecting the natural environment. More generally, we discuss how managers in organizations large and small can improve decision making, learning, and creativity in their organizations. For example, we discuss ways of curbing overconfidence in decision making and how to use contests and rewards to encourage creativity and give examples of companies that use them.

As in the last edition, Chapter 8 focuses on corporate-, global-, and business-level strategies, and Chapter 9 discusses functional strategies for managing value chain activities. These two chapters make clear the links between the different levels of strategy while maintaining a strong focus on managing operations and processes. Chapter 8 contains a revised discussion of planning and levels of strategy with an increased focus on how companies can use vertical integration and related diversification to increase long-term profitability. It also includes a revised treatment of business-level strategy that focuses on the importance of low-cost strategies in a world in which the prices of many products are falling or under pressure because of recession, increased global competition, or because new dot-coms such as Zynga and Groupon find new strategies to reach customers more cost effectively. In Chapter 9 we continue to explore how companies can develop new functional-level strategies

to improve efficiency, quality, innovation, and responsiveness to customers. For example, beyond increased coverage of TQM, including the Six Sigma approach, we include an expanded discussion of the importance of customer relationship management and the need to retain customers during hard economic times. We focus on the ways Internet startups and dot-coms such as Zynga, Groupon, and Dropbox have developed new functional strategies.

Chapters 10 and 11 offer updated coverage of organizational structure and control and discuss how companies have confronted the need to reorganize their hierarchies and ways of doing business as the environment changes and competition increases. In Chapter 10, for example, we discuss how companies such as UPS, Walmart and Pier 1 have reorganized to improve their domestic performance. We also discuss how Nokia has been forced to reorganize its global operating structure to slow down its declining performance and avoid bankruptcy. Because of hard economic times, we give an increased discussion of how to design global organizational structure and culture to improve performance—and we focus on the experience of Japanese companies such as Toyota. In Chapter 11 we continue this theme by looking at how companies are changing their control systems to increase efficiency and quality, for example. More generally, how to use control systems to increase quality is a theme throughout the chapter.

We have updated and expanded our treatment of the many ways in which managers can effectively manage and lead employees in their companies. For example, Chapter 12 includes an updated discussion of how treating employees well can lead to exceptional customer service. The chapter also discusses best practices to recruit and attract outstanding employees, the importance of training and development, pay differentials, and family-friendly benefit programs. In addition, there is an updated and revised text discussion of the use of background checks by employers, the use of forced ranking systems in organizations, and issues concerning excessive CEO pay and pay comparisons between CEOs and average workers and statistics on U.S. union membership. Chapter 13 continues coverage of prosocially motivated behavior including examples of people who are motivated to benefit others. It also discusses the many steps managers can take to create a highly motivated workforce and how advances in IT have dramatically simplified the administration of piece-rate pay systems.

Chapter 14 highlights the critical importance of effective leadership in organizations and factors that contribute to managers being effective leaders, including an updated discussion of servant leadership. There is a new discussion of how managers with expert power need to recognize that they are not always right. The chapter also discusses how emotional intelligence may help leaders respond appropriately when they realize they have made a mistake, and it gives updated examples of how they can use reward and expert power to increase motivation and performance.

Expanded and updated coverage of the effective management of teams, including virtual teams, is provided in Chapter 15. The chapter also has coverage of the problems that arise because of a lack of leadership in teams.

Chapter 16 includes updated coverage of effective communication and how, given the multitude of advances in IT, it is important to create opportunities for face-to-face communication. There is also updated and revised information on the ethics of monitoring e-mail and Internet use, including statistics on increased Internet use in the United States. Finally, there is increased discussion of social networking sites and why some managers attempt to limit employees' access to them while at work. Chapter 17 includes an updated discussion of the vital task of effectively managing conflict and politics in organizations and how to negotiate effectively on a global level. There are many new examples of how managers can create a collaborative work context and avoid competition between individuals and groups.

Lastly, Chapter 18 has once again been substantially revised and updated to discuss the changing nature of companywide total computing solutions—including a new opening case that discusses the growing importance of cloud computing for Microsoft. There is also an expanded discussion of the nature of bricks & mortar and mobile server computers and how “server farms” can be used to connect to mobile digital devices such as tablet computers and smartphones to enhance competitive advantage. Recent developments in mobile and tablet computing and their many uses in global communication and coordination are also a focus of discussion—as is the growing competition between global IT suppliers.

