



Management and Decision Sciences

2014–2015 Catalog

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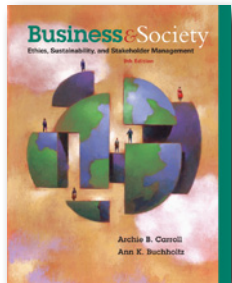
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MANAGEMENT

BUSINESS AND SOCIETY



NEW EDITION!



Coming Soon!



BUSINESS AND SOCIETY, 9E ETHICS, SUSTAINABILITY, AND STAKEHOLDER MANAGEMENT

Archie B. Carroll, *University of Georgia*; Ann K. Buchholtz, *Rutgers University*

Demonstrate for your students the importance of business ethics, sustainability, and stakeholder management from a strong managerial perspective with Carroll/Buchholtz's **BUSINESS AND SOCIETY: ETHICS, SUSTAINABILITY, AND STAKEHOLDER MANAGEMENT**, Ninth Edition. Students learn how effective business decision makers balance and protect the interests of various stakeholders, including investors, employees, the community, and the environment--particularly as business recovers from a perilous financial period. Proven content emphasizes the social, legal, political, and ethical responsibilities of a business to both external and internal stakeholder groups. The authors effectively balance strong coverage of ethics and the stakeholder model with a new focus on one of business's most recent, urgent mandates: sustainability. This edition's increased emphasis on sustainability clearly reflects the interconnectivity between business and the natural, social, and financial environments, illustrating how all three must be maintained in balance to sustain current and future generations. A wealth of new real business cases and "Ethics in Practice" cases blend with coverage of the most recent research, laws, and examples. Practical applications teach future managers to focus their reasoning and enhance the precision with which they consider and make ethical decisions. With this

edition's comprehensive package, including a Test Bank correlated to AACSB standards, dynamic new website, and other resources, you can provide your students with the solid understanding of ethics, sustainability, and stakeholder management.

NEW TO THIS EDITION

- **NEW POLITICAL COVERAGE.** Chapter 12 incorporates an increased focus on corporate political spending in general, including Citizens United and SpeechNow. Chapter 12 also covers Super PACs, agency issues raised by political spending, corporate political accountability and transparency, and dark money and the role of nonprofit groups and trade associations in it. Chapter 1 includes coverage of the Occupy Wall Street movement and its implications on Big Business.
- **NEW FOCUS ON RISK MANAGEMENT.** Chapter 6 now includes a new section on risk management and links risk management to the issue of sustainability and the related issue of risk shifting.

FEATURES

- **"ETHICS IN PRACTICE" CASES TEST FUTURE MANAGERS' RESPONSES TO ACTUAL ETHICAL CHALLENGES IN TODAY'S WORKPLACE.** Fresh new "Ethics in Practice" Cases woven throughout this edition prepare future managers for business situations that will test their values and ethics. These short cases feature actual ethical conflicts companies face, as well as dilemmas former students have confronted personally in their full- and part-time work experiences. New case topics in the ninth edition pose intriguing topics such as "Where Did the Corn Go?" "Is Résumé Inflation and Deception Okay?" "When Ethics Hotlines Don't Work," "Whole Foods and GMO Labeling," "Banning the Big Gulp," "The NRA and the CDC," "Double Irish with a Dutch Sandwich," "Fast Fashion or Dangerous Design?" and "Bigotry in the Bakery."
- **END-OF-TEXT CASES PROVIDE ABUNDANT OPPORTUNITIES TO APPLY STAKEHOLDER AND ETHICAL SYSTEMS TO SPECIFIC BUSINESS PROBLEMS.** Thirty-six end-of-text cases offer new and updated coverage of relevant real-world concepts. Cases vary in length and include classic cases with ongoing impact as well as the most recent developments. A convenient Case Matrix makes it simple to incorporate cases into your course at the best times.
- **CLEAR LEARNING OUTCOMES FOR EACH CHAPTER**

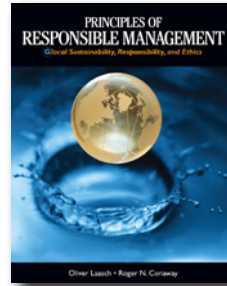
GUIDE STUDENTS' FOCUS. Proven Learning Outcomes articulate learning goals for each chapter and provide consistent structure for self-testing and review.

- **CONVENIENT CASE CORRELATION GUIDE HELPS YOU SELECT THE BEST CASES FOR EACH POINT IN YOUR COURSE.** This edition's useful Case Matrix suggests appropriate chapters for incorporating each of the end-of-text cases, while still providing you with the ultimate flexibility in case usage.
- **"ETHICS IN PRACTICE" CASE GUIDE PROVIDES DIRECTION IN MOST EFFECTIVELY INTEGRATING CASES INTO YOUR COURSE.** The helpful "Ethics in Practice" Case Matrix, conveniently located in the Instructor's Manual, offers at-a-glance suggestions for linking this edition's "Ethics in Practice" Cases to particular chapters. This tool makes it simple for you to assign appropriate cases at times that will be most meaningful for your students.
- **ONLINE RESOURCES:** Every web link has been thoroughly reviewed and updated as needed to reflect the most current available resources.

CONTENTS

Part I: BUSINESS, SOCIETY, AND STAKEHOLDERS. 1. The Business and Society Relationship. 2. Corporate Citizenship: Social Responsibility, Performance and Sustainability. 3. The Stakeholder Approach to Business, Society, and Ethics. Part II: CORPORATE GOVERNANCE AND STRATEGIC MANAGEMENT ISSUES. 4. Corporate Governance: Foundational Issues. 5. Strategic Management and Corporate Public Affairs. 6. Issue, Risk, and Crisis Management. Part III: BUSINESS ETHICS AND MANAGEMENT. 7. Business Ethics Fundamentals. 8. Personal and Organizational Ethics. 9. Business Ethics and Technology. 10. Ethical Issues in the Global Arena. Part IV: EXTERNAL STAKEHOLDER ISSUES. 11. Business, Government, and Regulation. 12. Business Influence on Government and Public Policy. 13. Consumer Stakeholders: Information Issues and Responses. 14. Consumer Stakeholders: Product and Service Issues. 15. Sustainability and the Natural Environment. 16. Business and Community Stakeholders. Part V: INTERNAL STAKEHOLDER ISSUES. 17. Employee Stakeholders and Workplace Issues. 18. Employee Stakeholders: Privacy, Safety, and Health. 19. Employment Discrimination and Affirmative Action. Cases.

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NEW!

eBook

PRINCIPLES OF RESPONSIBLE MANAGEMENT GLOBAL SUSTAINABILITY, RESPONSIBILITY, AND ETHICS

Oliver Laasch, Center for Responsible Management Education and University of Manchester; Roger N. Conaway, Tecnológico de Monterrey, campus San Luis Potosí

PRINCIPLES OF RESPONSIBLE MANAGEMENT offers an international, scientifically sound, and strictly practice-related perspective. It is the first official textbook of the United Nations for the Principles for Responsible Management Education (PRME) academic network, and a reference book for companies of the United Nations Global Compact Initiative. It is a primary text for traditional business and society, business ethics, corporate social responsibility, and sustainability courses, or may serve as a practitioner handbook. Contributors are renowned academic professionals in their respective chapter topics as well as distinguished business practitioners who contribute highly relevant practice cases. The focus of the book is on the main issues encountered in the three aspects of responsible management: sustainability, responsibility, and ethics.

FEATURES

- Cases contributed by experts begin each chapter to introduce the topics, including "Shell in Nigeria: Have we got it right?" (Chapter 1); LEGO: "A Stakeholder Driven Brand?" (Chapter 4); Communication and Responsible Business Performance at Nike, Inc. (Chapter 12); and Reporting Social and Environmental Performance at CPL (Chapter 14).
- Boxed margin features are interspersed throughout the chapters to highlight topics: Expert Corner, In Practice, Dig Deeper, and Think Ethics.
- Figures and tables enhance topical discussions.
- End-of-Chapter Pioneer Interviews pose questions of management academics and pioneers such as Björn Stigson, Edward Freeman, Jonas Härtle, Linda

K. Trevino, Sandra Waddock, and Robert Costanza.

- Each chapter includes Practitioner Profiles that provide personal accounts of business practitioners from around the world, including Narine Arustamyan, Sudhir Kumar Sinha, Thomas Hügli, and Laura Clise.
- The end of every chapter contains a summary in checklist format.
- Exercises are grouped into comprehension, application, and analysis sections.

CONTENTS

Part I: BASICS. 1. Context: Drivers, Actors, Subjects. 2. Management: Basics and Processes. Part II: DOMAINS. 3. Sustainability: Managing for the Triple Bottom Line. 4. Responsibility: Managing for Stakeholder Value. 5. Ethics: Managing for Moral Excellence. Part III: PLANNING. 6. Strategy: Responsible Competitiveness. 7. Entrepreneurship: Value-Added Ventures. Part IV: ORGANIZING. 8. Organization: Responsible Infrastructure. 9. Operations: Responsible Excellence. 10. Supply Chain: Responsible Supply and Demand. Part V: LEADING. 11. Human Resources: HR-RB Symbiosis. 12. Marketing and Communication: Stakeholder Goodwill. 13. International Business and Management: Globally Responsible Business. Part VI: CONTROLLING. 14. Accounting and Controlling: Stakeholder Accountability. 15. Finance: Responsible Return on Investment.

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SOCIAL RESPONSIBILITY AND BUSINESS, INTERNATIONAL EDITION, 4E

O. C. Ferrell, *University of New Mexico*; Debbie M. Thorne, *Texas State University, San Marcos*; Linda Ferrell, *University of New Mexico*

SOCIAL RESPONSIBILITY AND BUSINESS, 4e, International Edition introduces a strategic social responsibility framework for courses that address the role of business in society. Social responsibility is

presented as the extent to which a business adopts a strategic focus for fulfilling the economic, legal, ethical, and philanthropic responsibilities expected by all its stakeholders. In this fourth edition, the authors present the most up-to-date findings in the field, describe best practices, encourage student decision-making, provide cutting-edge cases, and inspire the application of social responsibility principles to a variety of situations and organizations. The soft cover format is affordable to students and provides more opportunities for instructors to supplement the course content or to further customize the content to meet their needs. Additionally, a comprehensive teaching and learning package ensures that business students understand and appreciate concerns about business ethics, social auditing, corporate social responsibility, corporate governance, sustainability, and a host of other factors involving a global perspective for today's business leaders.

NEW TO THIS EDITION

- Sixteen new and updated case studies examine the best and worst ethical business practices, including cases on Countrywide Financial, AIG, Bernard Madoff, The American Red Cross, Beyond Petroleum, and Mattel.
- A new chapter, "Sustainability Issues," discusses strategic approaches for ensuring the long-range well-being of the natural environment.
- A new chapter, "Social Responsibility in a Global Environment," focuses on global issues and highlights the importance of cultural intelligence, global stakeholders, national competitiveness, and global standards of social reporting.
- An "Ethical Responsibilities in Finance" insert highlights the social responsibility issues related to the recent financial crisis.
- An "Earth in the Balance" feature presents emerging sustainability issues.

