

Tenth Edition



# CONTEMPORARY Management

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Gareth R. Jones    Jennifer M. George

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Tenth Edition

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Jennifer M. George

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## CONTEMPORARY MANAGEMENT, TENTH EDITION

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This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 LWI 21 20 19 18 17

ISBN 978-1-259-73266-9

MHID 1-259-73266-5

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Design: *Matt Backhaus*

Content Licensing Specialists: (photo) *Ann Marie Jannette*; (text) *DeAnna Dausener*

Design Icons/Cover Image: (*Management Insight, Managing Globally, Manager as a Person, Ethics in Action, Focus on Diversity, Information Technology Byte, Management in Action, Building Management Skills, Small Group Breakout Exercise, Exploring the World Wide Web, Be the Manager, Managing Ethically, BusinessWeek Case in the News, Learning Objectives*): © VICTOR (*Digital Vision Vectors*)/Getty RF; *a-image/iStock/Getty Images Plus*

Compositor: *SPi Global*

Printer: *LSC Communications*

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### Library of Congress Cataloging-in-Publication Data

Names: Jones, Gareth R., author. | George, Jennifer M., author.

Title: Contemporary management / Gareth R. Jones, Texas A & M University,

Jennifer M. George, Jesse H. Jones Graduate School of Business, Rice University

Description: Tenth edition. | New York, NY : McGraw-Hill Education, [2018]

Identifiers: LCCN 2016031932 | ISBN 9781259732669 (alk. paper)

Subjects: LCSH: Management.

Classification: LCC HD31 .J597 2018 | DDC 658—dc23 LC record available at <https://lcn.loc.gov/2016031932>

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a website does not indicate an endorsement by the authors or McGraw-Hill Education, and McGraw-Hill Education does not guarantee the accuracy of the information presented at these sites.

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He continues to pursue his research interests in strategic management and organizational theory and his well-known research that applies transaction cost analysis to explain many forms of strategic and organizational behavior. He also studies the complex and changing relationships between competitive advantage and information technology in the 2010s.

He has published many articles in leading journals of the field, and his research has appeared in the *Academy of Management Review*, the *Journal of International Business Studies*, and *Human Relations*. An article about the role of information technology in many aspects of organizational functioning was published in the *Journal of Management*. One of his articles won the *Academy of Management Journal's* Best Paper Award, and he is one of the most cited authors in the *Academy of Management Review*. He is, or has served, on the editorial boards of the *Academy of Management Review*, the *Journal of Management*, and *Management Inquiry*.

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# PREFACE

Since the ninth 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 management are addressed.

In the new tenth 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. More than ever, events around the globe, rapid changes in technology, and economic pressures and challenges show how fast the success and even survival of companies can change. For example, 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 today's 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 incorporated many new and contemporary examples in the new edition illustrating how founders, managers, and employees in a variety of types of organizations respond to the opportunities and challenges they face. These examples drive home to students how essential it is for them to develop a rich understanding of management theory and research and the ability to apply what they have learned in organizational settings.

The number and complexity of the strategic, organizational, and human resource challenges facing managers and all employees have continued to increase throughout

the 2010s. 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 improve performance or reduce costs, 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. In the rapidly changing and dynamic environment facing organizations today, effective managers recognize the vital role that creativity and innovation play in successfully anticipating and responding to these challenges as well as seizing the potential opportunities that they bring while mitigating the threats.

The issues 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 tenth edition, we discuss recent developments in 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) continues to transform how managers make decisions across all levels of a company's hierarchy and across all its functions and global divisions. The tenth 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 tablets 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 many benefits of a diverse workforce. 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 tenth 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, videos, 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 meeting 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 “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 features a new opening case about BuzzFeed and the way its CEO and managers orchestrate the sharing of original content and collecting of big data across multiple global platforms. It also

contains an updated discussion of insourcing—bringing back jobs to the United States from other countries—and how this strategy is working well for companies looking to increase productivity and keep labor costs under control. In addition, coverage of ethics and social responsibility has been updated with examples of how companies are acknowledging the competitive advantage of a diverse workforce. New examples of global crisis management have been added that examine the social and economic impact of a series of recent earthquakes in Ecuador, which continue to impact the country’s infrastructure and all-important tourism industry.