We feel confident that the major changes we have made to the eighth edition of *Contemporary Management* reflect the changes that are occurring in management and the workplace; we also believe they offer an account of management that will stimulate and challenge students to think about their future as they look for opportunities in the world of organizations.

Unique Emphasis on Contemporary, Applied Management

In revising our book, we have kept at the forefront the fact that our users and reviewers are supportive of our attempts to integrate contemporary management theories and issues into the analysis of management and organizations. As in previous editions, our goal has been to distill new and classic theorizing and research into a contemporary framework that is compatible with the traditional focus on management as planning, leading, organizing, and controlling but that transcends this traditional approach.

Users and reviewers report that students appreciate and enjoy our presentation of management—a presentation that makes its relevance obvious even to those who lack exposure to a real-life management context. Students like the book's content and the way we relate management theory to real-life examples to drive home the message that management matters both because it determines how well organizations perform and because managers and organizations affect the lives of people inside and outside the organization, such as employees, customers, and shareholders.

Our contemporary approach has led us to discuss many concepts and issues that are not addressed in other management textbooks and it is illustrated by the way we organize and discuss these management issues. We have gone to great lengths to bring the manager back into the subject matter of management. That is, we have written our chapters from the perspective of current or future managers to illustrate, in a hands-on way, the problems and opportunities they face and how they can effectively meet them. For example, in Chapter 3 we provide an integrated treatment of personality, attitudes, emotions, and culture; in Chapter 4, a focus on ethics from a student's and a manager's perspective; and in Chapter 5, an in-depth treatment of effectively managing diversity and eradicating sexual harassment. In Chapters 8 and 9, our integrated treatment of strategy highlights the multitude of decisions managers must make as they perform their most important role—increasing organizational efficiency, effectiveness, and performance.

Our applied approach can also be clearly seen in the last three chapters of the book, which cover the topics of promoting effective communication; managing organizational conflict, politics, and negotiation; and using information technology in ways that increase organizational performance. These chapters provide a student-friendly, behavioral approach to understanding the management issues entailed in persuasive communication, negotiation, and implementation of advanced information systems to build competitive advantage.

Flexible Organization

Another factor of interest to instructors is how we have designed the grouping of chapters to allow instructors to teach the chapter material in the order that best suits their needs. For example, the more micro-oriented instructor can follow Chapters 1 through 5 with Chapters 12 through 16 and then use the more macro chapters. The more macro-oriented professor can follow Chapters 1 and 2 with Chapters 6 through 11, jump to 16 through 18, and then use the micro chapters, 3 through 5 and 12 through 15. Our sequencing of parts and chapters gives instructors considerable freedom to design the course that best suits their needs. Instructors are not tied to the planning, organizing, leading, and controlling framework, even though our presentation remains consistent with this approach.

ACKNOWLEDGMENTS

Finding a way to integrate and present the rapidly growing literature about contemporary management and make it interesting and meaningful for students is not an easy task. In writing and revising the various drafts of *Contemporary Management*, we have been fortunate to have the assistance of several people who have contributed greatly to the book's final form. First, we are grateful to Michael Ablassmeir, our senior sponsoring editor, for his ongoing support and commitment to our project and for always finding ways to provide the resources that we needed to continually improve and refine our book. Second, we are grateful to Trina Hauger, our developmental editor, for so ably coordinating the book's progress; and to her and Elizabeth Trepkowski, our senior marketing manager, for giving us concise and timely feedback and information from professors and reviewers that have allowed us to shape the book to the needs of its intended market. We also thank Cara Hawthorne for executing an awe-inspiring design; Bruce Gin for coordinating the production process; Margaret Richardson de Sosa (Rice University) and Patsy Hartmangruber (Texas A&M University) for providing excellent word-processing and graphic support; and Iliya Atanasov (Rice University) for his assistance with research. We are also grateful to the many colleagues and reviewers who gave us useful and detailed feedback and perceptive comments and valuable suggestions for improving the manuscript.