FEATURES

- The "Responsible Business Debate" at the end of each chapter presents a controversial issue and provides two competing perspectives. These debates are excellent opportunities for class teams to defend a position and analyze topics in depth.
- "Experiential Exercises" are included at the end of each chapter and require students to apply, synthesize, and evaluate social responsibility concepts in the context of business practices.
- "What Would You Do?" minicases present scenarios where ethics, responsibilities, morals, workplace

conduct, and other related issues are highlighted. Students assume the role of decision maker and decide what course of action would best suit the company or individual based on chapter concepts.

- “Role Playing” exercises in the Instructor’s Resource Manual promote team work and give students the opportunity to develop decision-making skills. Teaching Notes are also provided in the manual, which is available on the Instructor’s Resource CD, and the online instructor Companion Website.

CONTENTS

1. Social Responsibility Framework. 2. Strategic Management Of Stakeholder Relationships. 3. Corporate Governance. 4. Legal, Regulatory, And Political Issues. 5. Business Ethics And Ethical Decision Making. 6. Strategic Approaches To Improving Ethical Behavior. 7. Employee Relations. 8. Consumer Relations. 9. Community Relations And Strategic Philanthropy. 10. Technology Issues. 11. Sustainability Issues. 12. Social Responsibility In A Global Environment. Cases

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BUSINESS RESEARCH METHODS



NEW EDITION!

**CENGAGE
TECHNOLOGY
EDITION**

eBook

BUSINESS RESEARCH METHODS WITH CB COURSESMART EBOOK, 9E

William G. Zikmund, Oklahoma State University; Barry J. Babin, Louisiana Tech University; Jon C. Carr, Texas Christian University; Mitch Griffin, Bradley University

CB CourseSmart eBook – The ultimate eBook experience has arrived! Easily access our eBooks with features that will improve your reading experience, and tools to help you take notes and organize your studies. This best-selling text continues in its ninth edition to provide the most current and comprehensive coverage of business research. Its student-friendly design contains

numerous examples illustrating real-world research in management, marketing, finance, accounting, and other business areas. BUSINESS RESEARCH METHODS, 9E, is the ideal text for undergraduate and first year MBA courses in marketing, management, or quantitative studies.

FEATURES

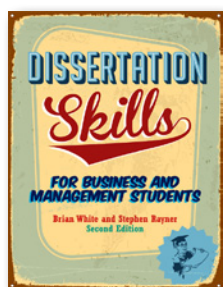
- Attention to Qualitative Research - In response to this important phenomenon, Chapter 7, Qualitative Research Tools, provides a comprehensive overview of qualitative research techniques.
- Breadth of Business Coverage--The ninth edition further broadens the spectrum of business activities and touches on practically all areas of business including marketing, management, finance, business ethics, and accounting.
- Chapter Vignettes--The chapter vignettes were carefully examined and updated. Several are new to the ninth edition. Each vignette sets the stage for the chapter by introducing topics taken from both well-known and lesser-known companies, topical areas of interest in current business literature, and slice-of-life business situations.
- Increased Coverage of International Business Issues - The text makes greater use of examples from companies and countries around the globe.
- Comprehensive Cases--The ninth edition includes online access to comprehensive cases that allow the student to get real hands-on experience doing research. Shorter and more-to-the-point cases are included at the end of each chapter.
- Tagged End of Chapter Exercises--The end of chapter materials contain a number of questions that pertain to either ethical issues in business research or exercises requiring students to get involved with research via the Internet. These items are each uniquely tagged with a visual symbol, making these particular exercises stand out with a clear, identifying mark.

CONTENTS

Preface. PART I: INTRODUCTION. 1. The Role of Business Research. 2. Information Systems and Knowledge Management. 3. Theory Building. 4. The Business Research Process: An Overview. 5. The Human Side of Business: Organizational and Ethical Issues. PART II: BEGINNING STAGES OF THE RESEARCH PROCESS. 6. Problem Definition: The Foundation of Business Research. 7. Qualitative Research Tools. 8. Secondary Data Research in a Digital Age. PART III: RESEARCH METHODS FOR COLLECTING PRIMARY

DATA. 9. Survey Research: An Overview. 10. Survey Research: Communicating with the Respondents. 11. Observation Methods. 12. Experimental Research. PART IV: MEASUREMENT CONCEPTS. 13. Measurement and Scaling Concepts. 14. Attitude Measurement. 15. Questionnaire Design. PART V: SAMPLING AND FIELDWORK. 16. Sampling Designs and Procedures. 17. Determination of Sample Size: A Review of Statistical Theory. 18. Fieldwork. PART VI: DATA ANALYSIS AND PRESENTATION. 19. Editing and Coding: Transforming Raw Data into Information. 20. Basic Data Analysis: Descriptive Statistics. 21. Univariate Statistical Analysis. 22. Bivariate Statistical Analysis: Differences Between Two Variables. 23. Bivariate Statistical Analysis: Measures of Association. 24. Multivariate Statistical Analysis. 25. Communicating the Research Results: Research Report, Oral Presentation, and Follow-Up. PART VII: CRITICAL THINKING CASES. Appendix: Statistical Tables, Glossary of Frequently Used Symbols, Glossary, Endnotes. Index.

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NEW EDITION!

DISSERTATION SKILLS, 2E FOR BUSINESS AND MANAGEMENT STUDENTS

Brian White, formerly Lincoln School of Management; Stephen Rayner, Dean of Education at Newman University, Birmingham and Adjunct Professor at the University of Monash, Australia

A dissertation is often a crucial part of a Business and Management degree and can heavily influence the final mark. It can be extremely daunting: it requires a lengthy piece of writing and forms a major component for assessment. In fact, when faced with this task the first word that comes to mind for many students is simply 'Help!' This new and updated edition provides the necessary help, covering all the stages from the initial choice of subject through to the final writing. Stephen Rayner joins Brian White in this excellent guide to dissertations, which is equally useful to both undergraduates and postgraduates. It includes support

on all aspects of the dissertation, from the student-supervisor relationship to evaluation and analysis of data.

FEATURES

- An all-new glossary of useful terms.
- An updated bibliography of reference books.
- A guide on how to find and use online literature.
- An in-depth look at quantitative and qualitative research.
- Tips on oral and viva presentations.

CONTENTS

1. What this book is about 2. Choosing and developing a subject to investigate 3. What research is and choosing appropriate methodology 4. Techniques of qualitative research including case study and action research 5. Techniques of quantitative research including sampling and triangulation 6. Writing a proposal 7 Using the literature 8. Interpreting research methods 9. Writing up your dissertation 10. The role of supervisors and the assessment of dissertations 11. Specialist subject areas

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BUSINESS RESEARCH METHODS

Christina Quinlan, Dublin City University

In this complete introduction to research methods and methodologies for today's undergraduate business student, Christina Quinlan takes a unique 'real-world' approach, drawing on a full range of business examples. This modern and accessible text guides the student through each stage of their research project, from inception to presentation. Christina's empathic words bring this often challenging subject to life and make this text ideal reading for anyone engaged in business research projects and dissertations.

FEATURES

- Wide-ranging examples - recognising that students on research methods courses come from a wide range of business disciplines, the text uses wide-ranging examples and extend to SME, public sector and not-for-profit examples.
- Clear coverage of research theory - this new text provides a clear and accessible chapter for undergraduates which lecturers can integrate into the teaching to the level required. 'Real World Research' boxes throughout the text also provide examples of theoretical issues which, again, can be used or avoided based on the direction of the course.
- Outward looking - recognising that undergraduate students should be introduced to as wide a range of research methods and methodologies as possible, the text covers other methods rarely mentioned in other texts including documentary analysis, content analysis, discourse analysis, archival research, life histories, narratives, semiotics, image-based research, projective techniques, research diaries and field notes.
- Emphasis on research skills - a unique chapter at the start of the text sets out the practicalities of actually conducting research providing a clear pathway for students to start moving with their project and linking into earlier study skills modules and the wider institutional emphasis on student skills development.
- Integration of online research methods - this text integrates online research methods throughout in order to provide a modern introduction to business research methods.
- The emphasis on research skills development is enhanced by an accompanying online platform that will contain a series of practical exercises that are 'called out' throughout the text. In addition to developing research practice, the platform will also host all of the supplementary materials packaged with the text (including an eBook if adopted) and will be fully compatible with major V.L.E.s such as Blackboard and Moodle.
- Online ancillary tools include: Software Guides, Multiple Choice Questions, Online Glossary, Research Diary, Weblinks, PowerPoint slides, Instructors Manual, Extra Tutorial Questions and a testbank

CONTENTS

1 Introducing Business Research 2 Developing Research Skills 3 Understanding Research Philosophy

4 Understanding Research Ethics 5 Understanding Research Methodology and Design 6 Developing a Research Proposal 7 Reviewing the Literature 8 Understanding Research Methods, Populations and Sampling 9 Using Secondary Data and Archival Sources 10 Using Observation 11 Using Interviews and Focus Groups 12 Using Questionnaires and Scales 13 Managing Data and Introducing Data Analysis 14 Analysing Quantitative Data 15 Analysing Qualitative Data 16 Drawing Conclusions and Presenting Research

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DIVERSITY



eBook

DIVERSITY IN ORGANIZATIONS, INTERNATIONAL EDITION, 2E

Myrtle P. Bell, University of Texas at Arlington

DIVERSITY IN ORGANIZATIONS, 2nd Edition, International Edition is the first comprehensive, research-based text designed to meet the needs of the diversity course. It provides a solid perspective on the various aspects of organizational diversity, including why diversity is important for organizations, recruiting, retaining, and effectively and fairly utilizing a diverse workforce, and legislation related to diversity. The book conducts in-depth explorations of key racial/ethnic groups, sex and gender, religion, work and family, weight and appearance, physical and mental ability, and sexual orientation. It includes prescriptions on how to become a diversity-friendly employer, include workers often devalued, and how both dominant and non-dominant group members can work to effect change.

NEW TO THIS EDITION

- The Second Edition of Diversity in Organizations,

International Edition contains a general update to content of all chapters, including population, participation, and employment, legislation, litigation, relevant research, and features. Each chapter includes new examples of actual litigation under diversity-related laws and new relevant empirical research. At least one new individual, organizational, or research translation feature is included in each chapter. More emphasis on current issues is included, including interviews of diversity executives in two chapters. More specific recommendations for organizations to be diverse and inclusive are included.

- Included new empirical research throughout.
- Updated population, employment, and income figures in each chapter.
- Replaced nearly all existing cases with current cases from EEOC press releases.
- Key Facts updated in each chapter.
- Added newly passed diversity-related legislation and current court decisions.
- Increased focus on international diversity.
- Implications for organizations interspersed throughout each chapter.