**Chapter 2** opens with the story of how General Electric has drastically changed its corporate portfolio of businesses in an effort to simplify its strategies and re-invent itself as a “digital industrial company.” The chapter continues to cover traditional management theories and how they have been modified to address changing work conditions in the global environment 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. The chapter opens with a new “Manager’s Challenge” on Kevin Plank’s determination to propel Under Armour to continued success. There are also new discussions about recent levels of job satisfaction among U.S. workers, how top managers in Silicon Valley are high on conscientiousness and openness to experience, and a new “Manager as a Person” feature on Jess Lee of Polyvore, a successful e-commerce company.

**Chapter 4**, “Ethics and Social Responsibility,” provides updated material about the unethical and illegal behaviors of managers from various industries. We have updated our coverage of the many issues involved in acting and managing ethically, including an opening case about TOMS and how the company added the elimination of bullying to its corporate social agenda. We also discuss new issues in ethics and ethical dilemmas and provide conceptual tools to help students understand better how to make ethical decisions. We highlight issues related to worker safety, environmental responsibility, and regulations to protect consumer safety. Finally, we have updated coverage of the ethics of nonprofits and their managers as well as how formerly ethical companies began to behave in unethical ways in order to boost their returns to shareholders. 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. A new “Manager’s Challenge” highlights the strategies Novartis and Sodexo use to effectively manage diversity in the workplace. We have updated the text material and examples for such issues as age, gender, race and ethnicity, disabilities, and sexual orientation.

A new text discussion focuses on the EEOC's recent ruling declaring workplace discrimination illegal based on 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 of 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.

**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 uses updated examples from the fashion industry, electronics industry, and automotive industry to illustrate these issues. It also has an updated discussion about the challenges faced by expats in moving abroad, as well as strategies utilized by companies in an effort to become key suppliers to emerging global businesses. Finally, it continues to update the changing dynamics of global competition, including how newly dominant companies have developed successful e-commerce strategies to customize products to the tastes of consumers in other parts of the world.

**Chapter 7**, "Decision Making, Learning, Creativity, and Entrepreneurship," discusses these vital processes in organizations and their implications for managers and all employees. The chapter opens with a new "Manager's Challenge" on how sound decision making at FUJIFILM Holdings has helped the company expand its business portfolio. We also include a 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 continues the discussion of planning and levels of strategy,

which focuses on how companies can use vertical integration and related diversification to increase long-term profitability. A new opening case describes the challenges GM CEO Mary Barra faced when she took over the top job at the global automaker. Her strong commitment to "owning" the company's ignition switch recall and maintaining effective corporate strategies has helped GM get back on track. The chapter also includes updated examples of business-level strategies that focus on low-cost strategies in a world in which prices continue to be under pressure due to increased global competition. 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, in addition to coverage of TQM, including the Six Sigma approach, we include a discussion of the importance of customer relationship management (CRM) and the need to attract and retain customers during challenging economic times. We also describe how airlines continue to develop new functional strategies concerning the most efficient way to board passengers.

**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 online eyewear company Warby Parker has structured the relatively young organization in an effort to maximize customer service and support, as well as to keep the company's culture fresh and energized. We also continue to highlight examples that show how companies are designing global organizational structure and culture to improve performance. 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** opens with a new "Manager's Challenge" that highlights how treating employees well has led to exceptional customer service at ACUITY. 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 treatment 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 updated 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 the importance of equity and justice in organizations.