Producing any competitive work is a challenge. Producing a truly market-driven textbook requires tremendous effort beyond simply obtaining reviews of a draft manuscript. Our goal was simple with the development of *Contemporary Management*: to be the most customer-driven principles of management text and supplement package ever published! With the goal of exceeding the expectations of both faculty and students, we executed one of the most aggressive product development plans ever undertaken in textbook publishing. Hundreds of faculty have taken part in developmental activities ranging from regional focus groups to manuscript and supplement reviews and surveys. Consequently, we're confident in assuring you and your students, our customers, that every aspect of our text and support package reflects your advice and needs. As you review it, we're confident that your reaction will be, "They listened!"

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Gareth R. Jones

Jennifer M. George

Jesse H. Jones Graduate School of Business
Rice University

GUIDED TOUR

Rich and Relevant Examples An important feature of our book is the way we use real-world examples and stories about managers and companies to drive home the applied lessons to students. Our reviewers praised the sheer range and depth of the rich, interesting examples we use to illustrate the chapter material and make it come alive. Moreover, unlike boxed material in other books, our boxes are seamlessly integrated into the text; they are an integral part of the learning experience and are not tacked on or isolated from the text itself. This is central to our pedagogical approach.

A Manager's Challenge opens each chapter, posing a chapter-related challenge and then discussing how managers in one or more organizations responded to that challenge. These vignettes help demonstrate the uncertainty and excitement surrounding the management process.

Our box features are not traditional boxes; that is, they are not disembodied from the chapter narrative. These thematic applications are fully integrated into the reading. Students will no longer be forced to decide whether or not to read boxed material. These features are interesting and engaging for students while bringing the chapter contents to life.

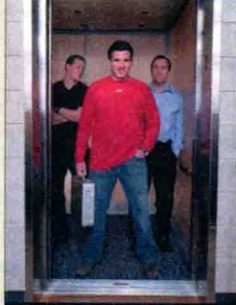
A MANAGER'S CHALLENGE

Kevin Plank's Determination Pays Off at Under Armour

How can managers succeed against tough odds? When Kevin Plank was a walk-on football player at the University of Maryland in the 1990s, he often became annoyed that his T-shirt was soaked and weighted down with sweat. Always an original thinker, he wondered why athletic apparel couldn't be made out of some kind of polyester blend that would help athletes' and sports aficionados' muscles stay cool while working away, and not holding moisture from sweat.¹ As he was finishing his undergraduate studies at Maryland, he started experimenting with different fabrics, testing their durability, comfort, and water resistance with the help of a local tailor. A prototype of Under Armour's first product—the 2000 compression shirt—was developed.²

Upon graduation from the University of Maryland, Plank was offered a position at Prudential Life Insurance. An entrepreneur at heart willing to risk everything to pursue his bold ideas, Plank realized that accepting a secure position with an insurance company would have driven him nuts. Thus, he turned down the Prudential offer and mustered his determination to sell his innovative T-shirt.³ With little business training or experience, and a lot of perseverance and discipline, Plank pursued the makings of what would become

a major competitor of Nike 16 years later with net revenues over \$1.4 billion in 2011.⁴ Entering and succeeding in the competitive



He founded the fabric portfolio as well. With an investor like Kevin Plank, Under Armour's innovative business strategy gave it the edge. Source: Entrepreneur, a book by Ben Horowitz.



Emotions as Triggers for Changes in Organizations

In our personal lives, intense emotional experiences can often be triggers for changes for the better. For example, the fear that accompanies a near miss auto accident may prompt a driver to slow down and leave more time to get to destinations. Embarrassment experienced from being underprepared for a major presentation might prompt a student to be more prepared in the future. Anger over being treated poorly can sometimes help people get out of bad personal relationships.