FEATURES

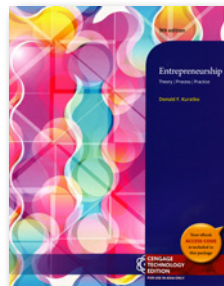
- Chapter Opening Key Facts: Relevant facts and figures open each chapter helping students approach the material more objectively, with less bias.
- “Sidebars”: These brief and current examples are interspersed through the text enhancing student understanding of pertinent topics.

CONTENTS

Section I: INTRODUCTION, LEGISLATION, AND THEORIES 1. Introduction to the Study of Diversity in Organizations. 2. Theories. 3. Legislation. Section II: EXAMINING SPECIFIC GROUPS AND CATEGORIES. 4. Blacks/African Americans. 5. Latinos/Hispanics. 6. Asian Americans. 7. Whites/European Americans. 8. American Indians and Multi-Racial Group Members. 9. Sex and Gender. 10. Work and Family. 11. Sexual Orientation. 12. Religion. 13. Age. 14. Physical and Mental Ability. 15. Weight and Appearance. Section III: GLOBAL VISION. 16: International Diversity and Facing the Future.

© 2012, 560pp, Paperback, 9781111822576

ENTREPRENEURSHIP



NEW EDITION!

CENGAGE
TECHNOLOGY
EDITION

CourseMate

eBook

ENTREPRENEURSHIP: THEORY, PROCESS, PRACTICE WITH CB COURSESMART EBOOK, 9E

Donald F. Kuratko, *The Kelley School of Business, Indiana University - Bloomington*

ENTREPRENEURSHIP: THEORY, PROCESS, PRACTICE WITH CB COURSESMART EBOOK, 9E, International Edition combines a practical, step-by-step approach with a theoretical foundation to form a basic framework for understanding the theory, process, and practice of entrepreneurship. Recognized for two decades as one of the leading books in the field, the aim of the text is to present the most current thinking in entrepreneurship as well as provide learners the opportunity to apply ideas and develop useful entrepreneurial skills. This edition has been updated to include current developments and issues in this explosive field.

NEW TO THIS EDITION

- **Strengthened Ethical Orientation:** Extensive coverage of social responsibility, social entrepreneurship, sustainability, benefit corporations, and legal issues gives structure and discipline to operational and strategic decisions that broaden bottom-line accountability beyond financial gains and losses.
- **New Business Plan:** A new sample business plan on sustainability is in the appendix to the business plan chapter (Chapter 12), replacing the existing one on DropToMe.com.
- **New Business Plan:** A new sample business plan on renewable energy technologies—Hydraulic Wind Power, LLC—appears in the appendix to Chapter 12. With the goal of making wind power reliable, durable, and profitable, the plan documents the Hydraulic

Winds founding (August 2010), its incubation period, its technology solution, its business model, its funding requirements, and pro forma financials.

- New Entrepreneurial Case Analyses: Each of the textbook's four parts have an Entrepreneurial Case Analysis, a comprehensive case that engages students' analytical skills and requires them to defend decisions and actions. Three of these four cases are new to this edition: Part 1: Corporate Entrepreneurship and Innovation in Silicon Valley: The Case of Google, Inc. Part 2: Envirofit International: A Venture Adventure. Part 4: Proton Cancer Therapy Center: An Entrepreneur's Dilemma.
- New Exercises in Building Business Plans: Taking Steps to Build a Business Plan exercises, in Chapters 5-12, coordinate with LivePlan business plan software.
- New Learning Outcomes: In the Instructor's Manual, a new series of learning outcomes mapped to each chapter's learning objectives articulate ways in which students can be asked to demonstrate mastery of learning objectives.

FEATURES

- Rigorous Scholarship: INTRODUCTION TO ENTREPRENEURSHIP, 9e, International Edition, provides a systematic, process-oriented overview of entrepreneurship, from startup to maturation, with an eye on the latest research developments in the field.
- Blend of New, Retained, and Updated Cases: Cases designed to help students think and act like entrepreneurs, whether in a start-up or corporate setting, appear at the end of every chapter and at the end of every part.
- Entrepreneurship in Practice boxes: New and updated stories illustrate the application of entrepreneurship theory in today's marketplace.
- Experiential Exercises: Short exercises at the end of each chapter and comprehensive exercises at the end of each part give students an experiential space in which they can test and investigate their understanding of chapter principles through self-scoring assessments, skills inventories, and related applications.

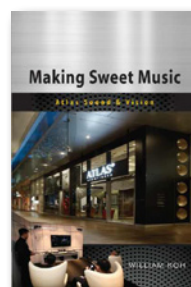
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Part I: UNDERSTANDING THE ENTREPRENEURIAL MIND-SET. 1. The Revolutionary Impact of

Entrepreneurship. 2. The Individual Entrepreneurial Mind-Set. 3. Corporate Entrepreneurial Mind-Set. 4. The Social and Ethical Perspectives of Entrepreneurship. Part II: LAUNCHING ENTREPRENEURIAL VENTURES. 5. Creativity and Innovation. 6. The Assessment Function with Opportunities. 7. Methods to Initiate Ventures. 8. The Search for Entrepreneurial Capital. Part III: FORMULATION OF THE ENTREPRENEURIAL PLAN. 9. Legal Challenges in Entrepreneurship. 10. The Marketing Aspects of New Ventures. 11. Financial Statements in New Ventures. 12. Business Plan Preparation for New Ventures. Part IV: STRATEGIC PERSPECTIVES IN ENTREPRENEURSHIP. 13. Strategic Growth in Entrepreneurship. 14. The Valuation Challenge in Entrepreneurship. 15. The Final Harvest of a New Venture.

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Other Available CTE Bundle Option:
Entrepreneurship: Theory, Process, Practice with CourseMate, 9e



NEW!



MAKING SWEET MUSIC ATLAS SOUND & VISION

William Koh, National University of Singapore

Making Sweet Music looks at how one man, together with his father, close relatives and other key personnel, helped rebuild a failed business. Michael Tien brought the company that his father founded back from insolvency and nurtured it into one of the biggest niche players in the audio-visual industry in Singapore- Atlas Sound & Vision. He then expanded the business to Brunei and Malaysia. This book provides insights into Michael Tien's leadership style, his personality traits, courage and drive in rebuilding Atlas Sound & Vision. It also looks at the importance of effective human resource management in a Singaporean small-medium

enterprise and having the right organisational structure and culture to support business growth. Finally, the book discusses Atlas Sound & Vision's growth through its key competitive strategy of differentiation through product features, customer service and brand reputation.

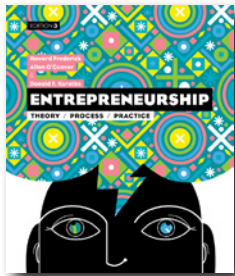
FEATURES

- Relevant and rich background information on Atlas Sound & Vision provides an enhanced understanding of the company's philosophies, growth strategy and the leadership style of its Chief Executive Officer.
- Key features of the organisational structure and culture of Atlas Sound & Vision show how its structure and culture support its growth.
- Critical components of the company's human resource policies and practices that support the company's growth strategy are examined.
- Detailed analysis of the CEO's leadership style that facilitated Atlas Sound & Vision's growth in the audiovisual market in Singapore and beyond.

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eBook

ENTREPRENEURSHIP, 3E THEORY, PROCESS, PRACTICE

Howard Frederick, Deakin University; Allan O'Connor, University of Adelaide; Donald F. Kuratko, The Kelley School of Business, Indiana University - Bloomington

The third edition of this market leading textbook covers the foundations of entrepreneurship and entrepreneurial

growth for the Asia-Pacific entrepreneur. The text emphasises the development of a business idea with the major theme of "Environmental Entrepreneurship". Alongside a strong theoretical framework, the authors have included a wealth of experiential learning methodology. As well as the unparalleled instructor and student resources, what sets this text apart from all others in this discipline – is the thorough treatment of topical themes of sustainability, ethical and social responsibility, and experiential learning.

NEW TO THIS EDITION

- Table of Contents has been reordered, and several chapters renamed
- NEW 'Experiencing entrepreneurship' focuses on tasks and activities that learners can do to contextualise their learning, including with social media. This places the students in the centre rather than situating them as observers/learners
- Emphasises knowledge and information economies and social media connection
- Re-design of mind-set and creativity and innovation chapters with more psychological assessment, trait theory, and experiential learning
- Enhanced Asia-Pacific context with a focus on China

FEATURES

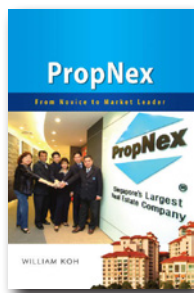
- Foundations of entrepreneurship and new venture creation for the Asia-Pacific entrepreneur
- Strong focus on environmental entrepreneurship
- Case studies from across the Asia-Pacific region provide insight into different contexts of entrepreneurs
- 'Entrepreneurship in Practice' boxes focus on process and interactions ('tips and tricks') between entrepreneurs and their firms, other firms and stakeholders
- 'Entrepreneurial Edge' boxes focus on people in order to portray characteristics of entrepreneurs and entrepreneur teams and how they function

CONTENTS

Part 1: Entrepreneurship in the twenty-first century
1. Entrepreneurship: evolution and revolution
2. The entrepreneurial mind and behaviour
3. Entrepreneurship and the environment
4. Ethical and social entrepreneurship
Part 2: Initiating entrepreneurial ventures
5. Opportunity and the creative pursuit of innovative ideas
6. Pathways to entrepreneurial ventures

7. Entrepreneurial families: succession and continuity 8. Developing entrepreneurship within organisations Part 3: Developing entrepreneurial ventures 9. Assessment and commercialisation of entrepreneurial opportunities 10. Marketing for entrepreneurial ventures 11. Strategic entrepreneurial growth 12. Global opportunities for entrepreneurs Part 4: Planning and Sustaining Growth 13. Legal and regulatory challenges for entrepreneurial ventures 14. Sources of capital for entrepreneurial ventures 15. Measuring performance for entrepreneurial ventures 16. Developing a sustainable business plan Business Plan

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PROPNE X FROM NOVICE TO MARKET LEADER

William Koh, National University of Singapore

PropNex: From Novice to Market Leader looks at how one man, together with his co-founders, established the largest homegrown real estate company in Singapore. Mohamed Ismail Gafoor managed to persuade the owners of several other small real estate agencies to merge in 2000, and in the process, they founded PropNex Realty Pte Ltd. This book provides insights into Ismail Gafoor's leadership motivation and drive, and his courage and vision in building and managing Singapore's leading real estate company. The company constantly strives to deliver value to its many customers in Singapore and overseas. It also looks at the importance of effective human resource management in a small and medium enterprise (SME) and ensuring the right organisational structure and culture are in place to support business growth. Finally, the book examines PropNex's growth model via its key competitive strategy of cost leadership, achieved through its immense size, and its motto of service

excellence.

