

# Preface

In the new edition of our book, we have continued with our mission of providing students with 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 in order to maintain and increase their performance. One of these new strategies has been the growing use of global outsourcing of information technology, services, and manufacturing jobs to countries overseas to reduce operating costs. Outsourcing continues to result in the loss of millions of jobs in the United States, but in 2007 growing concerns with both the quality and safety of Chinese-made products has led many companies to reexamine if the outsourcing process has gone too far. With greater distances come greater risks and managers increasingly have to balance the pros and cons of operating in the United States versus overseas. One way managers have reduced these risks is to integrate new information technology into all aspects of an organization's operations to provide more accurate and timely information and so improve efficiency and customer responsiveness. Finally, the increasing diversity of the global workforce has made it imperative for managers to understand how and why people differ so that they can effectively manage and reap the benefits of diversity. The tasks that managers must perform efficiently and effectively have become more complex and challenging than ever before.

The third edition of *Essentials of Contemporary Management* has been significantly revised to reflect and address these global challenges to managers and their organizations. Encouraged by the favorable reception of the last two editions of our book, and based on the reactions and suggestions of the growing numbers of its users, we have revised and updated all the book's chapters to respond to the many changes that have been taking place.

## Changes in the Organization and Content of the Book

We set out to write and revise *Essentials of Contemporary Management* 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 which also transcends this approach. We also set out to present management in a way that makes its relevance obvious even to students who might lack exposure to a “real-life” management context. Our continuing goal has been to 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 who work inside organizations as well as people outside organizations such as customers, communities, and shareholders.

The contemporary nature of our approach can be seen most clearly by examining our table of contents, and by perusing our treatment of management issues, especially with reference to the kinds of issues and organizations we discuss in our opening cases and many real-life examples throughout the book. Our approach allows students to better understand that managers are people like themselves and subject to the same kinds of forces that govern their choices and actions. Students also appreciate the challenges managers face and how, as future managers, they can successfully meet them.

In response to comments from users of previous editions of our book, we have streamlined our presentation of management in each of the book's chapters and have reduced the number of boxed examples (while integrating relevant examples into the text). Our goal has been to allow students to pick up the essential chapter content quickly and

easily—especially as many of our users draw heavily on our end-of-chapter experiential exercises and *BusinessWeek* cases as the basis for in-class discussion.

**MAJOR CONTENT CHANGES WITHIN CHAPTERS** Beyond this streamlining and reorganization of the material, we have also revised and altered the content of the book's chapters. First, many new important models and concepts that reflect changes in management thinking have been introduced into each chapter, and concepts that are no longer current or viewed as outdated have been removed. Second, we use a new system of learning objectives to highlight the nature of the contemporary challenges facing managers today. The learning objectives presented at the beginning of each chapter are referenced again at the appropriate points inside each chapter, and then again are linked to the experiential exercises and cases that are found at the end of each chapter.

Some of the major changes in the text include new or expanded coverage of the implications of global outsourcing; global crisis management; the process of globalization and the way organizations build their human, financial, resource, and political capital to better compete at home and abroad; and expanded coverage of NAFTA and CAFTA. In addition, Chapter 6 on Planning and Strategy has been totally reworked to provide a new flow to the material. Now, the nature and importance of planning is followed by a discussion of business and then corporate strategy followed by global strategy.

We have updated and expanded our treatment of the many ways in which managers can effectively organize, manage, and lead employees in their companies. For example, Chapter 2 includes an updated treatment of personality, emotions, emotional intelligence, and culture. Chapter 3 contains updated material on layoffs, outsourcing, stock options and executive compensation, diversity, and sexual harassment. Chapter 5 includes a discussion of creativity, intrapreneurship, and entrepreneurship with current examples from businesses large and small. Chapter 9 includes a discussion of protecting the natural environment as a source of intrinsic motivation and the ways in which managers can encourage high levels of motivation in organizations. Chapter 10 highlights the critical importance of effective leadership in organizations and factors that contribute to managers being effective leaders and expanded coverage

of the effective management of teams is provided in Chapter 11. Chapter 12 includes a discussion of age discrimination as well as new material on background checks and an updated treatment of performance appraisal.

As in the last edition, our book continues to emphasize the hands-on significance of changes in information technology for managers today. Throughout the book, we illustrate how new developments in information technology are influencing the jobs of managers and employees alike. Similarly, given its growing importance, we have increased our coverage of business ethics, and the ethics of managers, which was also a major theme of the last edition of our book. Also Chapter 3 has been expanded to provide additional material on ethics, ethical dilemmas, the effective management of diversity, and ways to eradicate sexual harassment. We also continue to discuss many ethical issues in our “Ethics in Action” boxes throughout the book and through our real-life ethics exercise at the end of every chapter. In all these ways we drive home to students the deep and significant ethical issues involved in management.