Interestingly enough, some managers and organizations are using emotions to prompt needed changes. For example, the CEO of North American Tool, Curt Lansberry, was dismayed that employees weren't contributing as much as they could to their 401(k) retirement plans because the company had a matched contribution plan whereby it contributed a percentage of an employee's contribution.⁵⁸ North American Tool makes industrial cutting machinery and each year has an annual 401(k) enrollment meeting. Lansberry decided to bring a bag full of money to the next meeting that equaled the amount of money employees did not receive the prior year because they did not contribute the maximum to their 401(k) plans. He dumped the money on a table and told the employees that this really should be their money, not the company's.⁵⁹ The negative feelings that this invoked in employees—there's a bunch of



Telling the Truth at Gentle Giant Moving

Gentle Giant Moving Company, based in Somerville, Massachusetts, was founded by Larry O'Toole in 1980 and now has over \$28 million in revenues and offices in multiple states.⁶⁰ Gentle Giant opened its newest office, Great Giant Moving and Storage, in 2011 in San Francisco, California.⁶¹ Although moving is undeniably hard work and many people would never think about having a career in this industry, Gentle Giant's unique culture and approach to managing people have not only contributed to the company's success but also provided its employees with satisfying careers. For example, when Ryan Libby was in college, he worked for Gentle Giant during one of his summer vacations to make some extra money. After graduating from college, he was the assistant manager for the Providence, Rhode Island, Gentle Giant Office. Now Libby is branch manager for Providence.⁶² As he puts it, "First it was just a paycheck, and it kind of turned into a long-term career."



Libby is just the kind of employee O'Toole needs to hire—employees who start out driving moving trucks and eventually move into management positions running offices. Whereas some moving companies hire a lot of temporary help in the summer to meet seasonal demand, 40% of Gentle Giant employees are employed full-time.⁶³ Because the demand for moving services is lower in the winter, Gentle Giant uses this time to give employees training and leadership development activities. Of course new employees receive training in the basics of moving: picking, lifting, and carrying boxes in a safe manner. However, employees look

Additional in-depth examples appear in boxes throughout each chapter. **Management Insight** boxes illustrate the topics of the chapter, while the **Ethics in Action**, **Managing Globally**, **Focus on Diversity**, and **Information Technology Byte** boxes examine the chapter topics from each of these perspectives.

Further emphasizing the unique content covered in Chapter 3, Values, Attitudes, Emotions, and Culture: The Manager as a Person, the **Manager as a Person** boxes focus on how real managers brought about change within their organizations. These examples allow us to reflect on how individual managers dealt with real-life, on-the-job challenges related to various chapter concepts.

OPENNESS TO EXPERIENCE
The tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks.

OPENNESS TO EXPERIENCE Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Managers who are high on this trait continuum may be especially likely to take risks and be innovative in their planning and decision making. Entrepreneurs who start their own businesses—like Bill Gates of Microsoft, Jeff Bezos of Amazon.com, and Anna Roddick of The Body Shop—are, in all likelihood, high on openness to experience, which has contributed to their success as entrepreneurs and managers. Kevin Plank, discussed in this chapter's "A Manager's Challenge," founded his own company and continues to explore new ways for it to grow—a testament to his high level of openness to experience. Managers who are low on it to grow—a testament to his high level of openness to experience. Managers who are low on it to grow—a testament to his high level of openness to experience. Managers who are low on it to grow—a testament to his high level of openness to experience.



Who Would Have Thought Dirty Jobs Would Be a Hit?

Mike Rowe is hardly the person you would have thought could have created a hit TV show like the Discovery Channel's *Dirty Jobs*.⁶⁴ Not the most ambitious of types, and as an actor for over two decades who never made it big, his work experiences have ranged from performing with the Baltimore Opera to selling like-simulated diamonds on QVC to appearing in Tylenol commercials.⁶⁵ While cohosting a local TV show on CBS in San Francisco, Rowe hit on the idea behind *Dirty Jobs*. Rowe did a segment on the show called "Somebody's Gotta Do It," viewers liked it, and it really struck a chord with him personally.⁶⁶



Mike Rowe's openness to experience has given him a real appreciation of all kinds of work and jobs.