FEATURES

- Relevant and rich background information on the company provides an in-depth understanding of the company's philosophies, growth strategy and the leadership style of its Chief Executive Officer.
- Key features of the company's organisational structure and culture of PropNex explain how these have supported its growth.
- Critical components of human resource practices that support the company's growth strategy revealed.
- Detailed analysis of the senior management's leadership style that facilitated PropNex's rapid growth in Singapore and overseas.

CONTENTS

List of Tables and Figures. Acknowledgements. Preface. 1. Introduction. 2. Business Strategy. 3. Organisational Structure and Design. 4. Organisational Culture. 5. Human Resource Management. 6. Consumer Marketing. 7. Leadership. 8. Conclusion. Bibliography. Appendices.

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eBook

NEW VENTURE CREATION, INTERNATIONAL EDITION, 6E

Kathleen R. Allen, University of Southern California

NEW VENTURE CREATION, 6E, International Edition provides tomorrow's entrepreneurs with the tools to launch a successful new business in a global marketplace. The text follows the logical development process, from initial idea through drafting of the actual business plan. The sixth edition represents the most current thoughts, ideas, and practices in the field of entrepreneurship. Allen focuses on the pre-startup and startup stages of a new business, with special emphasis on the process and activities that must take place

prior to opening a new business. The student-friendly material includes real-world case studies, new venture action plans, and advice from successful entrepreneurs and the author herself. Part One introduces the foundations of entrepreneurship and entrepreneurial opportunity that are important to understanding the decisions that entrepreneurs make, the environment in which they make those decisions, and the tasks they must undertake before launching a new company. Part Two addresses the heart of entrepreneurial activity--the testing of a new business concept through feasibility analysis. Part Three focuses on strategy and drafting the business plan. Part Four looks at planning for growth and change in the new organization.

NEW TO THIS EDITION

- Chapters 4 and 5 from the fifth edition have been merged to provide a tighter focus on business model development and the overview of feasibility analysis; the sixth edition now has eighteen chapters.
- The sixth edition has nine cases, six of which are new to this edition and reflect companies started and built since 2000. New cases include HomeRun.com (breaking into a saturated market), B 2P Micro-Bioinformatics Technology (and its global expansion), Potion Inc. (challenges/benefits of outsourcing), 1-800-Autopsy (an unusual area for new business), Demand Media (creating a transformative business), and Google (corporate entrepreneurship and innovation in Silicon Valley).
- The content has been significantly updated to reflect current trends in the business of entrepreneurship, with more international and environmental/sustainability examples included.
- End-of-chapter material now includes an Action Plan section that prompts the reader with action items that need to be accomplished relative to the topics discussed in the chapter.
- Examples and data have been updated; many of the beginning Profiles, as well as a number of the boxed inserts, are new or have been revised to reflect current company data.
- All supplements have been updated to reflect the changes in this edition. New online features for this book include Cengage-brand technologies, such as WebTutor™ and CourseMate, and an interactive e-Book.

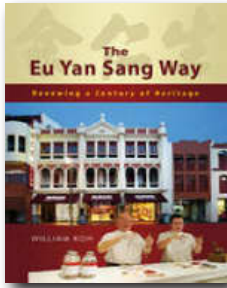
FEATURES

- Nine Case Studies (six new) reflect a wide variety of businesses and types of entrepreneurs. Most cases are followed by discussion questions. New cases include HomeRun.com, B2P Micro-Bioinformatics Technology, Potion Inc., 1-800-Autopsy, Demand Media, and Google. Command Audio and Crowne Inn were retained from the previous edition, as well as MySpace, which has been updated.
- Entrepreneur Profiles that begin each chapter provide real-life examples to illustrate the application of chapter concepts and to inspire readers. Smaller-scale examples are also scattered throughout the chapters to maintain the real-life tone of the book.
- Global Insights and Social Entrepreneurship: Making Meaning boxed inserts highlight additional examples, companies, and organizations that have taken a global or a socially responsible approach to entrepreneurship.
- The New Venture Action Plan serves as a reminder of the tasks that need to be completed at particular stages of the entrepreneurial process.

CONTENTS

PART ONE: THE OPPORTUNITY. 1. Introduction to Entrepreneurship. 2. Becoming an Entrepreneur. 3. Creativity and Opportunity. 4. Testing Business Concepts and Models. Case 1. Command Audio: Three Startups for the Price of One. Case 2. MySpace: The Rocky Evolution of a Social Media Company. PART TWO: ANALYZING FEASIBILITY. 5. Understanding the Market. 6. Understanding Product Development. 7. Building the Startup Team. 8. Understanding the Numbers. Case 3. HomeRun.com: Breaking into a Saturated Market. Case 4. The Crowne Inn: A Classic Case of a Family Business in Turmoil. PART THREE: ORGANIZING THE VENTURE. 9. Creating the Business Plan. 10. Selecting the Legal Entity. 11. Establishing an Ethical & Socially Responsible Business. 12. Structuring an Entrepreneurial Venture. 13. Understanding Production and Operations. 14. Marketing. 15. Understanding Financing. Case 5. B2P: Micro-Bioinformatics Technology and Global Expansion. Case 6. Potion Inc.: Outsourcing for the Future. PART FOUR: EVOLVING THE BUSINESS. 16. Understanding Capital. 17. Managing Growth. 18. Managing Change. Case 7. 1-800-Autopsy: Giving the Dead a Voice. Case 8. Demand Media: Creating a Transformative Business. Case 9. Corporate Entrepreneurship and Innovation in Silicon Valley: The Case of Google, Inc.

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THE EU YAN SANG WAY RENEWING A CENTURY OF HERITAGE

William Koh, National University of Singapore

The Eu Yan Sang Way traces how one man, with a deep belief in Traditional Chinese medicine (TCM), embarked on a mission to transform the company set up by his forefathers, and make TCM relevant in the 21st century. Richard Eu took over the helm of Eu Yan Sang in 1989 and began the arduous journey of growing the company into a household name in Singapore and Asia. This book provides insights into Richard Eu's leadership motivation and drive, and his courage and vision in turning Eu Yan Sang into a leading TCM company, and making its products relevant to modern day consumers. It also looks at the importance of effective human resource management and having the right organisational structure and culture to support business growth. The key engine of growth at Eu Yan Sang is innovation, manifested in the form of its trusted health care products, the professional marketing of such products through the company's retail outlets and the provision of TCM clinical services at the same time.

FEATURES

- Relevant and rich background information on the company provides an in-depth understanding of the company's philosophies, growth strategy and the leadership style of its Chief Executive Officer.
- Key features of the company's organisational structure and culture of Eu Yan Sang explain how these have supported its growth.
- Critical components of HR practices that support the company's growth strategy revealed.
- Detailed analysis of the senior management's leadership style that facilitated Eu Yan Sang's fast expansion in Singapore and the regional markets.

CONTENTS

1. Introduction.
2. Competitive Advantage and Strategy.
3. Human Resource Management at Eu Yan Sang.
4. Organisational Culture at Eu Yan Sang.
5. Organisational Structure and Design at Eu Yan Sang.
6. Conclusion: Leadership at Eu Yan Sang.

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eBook

CORPORATE INNOVATION & ENTREPRENEURSHIP, INTERNATIONAL EDITION, 3E

Donald F. Kuratko, The Kelley School of Business, Indiana University - Bloomington; Michael H. Morris, Oklahoma State University; Jeffrey G. Covin, The Kelley School of Business, Indiana University--Bloomington,

CORPORATE INNOVATION & ENTREPRENEURSHIP, 3E, International Edition is a comprehensive, one-of-a-kind text for the emerging business arena of entrepreneurship and innovation. Built on years of research and experience, this unique text employs a clear and informative how-to approach and features sections and chapters organized according to a summary model of the corporate entrepreneurship process. A professional format and look make the text especially appealing and appropriate for sophisticated readers and experienced business professionals. This groundbreaking text fulfills a real business need, because many executives consider entrepreneurial behavior a key to sustaining their companies' competitive advantage, but few possess genuine knowledge of the subject or understand how to apply it. The Third Edition of CORPORATE INNOVATION & ENTREPRENEURSHIP, International Edition provides detailed, actionable answers to the "what," "how," "where," and "who" questions surrounding corporate entrepreneurship in today's

dynamic business environment.

NEW TO THIS EDITION

- The Third Edition includes extensive new and updated content on key topics, including the forms corporate entrepreneurship can take, entrepreneurship at different levels of management, entrepreneurial strategy, entrepreneurship in nonprofit and public organizations, and more.
- The text presents interesting new material reflecting the latest research and trends in a variety of areas, including the reasons firms engage in corporate venturing, associations between these motives and venture performance, “best practices” of innovative companies, reward systems and their role in corporate innovation, and how to deal with failed innovation projects.
- Abundant new insights throughout the text help students understand essential aspects of entrepreneurship and innovation, including how to manage entrepreneurship and overcome obstacles to entrepreneurial behavior in established organizations; how human resource management systems, organizational structure, culture, and control systems must complement one another to foster innovation; and the importance of a sound technology strategy.
- New tools and discussions help students to explore relevant business theory and its practical, real-world applications, including organizing resources to support entrepreneurial initiatives, managing corporate venture capital investments, and conducting an entrepreneurial health audit within an organization.
- The current edition features an updated approach to several topics based on reader feedback, including a streamlined treatment of how to measure and monitor companies’ levels of entrepreneurship, a new guide to putting together a corporate venture plan, and 15 new or revised “Innovator’s Notebook” features, with examples of corporate entrepreneurship in practice and associated discussion questions.

FEATURES

- The popular “Innovator’s Notebook” feature describes successful strategies employed by actual corporations to support entrepreneurship, providing students with interesting and highly relevant real-world examples to reinforce the chapter material.
- The experienced author team uses an engaging,

reader-friendly style while providing detailed, actionable answers to the “what,” “how,” “where,” and “who” questions related to entrepreneurship strategies and innovation practices.

- In addition to traditional entrepreneurship, the text features coverage of new business development within existing organizations, as well as alternative forms of corporate venturing and innovation and how they work together, giving students a broad-based perspective to prepare them for success in today’s diverse business climate.
- A highly effective organizational structure, with chapters and sections based on a summary model of the corporate entrepreneurship process, makes it easy to develop an effective course plan and pace while introducing students to the exciting, emerging field of corporate entrepreneurship and innovation. This comprehensive model also gives students a useful “road map” for successful corporate entrepreneurship and innovation in corporate, government, and non-profit organizations.
- A casemap for instructors identifies excellent cases that can be used in conjunction with key chapters or topical areas in the book in order to explore key issues in greater depth; provide compelling, relevant, and realistic examples; and help students appreciate the practical applications of the course material.