## Emphasis on Applied Management

Our contemporary approach also is illustrated by the way we have chosen to organize and discuss contemporary 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 ethics and diversity that clearly explains their significance to practicing managers. In Chapter 6, we provide an integrated treatment of planning, strategy, and competitive advantage highlighting the crucial choices managers face as they go about performing the planning role. Throughout the text, we emphasize important issues managers face and how management theory, research, and practice can help them and their organizations be effective.

This applied approach can also clearly be seen in the last two chapters of the book that cover the topics of managing information systems, technology, and operations management, topics that have

tended to be difficult to teach to new management students in an interesting and novel way. Our chapters provide a student-friendly, behavioral approach to understanding the management processes entailed in information systems and operations management. As our reviewers noted, while most books' treatment of these issues is dry and quantitative, ours comes alive with its focus on how managers can manage the people and processes necessary to give an organization a competitive advantage.

## Flexible Organization

Another factor of interest to instructors concerns the way we have designed the grouping of chapters to allow instructors to teach the chapter material in the order that best suits their needs. Instructors are not tied to the planning, organizing, leading, controlling framework, even though our presentation remains consistent with this approach.

## Acknowledgments

Finding a way to integrate and present the rapidly growing literature on contemporary management and make it interesting and meaningful for students is not an easy task. In writing and revising the several drafts of *Essentials of Contemporary Management*, we have been fortunate to have had the assistance of several people who have contributed greatly to the book's final form. First, we are grateful to John Weimeister, our executive editor for his 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 Laura Griffin, our developmental editor, for so ably coordinating the book's progress and to her and Anke Braun Weekes, our senior marketing manager, for providing us with 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 Matthew Baldwin, our lead designer, for executing an awe-inspiring design, project manager Kathryn Mikulic for coordinating the production process, and Patsy Hartmangruber and Karen Lavelle for providing excellent word processing and graphic support. We are also grateful to the many colleagues and reviewers who provided us with useful and detailed feedback, 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 on a draft manuscript. Our goal behind the development of *Essentials of Contemporary Management* was clear-cut: to be the most customer-driven essentials of management text and supplement package ever published! The favorable reception that our book has received from its users suggests that our thorough product development plan did lead to a book that has met the expectations of both faculty and students. For the new edition, we continued to add new reviewers to the over 200 faculty who originally took part in developmental activities ranging from regional focus groups to manuscript reviews and surveys. Consequently, we're confident that the changes we have made to our book, and its excellent support package will even more closely meet your expectations and needs.

Our thanks to the following management symposia participants:

**Debra Arvanites**, *Villanova University*  
**Joe Atallah**, *Devry University*  
**Moshe Banai**, *Bernard M, Baruch College*  
**Reuel Barksdale**, *Columbus State Community College*  
**Lorraine Bassette**, *Prince George's Community College*  
**James Bell**, *Texas State University—San Marcos*  
**Stephen Betts**, *William Paterson University*  
**Jennifer Bowers**, *Florida State University*  
**Dan Bragg**, *Bowling Green State University*  
**Barbara Carlin**, *University of Houston*  
**Larry Chasteen**, *Stephen F. Austin State University*  
**Tom Deckelman**, *Walsh College*  
**Scott Elston**, *Iowa State University*  
**Judson Faurer**, *Metro State College of Denver*  
**Sandra Hartman**, *University of New Orleans*  
**Gary Hensel**, *McHenry Community College*  
**Adrienne Hinds**, *Northern Virginia Community College*  
**Tammy Hunt**, *University of North Carolina—Wilmington*  
**Kathy Jones**, *University of North Dakota*  
**Jim Katzenstein**, *California State University—Dominguez Hills*  
**Frank Khoury**, *Berkeley College*  
**John Lipinski**, *Robert Morris University*  
**Don Mosley**, *University of South Alabama—Mobile*  
**Karen Overton**, *HCC—Northeast College*

**Marc Pendel**, *Ball State University*  
**Douglas Richardson**, *Eastfield College*  
**Robert Rustic**, *University of Findlay*  
**Marjorie Smith**, *Mountain State University*  
**Jerry Stevens**, *Texas Tech University*  
**Isaiah Ugboro**, *North Carolina A & T University*

And our gratitude to the faculty who have contributed greatly to *Essentials of Contemporary Management*:

**Fred Anderson**, *Indiana University of Pennsylvania*  
**Jacquelyn Appeldorn**, *Dutchess Community College*  
**Barry Armandi**, *SUNY–Old Westbury*  
**Dave Arnott**, *Dallas Baptist University*  
**Douglas E. Ashby**, *Lewis & Clark Community College*  
**Kenneth E. Aupperle**, *The University of Akron*  
**Barry S. Axe**, *Florida Atlantic University*  
**Andrea D. Bailey**, *Moraine Valley Community College*  
**Jeff Bailey**, *University of Idaho*  
**Robert M. Ballinger**, *Siena College*  
**Frank Barber**, *Cuyahoga Community College*  
**Sandy Jeanquart Barone**, *Murray State University*  
**Lorraine P. Bassette**, *Prince George's Community College*  
**Gene Baten**, *Central Connecticut State University*  
**Josephine Bazan**, *Holyoke Community College*  
**Hrach Bedrosian**, *New York University*  
**Ellen A. Benowitz**, *Mercer County Community College*  
**Jack C. Blanton**, *University of Kentucky*  
**David E. Blevins**, *University of Arkansas at Little Rock*  
**Mary Jo Boehms**, *Jackson State Community College*  
**Karen Boroff**, *Seton Hall University*  
**Barbara Boyington**, *Brookdale Community College*  
**Charles Braun**, *Marshall University*  
**Gil Brookins**, *Siena College*  
**Patricia M. Buhler**, *Goldey-Beacom College*  
**Judith G. Bulin**, *Monroe Community College*  
**David Cadden**, *Quinnipiac College*  
**Thomas Campbell**, *University of Texas–Austin*  
**Thomas Carey**, *Western Michigan University*  
**Daniel P. Chamberlin**, *Regents University–CRB*  
**Anne Cowden**, *California State University–Sacramento*  
**Raul Chavez**, *Eastern Mennonite University*  
**Nicolette De Ville Christensen**, *Guilford College*  
**Anthony A. Cioffi**, *Lorain County Community College*  
**Sharon F. Clark**, *Lebanon Valley College*  
**Sharon Clinebell**, *University of Northern Colorado*  
**Dianne Coleman**, *Wichita State University*  
**Elizabeth Cooper**, *University of Rhode Island*  
**Thomas D. Craven**, *York College of Pennsylvania*  
**Kent Curran**, *University of North Carolina*

**Arthur L. Darrow**, *Bowling Green State University*  
**D. Anthony DeStadio**, *Pittsburgh Technical Institute*  
**Ron DiBattista**, *Bryant College*  
**Thomas Duening**, *University of Houston*  
**Charles P. Duffy**, *Iona College*  
**Steve Dunphy**, *The University of Akron*  
**Subhash Durlabhji**, *Northwestern State University*  
**Robert A. Eberle**, *Iona College*  
**Karen Eboch**, *Bowling Green State University*  
**Robert R. Edwards**, *Arkansas Tech University*  
**William Eldridge**, *Kean College*  
**Pat Ellsberg**, *Lower Columbia College*  
**Stan Elsea**, *Kansas State University*  
**Dale Finn**, *University of New Haven*  
**Charles Flaherty**, *University of Minnesota*  
**Alisa Fleming**, *University of Phoenix*  
**Robert Flemming**, *Delta State University*  
**Jeanie M. Furray**, *Eastern Connecticut State University*  
**Marilyn L. Fox**, *Minnesota State University, Mankato*  
**Ellen Frank**, *Southern Connecticut State University*  
**Joseph A. Gemma**, *Providence College*  
**Neal Gersony**, *University of New Haven*  
**Donna H. Giertz**, *Parkland College*  
**Leo Giglio**, *Dowling College*  
**David Glew**, *Texas A&M University*  
**Carol R. Graham**, *Western Kentucky University*  
**Matthew Gross**, *Moraine Valley Community College*  
**John Hall**, *University of Florida*  
**Eric L. Hansen**, *California State University–Long Beach*  
**Justin U. Harris**, *Strayer College*  
**Allison Harrison**, *Mississippi State University*  
**Brad D. Hays**, *North Central State College*  
**Robert A. Herring III**, *Winston-Salem State University*  
**Eileen Bartels Hewitt**, *University of Scranton*  
**Stephen R. Hiatt**, *Catawba College*  
**Tammy Bunn Hiller**, *Bucknell University*  
**Eileen Hogan**, *Kutztown University*  
**Jerry Horgesheiner**, *Southern Utah State*  
**Gordon K. Huddleston**, *South Carolina State University*  
**John Hughes**, *Texas Tech University*  
**Gary S. Insch**, *West Virginia University*  
**Charleen Jaeb**, *Cuyahoga Community College*  
**Velma Jesser**, *Lane Community College*  
**Richard E. Johe**, *Salem College*  
**Gwendolyn Jones**, *The University of Akron*  
**Marybeth Kardatzke**, *North Harris Montgomery Community College District*  
**Jehan G. Kavooosi**, *Clarion University of Pennsylvania*  
**Peggi Koenecke**, *California State University–Sacramento*