**Chapter 14** highlights the critical importance of effective leadership in organizations and factors that contribute to managers being effective leaders, including a discussion of servant leadership. A new “Manager’s Challenge” describes the concept of leading for innovation at Salesforce.com. There is also a discussion of how managers with expert power need to recognize that they are not always right. The chapter also addresses how emotional intelligence may help leaders respond appropriately when they realize they have made a mistake, and it gives updated examples of leadership in a variety of organizations. Expanded and updated coverage of the effective management of teams, including virtual teams, is provided in **Chapter 15**, which opens with a new “Manager’s Challenge,” which highlights how the use of teams has enhanced performance in several industries. The chapter also covers the problems that arise because of a lack of leadership in teams.

**Chapter 16** includes 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 information on the ethics of monitoring email and Internet use, including statistics on Internet usage both in the United States and in other countries around the world. Finally, there is also a discussion of social networking sites and why some managers attempt to limit employees’ access to them during the workday. **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.

**Chapter 18** has been updated to discuss the changing nature of companywide computing solutions—including an opening case that discusses how companies and sports teams are using wearable technology to measure and monitor performance. There is an updated discussion about how cloud computing can enhance competitive advantage, and recent developments in mobile technology and its many uses are discussed.

We feel confident that the major changes we have made to the tenth 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.

# 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


#### Turning Off the Water in Global Manufacturing

**As part of globalization, how should managers think about sustainability when it comes to water usage?** The textile industry has a huge water footprint. Annually it uses about 6 trillion liters of fresh water in various manufacturing processes, as well as to grow cotton, the material that accounts for 90 percent of the industry's use of natural fibers. One estimate suggests that nearly 700 gallons of water are needed to produce each cotton T-shirt made around the world. The farming of cotton accounts for 2.6 percent of annual global water usage and is the largest water consumption factor in the supply chain of the textile industry. And it's not just quantity. Cotton production has a direct impact on water quality through the use of pesticides, herbicides, and fertilizers.<sup>1</sup>

Problems continue beyond the growing of raw materials. The textile industry uses and pollutes water while dyeing fabrics. It can take more than 6 gallons of water to dye one T-shirt. The polyester apparel industry alone uses 2.4 trillion gallons of water a year. Fabric treatment, rinsing, and dyeing account for about 20 percent of the world's industrial water pollution. Dye houses in China and India have been accused of overusing local water supplies as well as dumping toxic wastewater into local water supplies.<sup>2</sup> In response to concerns about the use and pollution of water to make fabric and garments, several manufacturers have sought no-water and reduced-water ways of working in their supply chains.

In 2016 Levi Strauss & Co., in collaboration with textile technology start-up Evrnu, created the world's first pair of jeans using discarded cotton T-shirts to make new fiber. The new method not only converts consumer waste (like old T-shirts) into renewable fiber but also uses 98 percent less water than other virgin cotton products. Although some virgin cotton was used in the manufacturing process, this method represents a major breakthrough in recycling technology and holds great promise for reducing water usage.<sup>3</sup>

Nike and Adidas also are cutting back on water use in their supply chains by using a




Global companies, in collaboration with the textile industry, are working to reduce the amount of water needed for fiber creation and garment finishing. The manufacturing process for fabrics and other apparel.

### MANAGEMENT INSIGHT

#### 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 Lansbery, was dismayed that employees weren't contributing as much as they could to their 401(k) retirement plans; it was to their benefit to contribute as much as they could because the company had a matched contribution plan whereby it contributed a percentage of an employee's contribution.<sup>109</sup> North American Tool makes industrial cutting machinery and each year has an annual



At one hospital, disgust at a doctor on computers drawing hands covered with bacteria and other health professionals' computers.