CONTENTS

1. The Entrepreneurial Imperative in Established Organizations. 2. How Corporate Entrepreneurship Differs. 3. Capturing the Entrepreneurial Orientation of the Firm. 4. How Entrepreneurship Takes Different Forms. 5. Entrepreneurship in Non-Profit and Government Organizations. 6. Corporate Strategy and Entrepreneurship. 7. Structuring the Company for Entrepreneurship. 8. The People Factor I: Fostering Creativity within Organizations. 9. The People Factor II: Human Resources Management. 10. Building Cultures to Support Entrepreneurship. 11. Designing Entrepreneurial Control Systems. 12. Leading the Entrepreneurial Organization. 13. Forces Working Against Corporate Entrepreneurship. 14. Measuring Entrepreneurial Performance. 15. Sustaining the Entrepreneurial Company in the Twenty-first Century.

© 2011, 512pp, Paperback, 9781111526917



THE TOP TOAST YA KUN AND THE SINGAPORE BREAKFAST TRADITION

William Koh, National University of Singapore

The Top Toast looks at how Adrin Loi took his father's business from a street corner coffee stall, and turned it into a household name in Singapore. From a single outlet at Far East Square in 1998, Ya Kun Kaya Toast now has 32 branches located throughout Singapore, and has also expanded to regional territories such as Taiwan, Japan, Korea, Indonesia and Vietnam. This book gives the reader an insight into Adrin Loi's leadership motivation and drive, and his passion to grow Ya Kun International. It also looks at the importance of human resource management in growing a company, and having the right organisational structure and culture to support business growth. Finally, the book examines the strategic choices that confront a small business. Unlike an MNC that can compete in any market by selling the same product, Ya Kun has to choose its products carefully, select its battlefield with wisdom and grow strategically.

FEATURES

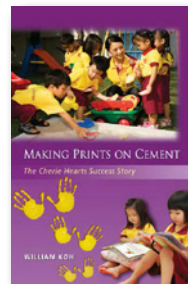
- Background information on the Executive Chairman of Ya Kun provides an in-depth understanding of his leadership philosophies.
- Organisational structure and culture of Ya Kun are examined to show how its structure and culture support its growth.
- Critical components of HR practices that support the company's growth strategy are revealed.
- Franchising method at Ya Kun is analysed as a key method of growth.

CONTENTS

1. Introduction. Company Profile. 2. Strategic Planning and Competitive Advantage. 3. Organisational Structure

and Design. 4. Organisational Culture. 5. Human Resource Management. 6. Leadership. 7. Franchising Strategy.

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MAKING PRINTS ON CEMENT THE CHERIE HEARTS SUCCESS STORY

William Koh, National University of Singapore

Cherie Hearts was established when two men with a love for children and a passion to provide quality childcare started their first childcare centre in 2002. Since then, the company has mushroomed into a successful business, with 50 centres in Singapore by the end of 2009, overseas branches in Vietnam, Malaysia, Indonesia, China, South Korea, and a newly opened branch in Bangalore, India in 2010. The book discusses how Sam and Gurchan's motivation and drive transformed Cherie Hearts into a childcare powerhouse. It also examines the importance of effective human resource management in a small-medium enterprise and how having the right organisational structure and culture is essential to support business growth. Finally, the reader gains insight into the key engine of growth at Cherie Hearts- its franchising model. Realising that they lacked technical know-how and the financial resources to expand the company, both decided that the way to grow the company was through franchising. In 2003, the company developed its own franchising model to power growth. Known as the P3E business model, this provides comprehensive guidelines for its franchise operations and ensures consistency and quality across all its centres.

FEATURES

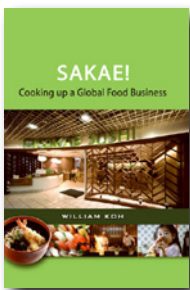
- Background information on the Group Executive Chairman of Cherie Hearts and his co-founder

- Key features of the organisational structure and culture of Cherie Hearts are discussed to show
- Critical components of HR practices are analysed to show how they complement the company's
- Detailed analysis of the senior management's leadership style that facilitated Cherie Hearts' rapid

CONTENTS

Preface. 1. Introduction. 2. Organisational Culture and Structure. 3. Building a Cherie Hearts Franchise. 4. Leadership. 5. Human Resource Management. 6. Strategic Options and Conclusion. Appendix A. Centre Listing. Appendix B. Organisational Chart. Appendix C. Competitor Statistics. Appendix D. Staff Appraisal Form. Bibliography.

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SAKAE! COOKING UP A GLOBAL FOOD BUSINESS

William Koh, National University of Singapore

Despite having no prior experience or knowledge of the food business, Douglas Foo redirected Apex-Pal's business from the garment to the food and beverage industry with remarkable success. In the process, he grew Sakae Sushi (the leading brand at Apex-Pal, among many others) from one outlet in 1997 to the current 80 outlets worldwide, covering 12 major cities in 7 countries around the world. This book provides an insight into Douglas Foo's leadership motivation and drive and his passion to grow Apex-Pal. It helps the reader understand how early childhood upbringing can influence a person's leadership style years later. It also looks at the importance of human resource management where recruiting the right people, placing them at the right place and letting them grow are critical elements in growing a business. This book is meant for

young budding entrepreneurs, undergraduates taking their basic management modules, graduate students taking their principles of management modules, as well as junior college students who are doing their principles of management course. The text will help them better understand how to plan, organise, lead and grow a business. Also available in the Gale Virtual Reference Library (eBook). eBook pricing varies according to the size of your institution. Please contact us for details. eBook ISBN-13: 9789814253819 Available Now

FEATURES

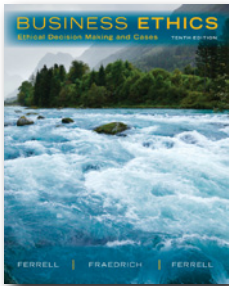
- Relevant background information on the CEO of Apex-Pal provided to enhance understanding of his leadership philosophies.
- Key features of the organisational structure of Apex-Pal given to show alignment between strategy and structure.
- Critical components of HR practices that support the company's growth strategy revealed.
- Expansion into Russia used as a prototype of the company's global expansion strategy.
- Detailed analysis of the CEO's leadership style that facilitated Apex-Pal's growth.

CONTENTS

List of Tables and Figures. Acknowledgements. Preface. 1. Introduction: Company Background. 2. Expansion into Russia. 3. Organisational Structure and Design. 4. HR Policies, Practices and Strategies. 5. Leadership at Apex-Pal. 6. Marketing Apex-Pal. 7. Conclusion: Financial Position of Apex-Pal. Appendix A. Appendix B. Bibliography.

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ETHICS



NEW EDITION!



Coming Soon!



eBook

BUSINESS ETHICS, 10E ETHICAL DECISION MAKING & CASES

O. C. Ferrell, University of New Mexico; John Fraedrich, Southern Illinois University at Carbondale; Linda Ferrell, University of New Mexico

Packed with cases, exercises, simulations, and practice tests, the market-leading **BUSINESS ETHICS: ETHICAL DECISION MAKING AND CASES**, Tenth Edition, delivers an accessible, applied text that thoroughly covers the complex environment in which managers confront ethical decision making. Using a proven managerial framework, the authors address the overall concepts, processes, and best practices associated with successful business ethics programs--helping students see how ethics can be integrated into key strategic business decisions. The new edition has been completely revised and updated to include coverage of new legislation affecting business ethics, the most up-to-date examples, the best practices of high-profile organizations, and 20 original cases that are either new or updated. Available with CengageNOW™ online teaching and learning tools for the first time, **BUSINESS ETHICS: ETHICAL DECISION MAKING AND CASES**, Tenth Edition, gives students an abundance of opportunities to master text material through hands-on application.

NEW TO THIS EDITION

- CengageNOW™ online course management and learning system provides more control in less time and delivers better student outcomes. For instructors, it includes resources organized around lecturing, creating assignments, grading, quizzing, and tracking students' progress and performance. Students can use a Personalized Study diagnostic tool to determine

areas that need more study focus.

- Chapter 10: Ethical Leadership.
- Chapter 12: Sustainability: Ethical and Social Responsibility Dimensions.
- Debate Issues have been added to this edition, allowing students to challenge assumptions and consider different points of view.
- All 20 of the original cases in the tenth edition are either new or have been substantially updated by the authors.
- UPDATED Check Your E.Q. (Ethics Quotient) exercises that help students identify key concepts, initiate discussion, enhance problem-solving skills, and provide an opportunity for self-assessment.
- UPDATED "Ethical Dilemma" at the opening of each chapter highlights a realistic situation and provides guided discussion questions on how the dilemma could be resolved. Chapter-ending "Resolving Ethical Business Challenges" are minicases that give students an opportunity to put what they have learned into action as they use their critical-thinking skills to address realistic ethical issues.

FEATURES

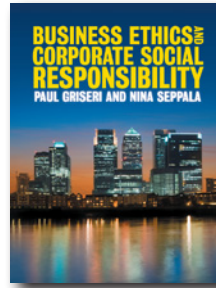
- The leading text on the market, **BUSINESS ETHICS: ETHICAL DECISION MAKING AND CASES** is renowned for its signature approach--teaching business ethics from a managerial/organizational perspective. More important in today's economy than ever, this proven text emphasizes decision making, leadership, and strategy as it illustrates how to develop, implement, and audit an effective ethics program in a global environment.
- Extremely timely, the text is completely revised and updated to reflect the latest in the global economic crisis. The issues associated with the recent economic meltdown compelled the authors to provide an updated discussion of ethics from a systemic perspective. The authors' insightful discussions equip students with an ethical understanding of what happened--how greed, excessive risk-taking, and the culture of focusing on rewards and the bottom line helped create the problem.
- Ensuring students get the most from the course, the text's rich pedagogical program includes Chapter Objectives, a Chapter Outline, a detailed Chapter Summary, and Check Your E.Q. (Ethics Quotient) exercises that help students identify key concepts,

initiate discussion, enhance problem-solving skills, and provide an opportunity for self-assessment.