- Dennis Lee Kovach**, *Community College of Allegheny County—North Campus*
- Ken Lehmann**, *Forsyth Technical Community College*
- Lianlian Lin**, *California State Polytechnic University*
- Grand Lindstrom**, *University of Wyoming*
- Mary Lou Lockerby**, *College of DuPage*
- Esther Long**, *University of Florida*
- George S. Lowry**, *Randolph–Macon College*
- Bryan Malcolm**, *University of Wisconsin*
- Z. A. Malik**, *Governors State University*
- Mary J. Mallott**, *George Washington University*
- Jennifer Martin**, *York College of Pennsylvania*
- Reuben McDaniel**, *University of Texas*
- Robert L. McKeage**, *The University of Scranton*
- John A. Miller**, *Bucknell University*
- Richard R. J. Morin**, *James Madison University*
- Behnam Nakhai**, *Millersville University of Pennsylvania*
- Thomas C. Neil**, *Clark Atlanta University*
- Brian Niehoff**, *Kansas State University*
- Judy Nixon**, *University of Tennessee*
- Cliff Olson**, *Southern Adventists University*
- Ralph W. Parrish**, *University of Central Oklahoma*
- Dane Partridge**, *University of Southern Indiana*
- Sheila J. Pechinski**, *University of Maine*
- Fred Pierce**, *Northwood University*
- Mary Pisnar**, *Baldwin Wallace College*
- Laynie Pizzolatto**, *Nicholls State University*
- Eleanor Polster**, *Florida International University*
- Paul Preston**, *University of Texas—San Antonio*
- Samuel Rabinowitz**, *Rutgers University—Camden*
- Gerald Ramsey**, *Indiana University Southeast*
- Charles Rarick**, *Transylvania University*
- Robert A. Reber**, *Western Kentucky University*
- Bob Redick**, *Lincoln Land Community College*
- Tina L. Robbins**, *Clemson University*
- Deborah Britt Roebuck**, *Kennesaw State University*
- Harvey Rothenberg**, *Regis University*
- George Ruggiero**, *Community College of Rhode Island*
- Kathleen Rust**, *Elmhurst College*
- Cyndy Ruskowski**, *Illinois State University*
- Nestor St. Charles**, *Dutchess Community College*
- Lynda St. Clair**, *Bryant College*
- Michael Santoro**, *Rutgers University*
- Gerald Schoenfeld Jr.**, *James Madison University*
- John L. Schmidt Jr.**, *George Mason University*
- Don Schreiber**, *Baylor University*
- Robert Schwartz**, *University of Toledo*
- Amit Shah**, *Frostburg State University*
- Michael Shapiro**, *Dowling College*
- Raymond Shea**, *Monroe Community College*
- Richard Ray Shreve**, *Indiana University Northwest*
- Sidney Siegel**, *Drexel University*
- Roy L. Simerly**, *East Carolina University*
- Randi L. Sims**, *Nova Southeastern University*
- Sharon Sloan**, *Northwood University*
- Raymond D. Smith**, *Towson State University*
- William A. Sodeman**, *University of Southern Indiana*
- Carl J. Sonntag**, *Pikes Peak Community College*
- Robert W. Sosna**, *Menlo College*
- William Soukup**, *University of San Diego*
- H. T. Stanton Jr.**, *Barton College*
- William A. Stoeber**, *Seton Hall University*
- Charles I. Stubbart**, *Southern Illinois University at Carbondale*
- James K. Swenson**, *Moorhead State University*
- Karen Ann Tarnoff**, *East Tennessee State University*
- Jerry L. Thomas**, *Arapahoe Community College*
- Joe Thomas**, *Middle Tennessee State University*
- Kenneth Thompson**, *DePaul University*
- John Todd**, *University of Arkansas*
- Thomas Turk**, *Chapman University*
- Linn Van Dyne**, *Michigan State University*
- Jaen Vanhoegaerden**, *Ashridge Management College*
- Gloria Walker**, *Florida Community College*
- Stuart H. Warnock**, *University of Southern Colorado*
- Toomy Lee Waterson**, *Northwood University*
- Philip A. Weatherford**, *Embry-Riddle Aeronautical University*
- Ben Weeks**, *St. Xavier University*
- Emilia S. Westney**, *Texas Tech University*
- Donita Whitney-Bammerlin**, *Kansas State University*
- Robert Williams**, *University of North Alabama*
- W. J. Williams**, *Chicago State University*
- Shirley A. Wilson**, *Bryant College*
- Robert H. Woodhouse**, *University of St. Thomas*
- Michael A. Yahr**, *Robert Morris College*
- D. Kent Zimmerman**, *James Madison University*
- Don C. Mosely Jr.**, *University of South Alabama*
- Daniel F. Nehring**, *Morehead State University*
- Rieann Spence-Gale**, *Northern Virginia Community College—Alexandria Campus*
- Barry L. Van Hook**, *Arizona State University*

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**