His openness to experience led him to develop a TV show featuring him working as an apprentice to men and women performing the kinds of hard, dirty work we all depend on and no one wants to do (think but cave scaper, worm dung farmer, roadkill cleaner, sewer inspector, pig farmer...)⁶⁷ As he puts it, his show features "men and women who do the kinds of jobs that make civilized life possible for the rest of us."⁶⁸ Although he originally had a hard time finding a home for *Dirty Jobs* (the Discovery Channel turned him down twice before agreeing to air a pilot series in 2003), the show has become a hit.⁶⁹

Rowe's openness to experience enables him to get down and dirty with the best of them, try his hand at all sorts of dirty jobs, and thoroughly enjoy it. As would be expected, all sorts of mishaps occur—and that is part of the fun. Rowe has come to appreciate the earnestness of the workers he profiles—the celebration of work, and the mixing of pain and fun.⁷⁰ Interestingly enough, as one who never had embraced the value of how much hard work in the past, Rowe has gleaned from *Dirty Jobs* a healthy respect and admiration for the people who perform all sorts of dirty jobs, work hard at them, and are happy when the work is done.⁷¹

Small Business Examples To ensure that students see the clear connections between the concepts taught in their Principles of Management course and the application in their future jobs in a medium or small business, Jones and George have included a number of examples of the opportunities and challenges facing founders, managers, and employees in small businesses.

Experiential Learning Features We have given considerable time and effort to developing state-of-the-art experiential end-of-chapter learning exercises that drive home the meaning of management to students. These exercises are grouped together at the end of each chapter in a section called “Management in Action.” The following activities are included at the end of every chapter:

- **Topics for Discussion and Action** are a set of chapter-related questions and points for reflection. Some ask students to research actual management issues and learn firsthand from practicing managers.
- **Building Management Skills** is a self-developed exercise that asks students to apply what they have learned from their own experience in organizations and from managers or from the experiences of others.
- **Managing Ethically** is an exercise that presents students with an ethical scenario or dilemma and asks them to think about the issue from an ethical perspective to better understand the issues facing practicing managers.
- **Small Group Breakout Exercise** is designed to allow instructors in large classes to use interactive experiential exercises.
- **Exploring the World Wide Web** requires students to actively search the web to find the answers to a problem.
- **Be the Manager** presents a realistic scenario where a manager or organization faces some kind of challenge, problem, or opportunity. These exercises provide students with a hands-on way of solving “real” problems by applying what they’ve just learned in the chapter.

Each chapter ends with a

- **Case in the News** that is an actual or shortened version of an article from a major publication such as *Bloomberg Businessweek*, *The Wall Street Journal*, or *Fortune*. The concluding questions encourage students to think about how real managers deal with problems in the business world.

Assurance of Learning Ready Many educational institutions today are focused on the notion of assurance of learning, an important element of some accreditation standards. *Contemporary Management, Eighth Edition*, is designed specifically to support your assurance of learning initiatives with a simple yet powerful solution.

Each test bank question for *Contemporary Management* maps to a specific chapter learning outcome/objective listed in the text. You can use our test bank software, EZ Test and EZ Test Online, or *Connect Management* to easily query for learning outcomes/objectives that directly relate to the learning objectives for your course. You can then use the reporting features of EZ Test to aggregate student results in similar fashion, making the collection and presentation of assurance of learning data simple and easy.

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The statements contained in *Contemporary Management, Eighth Edition*, are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While *Contemporary Management* and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within *Contemporary Management* labeled selected questions according to the six general knowledge and skill areas.

Integrated Learning System Great care was used in the creation of the supplementary material to accompany *Contemporary Management*. Whether you are a seasoned faculty member or a newly minted instructor, you'll find our support materials to be the most thorough and thoughtful ever created:

- **Instructor's Manual (IM)** The IM supporting this text has been completely updated to save instructors' time and support them in delivering the most effective course to their students. For each chapter, this manual provides a chapter overview and lecture outline with integrated PowerPoint® slides, lecture enhancers, notes for end-of-chapter materials, video cases and teaching notes, and more.
- **PowerPoint® Presentation** 40 slides per chapter feature reproductions of key tables and figures from the text as well as original content. Lecture-enhancing additions such as quick polling questions and company or video examples from outside the text can be used to generate discussion and illustrate management concepts.
- **Test Bank and EZ Test** The test bank has been thoroughly reviewed, revised, and improved. There are approximately 100 questions per chapter, including true/false, multiple-choice, and essay. Each question is tagged with learning objective, level of difficulty (corresponding to Bloom's taxonomy of educational objectives), AACSB standards, the correct answer, and page references. The new AACSB tags allow instructors to sort questions by the various standards and create reports to help give assurance that they are including recommended learning experiences in their curricula.

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