CONTENTS

Part I: AN OVERVIEW OF BUSINESS ETHICS. 1. The Importance of Business Ethics. 2. Stakeholder Relationships, Social Responsibility, and Corporate Governance. Part II: ETHICAL ISSUES AND THE INSTITUTIONALIZATION OF BUSINESS ETHICS. 3. Emerging Business Ethics Issues. 4. The Institutionalization of Business Ethics. Part III: THE DECISION-MAKING PROCESS. 5. Ethical Decision Making and Ethical Leadership. 6. Individual Factors: Moral Philosophies and Values. 7. Organizational Factors: The Role of Ethical Culture and Relationships. Part IV: IMPLEMENTING BUSINESS ETHICS IN A GLOBAL ECONOMY. 8. Developing an Effective Ethics Program. 9. Managing and Controlling Ethics Programs. 10. Ethical Leadership. 11. Business Ethics in a Global Economy. 12. Sustainability: Ethical and Social Responsibility Dimensions Part V: CASES. CASE 1. Monsanto Attempts to Balance Stakeholder Interests. CASE 2. Starbucks' Mission: Social Responsibility and Brand Strength. CASE 3. Walmart Manages Ethical and Compliance Challenges. CASE 4. Managing Risks in the Oil Industry. CASE 5. New Belgium Brewing: Ethical and Environmental Responsibility. CASE 6. National Collegiate Athletic Association: Football Compliance. CASE 7. Google: The Quest to Balance Privacy with Profits. CASE 8. Zappos: Delivering Happiness to Stakeholders. CASE 9. Enron: Questionable Accounting Leads to Collapse. CASE 10. Home Depot Implements Stakeholder Orientation. CASE 11. Frauds of the Century. CASE 12. Insider Trading at the Galleon Group. CASE 13. Whole Foods Strives to Be an Ethical Corporate Citizen. CASE 14. Apple Inc.'s Ethical Successes and Challenges. CASE 15. PepsiCo's Journey Toward an Ethical and Socially Responsible Culture. CASE 16. Recreational Equipment Incorporated (REI): A Responsible Retail Cooperative. CASE 17. Better Business Bureau: Protecting Consumers and Dealing with Organizational Ethics Challenges. CASE 18. Managing the Risks of Bribery in Global Business. CASE 19. Mattel Responds to Ethical Challenges. CASE 20. Best Buy Fights Against Electronic Waste.

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BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Paul Griseri, *Middlesex University Business School*; Nina Seppala, *University College London*

A new text for new realities: Business Ethics & Corporate Social Responsibility charts a course for students through the unprecedented challenges and turbulence of modern business and its implications for people across the globe. Moving beyond the Anglo-American focus of existing works, the authors employ a refreshingly international perspective to leave students with a broad and reflective understanding of business ethics. A flexible 3-part structure, developed from extensive market feedback, aligns with the latest course structures, while a strong focus on environmental ethics and sustainability throughout provides market-leading coverage of this vital issue. An unparalleled range of case studies, including chapter cases and longer premium cases supplied by HBR, Ivey and ECCH, combine with a full set of online supporting resources to make this the complete introduction to business ethics in a rapidly evolving world.

FEATURES

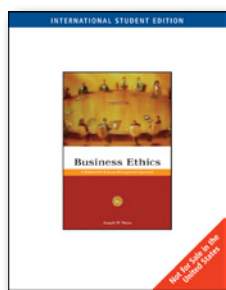
- Full international coverage that looks beyond the traditional European and American contexts to provide the complete picture
- Hundreds of real-world examples that illustrate ethical decision-making in action and what to learn from results
- Balanced discussion of all the key players in business ethics and corporate social responsibility including SMEs, NGOs and MNCs
- Integrative case studies from premium providers featuring a diverse range of organizations including Red Bull, IKEA, and UNHCR

CONTENTS

Introduction Part One: Frameworks Chapter One: Understanding corporate social responsibility Chapter

Two: Stakeholder management Chapter Three: Theories of ethics Chapter Four: Environmental ethics Integrative Case Study 1.1: Walking the Walk: Putting Social Responsibility into Action at The White Dog Café Integrative Case Study 1.2: GlaxoSmithKline and Developing Country Access to Essential Medicines Part Two: Contexts Chapter Five: The behavioural context Chapter Six: Ethics and corporate social responsibility in a global context Chapter Seven: The business of human rights Chapter Eight: Civil society organizations Integrative Case Study 2.1: Microsoft's Partnership with UNHCR: Pro Bono Publico? Integrative Case Study 2.2: IKEA's Social and Environmental Responsibility Initiatives Part Three: Processes Chapter Nine: Governing organizations Chapter Ten: Auditing and reporting social performance Chapter Eleven: Managing ethics internally Chapter Twelve: Responsibility in managing people and operations Chapter Thirteen: Environmental responsibility Chapter Fourteen: Giving back to society Integrative Case Study 3.1: Red Bull or Black Devil? Integrative Case Study 3.2: Starbucks Corporation: Building a Sustainable Supply Chain Integrative Case Study 3.3: Lifebuoy 'Swasthya Chetna': Unilever's Social Marketing Campaign Integrative Case Study 3.4: John Mackey and Whole Foods Market Integrative Case Study 3.5: The Human Face of HIV/Aids

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eBook

BUSINESS ETHICS, 5E

A STAKEHOLDER AND ISSUES MANAGEMENT APPROACH, INTERNATIONAL EDITION

Joseph W. Weiss, Bentley College

Ethical decisions do not take place in a vacuum, and many people, faced with their own interests and standards, need reliable guidelines to address the moral implications of business decisions. With a unique, highly practical approach to teaching business ethics, this text focuses on the relationships among

various stakeholders, including individuals, groups, corporations, and even nations. The new fifth edition includes the latest research, current cases, and practical examples to help students examine the role of ethics in today's business world, from the boardroom to the classroom. Updates also include the addition of new, real-world ethical dilemmas presenting actual encounters by managers and students; an easy, step-by-step guide to implement a stakeholder analysis; tips to help students apply ethical principles in their personal and professional lives; and comprehensive coverage of employee workplace issues and highly relevant topics such as risk management, preferential hiring, corporate legitimacy, and moral accountability. The text also explores today's increasingly interconnected global business environment with coverage of multinational corporations and important issues such as the digital divide, bribery, corruption, human rights, and the environment. This text gives students the practical tools they need to handle complex moral dilemmas in the workplace and the world.

NEW TO THIS EDITION

- The fifth edition includes 16 new cases and extensive updates to four others, providing current, compelling, and highly relevant examples such as topics on China, India, Facebook, MySpace, new technologies, and privacy issues to help engage student interest and provide realistic illustrations of essential principles of business ethics.
- The new edition features recent national surveys on ethics integrated into each chapter, a special updated and in-depth section on employee workplace issues, and expanded coverage of generational differences.
- A new Applications & Insight section in every chapter features new information and decision-making challenges for students on key chapter topics, and updated coverage and current applications of ethical principles play an active and fundamental role in each chapter.
- New research referenced throughout the text brings business ethics into the twenty-first century, reflecting the complex and constantly evolving business environment students will enter. The author devotes considerable attention to major contemporary and international topics in business ethics by integrating current and emerging issues from today's workplace.

- An updated video program, available on DVD, complements the text with additional exploration of key issues and examples in an entertaining format sure to appeal to students.

FEATURES

- Cases follow each chapter to present contemporary, comprehensive, real-world (not hypothetical) business ethics scenarios covering relevant topics (such as issues related to new technologies and privacy) that engage student interest and provide realistic illustrations of essential principles of business ethics.
- Opening cases and/or profiles of contemporary issues begin each chapter to engage students immediately, demonstrate the impact and importance of key concepts, and show the relevance of upcoming material to students' lives and future careers.
- The author masterfully and practically connects universal concepts of business ethics to concrete situations and real-world examples, enabling students to grasp key ideas without losing sight of the hands-on considerations of applied ethics.

CONTENTS

1. Business Ethics, the Changing Environment, and Stakeholder Management. Case 1. Enron. Case 2. Microsoft. 2. Stakeholder and Issues Management Approaches. Case 3. Mattel Toy Recall. Case 4. JetBlue. Case 5. Arthur Andersen. 3. Ethical Principles, Quick Tests, and Decision-Making Guidelines. Case 6. Sam Waksal and Imclone. Case 7. Aaron Feuerstein and Malden Mills. Case 8. Jerome Kerviel: Rogue Trader or Misguided Employee? Case 9. Seeking Two Kinds of Green: Richard Branson's Ventures in Biofuel. Case 10. Ford Pinto. 4. The Corporation and External Stakeholders: Corporate Governance in a "Free Market." Case 11. Napster. Case 12. Vioxx. Case 13. Who Killed the Electric Car? Case 14. Skype. 5. Stakeholder Responsibilities of Corporations in the Marketplace. Case 15. Facebook's Beacon. Case 16. Genetics Discrimination. 6. The Corporation and Internal Stakeholders: Values-Based Moral Leadership, Culture, Strategy, and Self-Regulation. Case 17. Commitments to Sustainability in the Oil and Gas Industry. Case 18. What's Written vs. What's Reality. 7. Employee Stakeholders and the Corporation. Case 19. Wal-Mart: Ongoing Changes with Gender Discrimination. Case 20. Don't Ask, Don't Tell. Case 21. Women on Wall Street. 8. Stakeholder Management and Multinational Corporations in the

Global Environment. Case 22. China, India, and Wal-Mart. Case 23. Google in China. Case 24. Sweatshops: Are Companies Willing to Solve the Problem?

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FAMILY BUSINESS



eBook

FAMILY BUSINESS, INTERNATIONAL EDITION, 4E

Ernesto J. Poza, *Thunderbird University*

FAMILY BUSINESS, 4e, International Edition provides the next generation of family business owners with the knowledge and skills needed for the successful management and leadership of the family enterprise. The author, Ernesto Poza, uses both text and cases to explore a diverse set of family firms, examining the interrelationships between the owners, the family, and the management team. FAMILY BUSINESS, 4e, International Edition, at its core, is a practical book that presents management and family practices to model success as well as an honest look at the advantages and challenges facing family enterprises.

NEW TO THIS EDITION

- New statistics and research findings with significant implications for family business management.
- The family governance challenge, including a recognition of the influence of wealth and the loss of the entrepreneurial spirit in the demise of family businesses.
- New chapter on the Owners Plan. The owners plan communicates through accounting, promotes responsible shareholder education, sets clear expectations for financial returns, acknowledges the importance of cash-flow management, and the

advantages created by patient family capital.

- New decision-making cases in which the reader is asked to assume the role of the CEO or successor and make strategic fact-based decisions.
- New small family business cases for the many readers who come from small to medium-sized family businesses.
- An experiential learning simulation, The Family Business Game, available online to instructors for use in class.

FEATURES

- Revealing new statistics and research findings with significant implications for family business management.
- Scholarly, Yet Accessible: Rooted in theory, research, and practice, FAMILY BUSINESS goes beyond traditional textbooks by not only fostering understanding of family business theory and family dynamics but also exploring the subject with a managerial action orientation. Yet the high-level material is presented in an understandable, accessible way.
- Forward Looking: FAMILY BUSINESS looks at the firm across generations and provides strategic insights for positioning the firm for future growth.
- Leadership Orientation: The critical leadership tasks for family businesses receive comprehensive treatment and the role and importance of leadership is introduced early in the text.