### ETHICS IN ACTION

#### 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, 11 offices in Massachusetts and offices in New Hampshire, Rhode Island, New York, Pennsylvania, Washington, DC, Virginia, North Carolina, Illinois, Washington, and California. Gentle Giant can move anywhere in the United States (except for Alaska and Hawaii).<sup>55</sup> Although moving is undoubtedly 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 not only contribute to the company's success but also give its employees 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.<sup>56</sup> As he puts it, "First it was just a paycheck, and it kind of turned into a long-term career."<sup>57</sup>

Libby is just the kind of employee O'Toole seeks 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, 60 percent of Gentle Giant employees are employed full-time.<sup>58</sup> Because the demand for moving services is lower in the winter, Gentle Giant hires seasonal employees to pack and develop equipment. Of course, new employees receive training in the areas of packing, lifting, and carrying household goods. Some of the challenges in the company receive training in the areas of customer communication, problem

**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.

### MANAGER AS A PERSON

#### Toys "R" Us CEO Not Playing Games

David Brandon, the new CEO at Toys "R" Us, thrives on change. He came on board as the chief executive for the big box toy retailer in July 2015, bringing with him years of success as the CEO of Domino's Pizza, among other top management positions. Despite little or no experience in retailing, Brandon has a proven track record of not only turning around companies but also taking them public.<sup>11</sup>

Brandon is not afraid to shake up an organization—at all levels. Consider when he was running Domino's Pizza—he decided to change the core pizza recipe the company had used for years. Forthright in his criticism about Domino's products, he told customers that the "old" pizza wasn't very good and that the company would be making changes to make it better. His decision helped redefine how customers viewed the brand and led to a substantial increase in business, which continues today. In addition, he pioneered the concept of digital ordering at Domino's. When Brandon started at the pizza company, more than 90 percent of customer orders were handled over the phone. Today, more than half of Domino's orders are made via mobile devices or the Internet.<sup>12</sup>

Brandon takes over Toys "R" Us as it continues a financial turnaround. The company had a fourth-quarter profit in 2015 and a solid holiday season, which was crucial to the retailer's \$12 billion in sales for the year. He is quick to acknowledge that the cost-cutting strategies and disciplined promotional strategies put into place by the previous management team have started to reap benefits, but more is needed if he wants to satisfy the three private equity companies that have owned Toys "R" Us since 2005.<sup>13</sup>



CEO David Brandon faces multiple challenges at Toys "R" Us, including how to improve the company's e-commerce platform and how to increase that toy retailer's annual sales. © Susan Kasper/Gary Hoopes for Toys "R" Us.

**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.

**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-sized 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.

**TEACHING RESOURCES** Great care was used in the creation of the supplementary material to accompany *Contemporary Management*, 10e. 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 in order 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** The chapter slides feature reproductions of key tables and figures from the text as well as original content. Lecture-enhancing additions such as quick polling questions and examples from outside the text can be used to generate discussion and illustrate management concepts.

**Test Bank** 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), and AACSB standards. The 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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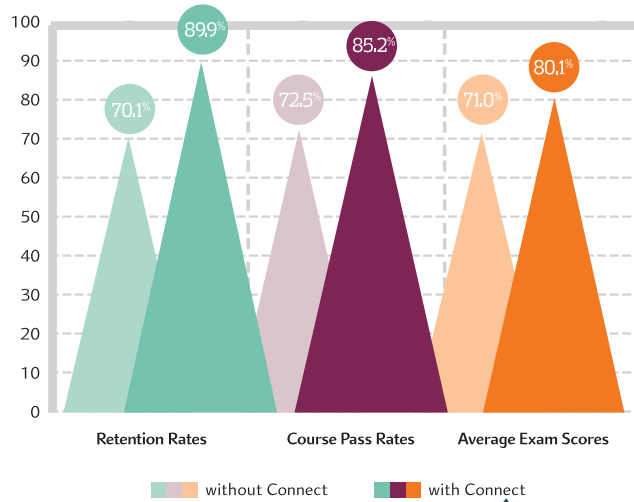
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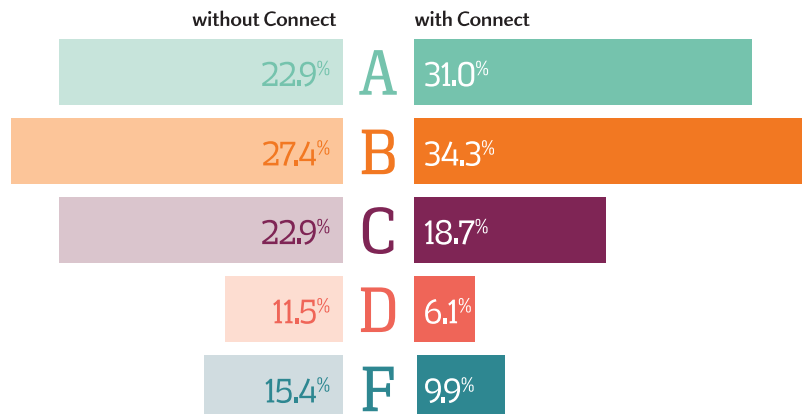
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# ACKNOWLEDGMENTS