CONTENTS

Part I. THE FAMILY BUSINESS: WHAT MAKES IT UNIQUE? 1. The Nature, Importance, and Uniqueness of Family Business. 2. Great Families in Business: Building Trust and Commitment. 3. Ownership of An Enterprise Built To Last. Part II. LEADERSHIP IMPERATIVES FOR THE FAMILY AND BUSINESS: SUCCESSION AND CONTINUITY. 4. Succession: Continuing Entrepreneurship and The Next Generation. 5. Succession and The Transfer of Power. Part III. BEST PRACTICES FOR THE MANAGEMENT AND GOVERNANCE OF THE FAMILY BUSINESS. 6. Creating the Strategy. 7. Planning the Estate. 8. Financial Considerations and Valuation of The Family Business. 9. Key Nonfamily Management: The Visible Commitment to Managing The Family Business Professionally. 10. Family Business Governance: Advisory Boards and

Boards of Directors. 11. Family Communication: Family Meetings, Family Councils, and Family Offices. 12. Change, Adaptation and Innovation: The Future of Family Business. 13. Continuing The Spirit of Enterprise: Lessons From Centennial Family Companies.

© 2014, 416pp, Paperback, 9781285056883

HUMAN RELATIONS



NEW EDITION!



eBook

EFFECTIVE HUMAN RELATIONS, 12E INTERPERSONAL AND ORGANIZATIONAL APPLICATIONS, INTERNATIONAL EDITION

Barry L. Reece, *Virginia Polytechnic Institute and State University*;
Monique Reece, *University of Denver*

Teach your students the human relation skills they need to become successful managers in today's workplace with one of the most widely used human relations texts available. EFFECTIVE HUMAN RELATIONS: INTERPERSONAL AND ORGANIZATIONAL APPLICATIONS, 12E, International Edition uses an organizational perspective to help students understand the disparate factors that influence employee behavior. As one of the most practical and applied texts available, EFFECTIVE HUMAN RELATIONS, 12E, International Edition incorporates hundreds of examples of real human relations issues and practices in successful companies. The text establishes seven major themes of effective human relations communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution as the foundation for study. Self-assessments and self-development opportunities throughout the book teach students to assume responsibility for improving their personal skills and competencies. This comprehensive edition addresses topics of emerging importance with

expanded coverage of generational differences. The text also explores goal setting, the root causes of negative attitudes, the use of “branding” in the job market, technostress, and emotional intelligence. With **EFFECTIVE HUMAN RELATIONS, 12E, International Edition**, your students gain the insights, knowledge and relationship skills to deal successfully with the wide range of people-related challenges in business today.

NEW TO THIS EDITION

- **Expanded EOC Materials:** The end-of-chapter materials have been dramatically expanded and enhanced to provide even more great resources for instructors to use in helping students master key concepts, develop skills, and build self-knowledge. The authors have added new “Career Insights”, new “Try Your Hand”, and new “Critical Thinking Challenges”. Even better, we’ve brought the favorite online activity, self-assessments, right into the book for convenience.
- **New Cases:** At least half of the opening and closing cases have been replaced with new cases, featuring such companies as SAS, BP Oil, Panda Express, and many others.
- **New Step-by-Step Guidance:** A new boxed feature provides straightforward “how-to” steps that guide students in mastering concepts and building skills.
- **Updated Content:** The authors have thoroughly revised and updated the content with the latest thinking, theories, and data on many of the most important topics of our times: cultural intelligence, current communication technologies, communication skills, self-esteem, conscious living, work-life balance, strengths and talents, moral and ethical choices, and so much more.
- **New Real-world Examples:** Providing real-life examples of human relations in the workplace, the authors have incorporated dozens of new examples from companies large and small. Students will recognize names like PricewaterhouseCooper, Cisco Systems, Microsoft, and Zappos, and will learn about smaller yet equally interesting companies like The Container Store, Borrego Solar Systems, Stew Leonard’s Markets, the New Belgium Brewing Company, Joie de Vivre Boutiques, and many more.

FEATURES

- **Organizational Perspective:** **EFFECTIVE HUMAN RELATIONS: INTERPERSONAL AND**

ORGANIZATIONAL APPLICATIONS, 12E, International Edition uses an organizational perspective to help students better understand the disparate factors that influence employee behavior.

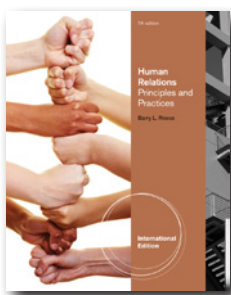
- **Practical Applications:** Hundreds of examples of real human relations issues and practices from successful companies keep the principles students are learning within a practical context. “TRY YOUR HAND” activities encourage in-depth practice and thinking. “YOU PLAY THE ROLE” scenarios and engaging role-play exercises provide hands-on experience for students to practice the concepts learned in the chapter. “HUMAN RELATIONS IN ACTION” emphasize “how to” tips and practical, memorable examples from today’s real organizations and businesses.
- **Seven Themes of Effective Human Relations:** This text establishes seven major themes of effective human relations, communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution as the foundation for study.
- **Chapter Opening and Closing Cases:** Each chapter kicks off with a “Tip of the Iceberg” vignette that engages student interest while introducing the topic. At the end of the chapter, the “Below the Surface” revisits that same example, closing the loop on the real-life example of the chapter concept it illustrated.
- **Skill Assessment and Development:** Self-assessments and self-development opportunities throughout the book help students assume responsibility for improving their personal skills and competencies. Students gain the insights, knowledge and relationship skills to deal successfully with the wide range of people-related challenges in business today.

CONTENTS

Part I: **HUMAN RELATIONS: THE KEY TO PERSONAL GROWTH AND CAREER SUCCESS.** 1. Introduction to Human Relations. 2. Improving Personal and Organizational Communications. Part II: **CAREER SUCCESS BEGINS WITH KNOWING YOURSELF.** 3. Understanding Your Communication Style. 4. Building High Self-Esteem. 5. Personal Values Influence Ethical Choices. 6. Attitudes Can Shape Your Life. 7. Motivating Yourself and Others. Part III: **PERSONAL STRATEGIES FOR IMPROVING HUMAN RELATIONS.** 8. Improving Interpersonal Relations with Constructive Self-Disclosure. 9. Achieving Emotional Balance in a Chaotic

World. 10. Building Stronger Relationships with Positive Energy. 11. Developing a Professional Presence. Part IV: IF WE ALL WORK TOGETHER... 12. Team Building; A Leadership Strategy. 13. Resolving Conflict and Dealing with Difficult People. Part V: SPECIAL CHALLENGES IN HUMAN RELATIONS. 14. Responding to Personal and Work-Related Stress. 15. Valuing Work Force Diversity. 16. The Changing Roles of Men and Women. Part VI: YOU CAN PLAN FOR SUCCESS. 17. A Life Plan for Effective Human Relations.

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HUMAN RELATIONS, INTERNATIONAL EDITION, 7E PRINCIPLES AND PRACTICES

Barry L. Reece, *Virginia Polytechnic Institute and State University*

This edition of *Human Relations: Principles and Practices, International Edition* continues to focus on the immediate personal application of human relations principles and practices. In addition to incorporating the authors' innovative "Total Person" approach toward the field, the Seventh Edition includes an increased emphasis on issues of diversity, presenting a broad range of characteristics that affect relationships on the job and ways to achieve insight when dealing with a wide-range of people related problems. The updated pedagogy includes strategically placed exercises that encourage teamwork and group problem-solving techniques, first-person advice from respected writers, educators, and business leaders, opening vignettes featuring prominent individuals in real-world situations, and "Career Corner" sections that provide practical solutions to common human relations problems.

NEW TO THIS EDITION

- New and Revised opening and closing cases!

- **NEW CASES OPEN AND CLOSE EACH CHAPTER:** These distinct, in-depth introductory and concluding cases for each chapter create a cohesive, engaging framework for the content within each chapter. This integrated structure within each chapter encourages students to consider the comprehensive "big picture" in today's business world with a wealth of examples that reinforce concepts.
- **REVISED "TRY YOUR HAND" ACTIVITIES ENCOURAGE IN-DEPTH PRACTICE AND THINKING:** These fresh end-of-chapter activities encourage students to delve deeper into chapter concepts and now apply more critical thinking skills to the challenges.
- **NEW AND REVISED "YOU PLAY THE ROLE" EXERCISES POSITION STUDENTS FOR HR SUCCESS:** New scenarios and engaging role-play exercises throughout this edition provide hands-on experience for students to practice the concepts learned in the chapter.
- **NEW "HUMAN RELATIONS IN ACTION" FEATURES OFFER PRACTICAL TIPS FOR BUSINESS SUCCESS:** New "Human Relations in Action" emphasize "how to" tips and practical, memorable examples from real organizations and businesses.

FEATURES

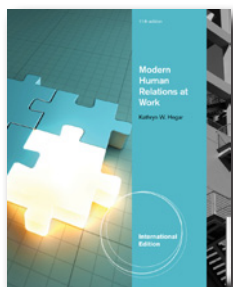
- **INCREASED FOCUS ON CRITICAL THINKING PREPARES STUDENTS FOR TODAY'S HR CHALLENGES:** Throughout this edition's student-friendly practical applications, the authors have increased the emphasis on developing critical thinking skills. Revised "Thinking/Learning/Doing" exercises ask students to apply critical thinking to specific HR challenges.
- **EXERCISES EQUIP STUDENTS WITH PRACTICAL SKILLS FOR SUCCESS IN TODAY'S BUSINESS WORLD:** This market-leading text emphasizes effective communication and encourages self-development for future and current professionals. Contemporary insights into handling a wide range of people-related problems help students refine relationship skills. Students also develop effective strategies to resolve work/life tensions.
- **CONCEPTS APPEAR IN ACTUAL REAL-WORLD CONTEXT:** Updated pedagogical tools and proven learning features throughout this edition reflect the authors' commitment to providing a real-world context for concepts.

- “TOTAL PERSON INSIGHTS” PROVIDE PROFOUND ADVICE FROM RESPECTED PROFESSIONALS: Twenty-six new brief “Total Person Insights” in this edition present thoughts, anecdotes, and advice from some of today’s most respected writers, educators, and business leaders.
- ENHANCED END-OF-CHAPTER APPLICATIONS EMPHASIZE HANDS-ON PROBLEM SOLVING AND TEAMWORK: Fresh exercises and revised cases in this edition underscore the importance of teamwork in today’s work place. “On the Job Q&A”s provide practical solutions to common human relations problem, while new Cases based on actual organizations ask students to apply chapter concepts to real situations.

CONTENTS

1. Introduction to Human Relations.
2. Improving Interpersonal Communications.
3. Building High Self-Esteem.
4. Personal Values Influence Ethical Choices.
5. Attitudes Can Shape Your Life.
6. Developing a Professional Presence.
7. Valuing Work Force Diversity.
8. Resolving Conflict and Achieving Emotional Balance.
9. A Life Plan for Effective Human Relations.