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 director, 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 Gabriela G. Velasco, our product developer, and Kelly Sheehan, product development coordinator, for so ably coordinating the book's progress; and to them and Necco McKinley, our 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 Matt Backhaus for executing an awe-inspiring design; Sandy Wille for coordinating the production process; 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!"

We extend our special thanks to the faculty who gave us detailed chapter-by-chapter feedback during the development of the tenth edition:

Lindy Archambeau, University of Florida  
Aaron Butler, Warner Pacific College ADP  
Alexander Chen, University of Central Arkansas  
Dr. Robert Cote, Lindenwood University  
C. Brad Cox, Midlands Technical College  
Susie S. Cox, University of Arkansas–Little Rock

Carla C. Flores, Ball State University  
Dane L. Galden, Columbus State Community College  
Karen H. Hawkins, Miami Dade College  
Jenni Hunt, Southern Illinois University–Edwardsville  
Jan Zantinga, University of Georgia

And our thanks also go to the faculty who contributed greatly to previous editions of *Contemporary Management*:

Jerry Alley, Aspen University  
M. Ruhul Amin, Bloomsburg University of Pennsylvania  
Kelly Barbour-Conerty, Parkland College  
Gerald Baumgardner, Pennsylvania College of Technology  
Charles W. Beem, Bucks County Community College  
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Judith G. Bulin, Monroe Community College, Rochester, New York  
Barry Bunn, Valencia Community College  
Gerald Calvasina, Southern Utah University  
Bruce H. Charnov, Hofstra University  
Jay Christensen-Szalanski, University of Iowa  
Jason W. Coleman, Wesley College  
Joy Colarusso, Daytona State College  
Renee Y. Cooper, Fashion Institute of Technology  
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Nanci D. Newstrom, Eastern Illinois University  
Catherine Nowicki, International Business College  
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Frederick J. Slack, Indiana University of Pennsylvania  
M. James Smas, Kent State University  
Gerald Smith, University of Northern Iowa  
Marjorie Smith, Mountain State University  
Susan D. Steiner, The University of Tampa  
Warren Stone, University of Arkansas at Little Rock  
Cynthia L. Sutton, Metropolitan State College of Denver  
Laurie Taylor-Hamm, California State University, Fresno  
Sabine Turnley, Kansas State University  
Isaiah O. Ugboro, North Carolina A&T State University  
Velvet Weems, Landingham, Kent State University  
John Weiss, Daytona State College  
William K. Wesley, Golden Gate University  
Elizabeth Wilson, Georgia Southwestern State University

Please note that these lists do not include the more than 160 faculty members who reviewed or contributed to earlier editions of the text.

Finally, we are grateful to two incredibly wonderful children, Nicholas and Julia, for being all that they are and for the joy they bring to all who know them.

**Gareth R. Jones**

**Jennifer M. George**

Jesse H. Jones Graduate School of Business  
Rice University

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