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MODERN HUMAN RELATIONS AT WORK, INTERNATIONAL EDITION, 11E

Kathryn W. Hegar, Mountain View College

With its balanced mix of theory and practice, as well as current coverage of emerging trends and topics, MODERN HUMAN RELATIONS AT WORK, 11e, International Edition is a pre-eminent textbook for introducing students and novice practitioners to the field. Author Kathryn W. Hegar provides many practical examples and techniques, as well as experiential and

application-oriented exercises to show how human relations concepts and skills can increase productivity and job satisfaction in the workplace. The 11th edition's 14 chapters are brimming with self-assessment and self-study tools. The course material flows from the human element to the work environment and then focuses on the methods and techniques for achieving an effective fit between people and organizational systems.

NEW TO THIS EDITION

- New material addresses emerging trends and topics, including the recent economic crisis and how to manage in uncertain times. Other highlighted updates include: retired people returning to work, workplace violence, temporary workers, the glass ceiling, executive compensation, incentive programs, generational differences, emotional intelligence, new trends in job hunting, creativity and innovation, teams and team building, networking, job interviews, new technologies and social networking, productivity, absenteeism, alternative work schedules such as flextime and job sharing, coaching, career building, leadership, employee recognition, multitasking, employee candidate screening, talent management, workforce preparation, new thoughts on goal setting, using technology in the workplace, handling negative feedback, public speaking skills, assisting employees with coping with problems, outsourcing, fostering employee loyalty, diversity, ethical trends, and “green” issues.
- Updated examples and cases keep the course content current. Companies highlighted include both familiar and lesser-known names, such as HP, the Waidley Company, the Coca-Cola Company, Air France, EX-MAN Company, W.L. Gore & Associates, Inc., Starbucks, Google, BroadwayBank, FedEx, Southwest Airlines, Butler Community College, Hyatt, GE, Wal-Mart, Chevron, Caterpillar, Inc., DecisionWise, Jesclon Group, Space-Management Company, Whole Foods Markets, Burger King, McDonald’s, IBM, The Walt Disney Company, GM, Roxling, Inc., and Ford.
- A new end-of-chapter exercise called Connecting to the Real World keeps the course content relevant, real, and current by driving students to use the internet to develop skills. These assignments can be done individually or in teams. Topics covered include: ethics in the classroom, using recognition as an employee motivator, Spranger’s value model, risk taking, the

value of networking, addressing workplace violence, problem solving, the role of a leader, pursuing your next degree, communication skills, coping with change, working for a multinational corporation, and more.

- This edition now includes a set of short 5- to 8-minute video clips that feature real-world applications of the theories presented in the book. Numi Teas, Evo Gear, Recycline, and Flight 001 are just some of the companies represented in these videos.
- A revamped Test Bank offers more challenging applications-based questions as well as fact-recall questions.

FEATURES

- Because human relations in the workplace is such a broad field encompassing so many topics, MODERN HUMAN RELATIONS AT WORK has been logically organized and structured into a logical flow that moves from the human element to the work environment and then to methods by which to achieve an effective fit between people and organizational systems. The six parts of the book are: the foundation of human relations, social systems, technical systems, administrative systems, behavioral effectiveness, and human relations challenges in the future.
- In each chapter, an “In Action” box illustrates the practical application of chapter concepts. These concepts have been organized into three categories: Human Relations In Action, Cultural Diversity In Action, and Ethics and Social Responsibility In Action. All of these boxes address current issues and challenges for the future.
- Two types of self-examination exercises are included within every chapter. The “Time Out” boxes encourage readers to engage more deeply in the topics and to gain personal insights. Periodic “Check Your Understanding” exercises ensure that students comprehend the material before moving on to the next section.
- Each chapter ends with a section called Career Advisor. This valuable material will help students develop and enhance their career-building skills. Among the topics addressed are: choosing a career, finding a job, preparing a resume, interviewing, managing a career, and managing stress effectively.

CONTENTS

Preface. Part I: INTRODUCTION. 1. The Nature of Human Relations. 2. Fundamentals of Motivation. Part II: THE SOCIAL SYSTEM. 3. Individual Behavior. 4. Group Behavior. 5. The Informal Organization. Part III: THE TECHNICAL SYSTEM. 6. Technology and People at Work. 7. Productivity and Quality Improvement. 8. Job Redesign and Job Enrichment. Part IV: The Administrative System. 9. Fundamentals of Leadership. 10. Developing, Appraising, and Rewarding Employees. Part V: BEHAVIORAL EFFECTIVENESS. 11. Communicating for Effectiveness. 12. Managing Conflict and Change. Part VI: LOOKING TO THE FUTURE. 13. Human Relations in Global Business. 14. Human Relations Challenges of the Future. Notes. Subject Index.

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HUMAN RESOURCE MANAGEMENT



NEW EDITION!

CENGAGE
TECHNOLOGY
EDITION

Coming Soon!

eBook

STRATEGIC HUMAN RESOURCE MANAGEMENT, 4E

Jeffrey A. Mello, Siena College

STRATEGIC HUMAN RESOURCE MANAGEMENT 4E offers a truly innovative, integrative framework that examines the traditional functional HR areas from a strategic perspective. This text is organized into two sections. The first section, Chapters 1-7, examines the context of strategic HR and develops a framework and conceptual model for the practice of strategic HR. The second section, Chapters 8-14, examines the actual practice and implementation of strategic HR through a discussion of strategic issues that need to be addressed while developing specific programs and policies related to the traditional functional areas of HR. Both the integrative framework that requires linkage between and consistency among these functional HR activities and the approach toward writing about

these traditional functional areas from a strategic perspective distinguish the text from what is currently on the market.

NEW TO THIS EDITION

- **NEW END OF CHAPTER READINGS:** Nearly 50 percent of the end-of chapter readings are new to this edition. The readings that have been retained are those which have become “classics” and are presented alongside those which represent the latest in thinking and practice in human resource management.
- **NEW EXAMPLES AND EXPLANATIONS:** This edition contains numerous new original exhibits that explain chapter concepts, more than twenty new “in practice” vignettes that describe strategic HR practices in a wide variety of organizations, and over 100 new references.
- **NEW AND EXPANDED CONTENT:** New and expanded discussions of competency models, CEO succession planning, sustainability, trust and engagement as components of job satisfaction, and alumni relations management. Additional expanded content includes the roles and uses of social networking and social media in strategic human resource management.
- **CURRENCY:** Legal and legislative updates with the latest court rulings on existing laws and coverage of the Dodd-Frank Act, Genetic Information Nondiscrimination Act, right-to-work legislation and same-sex marriage and their implications for human resource management.

FEATURES

- **REAL-WORLD EXAMPLES AND REFERENCES:** Integrated throughout the text and chapter introductions are frequent examples and references to current literature that put HR into a real-world context. End of chapter readings provide additional real-world examples.
- **READING LINKS:** Within the body of the chapter, links alert readers to pertinent articles found later in the chapter which expand upon and provide additional examples of strategic issues discussed within the chapter.
- **STRATEGIC EMPHASIS:** The author undertakes a comprehensive discussion of current issues, practices, and theories while maintaining a coherent and consistent emphasis on strategy. Every example provided highlights a strategic approach to the

management of human resources.

- **INTEGRATED STRATEGIC APPROACH:** This text is truly innovative in its perspective and will meet a high demand among faculty, students, and practitioners who have been looking for a truly strategic approach.
- **END-OF-CHAPTER QUESTIONS AND EXERCISES:** Discussion questions, experiential exercises to aid in student learning, and some recommended critical thinking questions for each of the readings are found at the end of each chapter.
- **SUPPORT MATERIALS:** Online support materials include Instructor’s Manual, Test Bank, and PowerPoint Slides.

CONTENTS

Part 1: THE CONTEXT OF STRATEGIC HUMAN RESOURCE MANAGEMENT. 1. An Investment Perspective of Human Resources Management. 2. Social Responsibility and Human Resource Management. 3. Strategic Management. 4. The Evolving/Strategic Role of Human Resource Management. 5. Strategic Workforce Planning. 6. Design and Redesign of Work Systems. 7. Employment Law. Part 2: IMPLEMENTATION OF STRATEGIC HUMAN RESOURCE MANAGEMENT. 8. Staffing. 9. Training and Development. 10. Performance Management and Feedback. 11. Compensation. 12. Labor Relations. 13. Employee Separation and Retention Management. 14. Global Human Resource Management.

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NEW EDITION!



HR 2.0 (WITH CAREER TRANSITIONS 2.0 PRINTED ACCESS CARD), 2E

Angelo DeNisi, Tulane University; Ricky Griffin, Texas A&M University

Created through a “student-tested, faculty-approved” review process with over 100 students and faculty, HR2 is an engaging and accessible solution to accommodate the diverse lifestyles of today’s learners at a value-based

price. HR2 employs real life learning features, such as “HR in the 21st Century,” highlighting important challenges facing managers and employees in today’s business climate. Opening and Closing Cases explore real companies and organizations in-depth and delve into some of today’s most effective, unique approaches in dealing with HR issues. Memorable quotes woven throughout the text put voice to the critical concepts covered in each chapter. Time-saving Instructor Prep Cards and powerful supplements, as well as a full suite of online learning aids for students, help ensure you have the resources at your fingertips to keep students motivated and excited about HR.

NEW TO THIS EDITION

- **UPDATED CURRENT EVENTS:** Additional Current Events coverage can be found in Ch. 14.
- **INCREASED COVERAGE OF SELECTION AND RECRUITMENT:** More coverage of selection and recruitment can be found in Ch. 7.
- **NEW OPENING AND CLOSING CASES:** A majority of the opening and closing cases are new.
- **NEW HR IN THE 21ST CENTURY BOXES:** A majority of the HR in the 21st Century boxes have been updated.
- **NEW EXAMPLES AND DATA:** Examples and data have been updated and checked for currency.

FEATURES

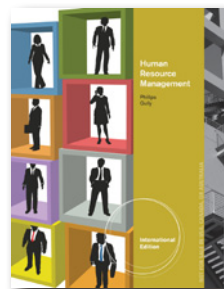
- An innovative combination of content delivery both in print and online provides a core text and a wealth of comprehensive multimedia teaching and learning assets based on input from student focus groups and surveys, and from interviews with nearly 100 faculty and students.
- Shorter, comprehensive chapters in a modern design present content in a more engaging and accessible format without minimizing coverage for your course.
- Chapter In Review Cards at the back of the Student Editions provide students a portable study tool containing all of the pertinent information for class preparation.
- Instructor Prep Cards at the back of the Instructor’s Edition make preparation simple with detachable cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint and video resources, additional examples, and suggested assignments and discussion questions to help you organize chapter content efficiently.

- A full suite of unique learning tools that appeal to different learning styles is available to students with the purchase of a new book. Quizzes, audio downloads, streaming videos, and more are only a click away.

CONTENTS

Chapter 1. The Nature of Human Resource Management. Chapter 2. The Legal Environment. Chapter 3. The Global Environment. Chapter 4. The Competitive Environment. Chapter 5. Information for Making Human Resource Decisions. Chapter 6. Human Resource Decision Making in Organizations. Chapter 7. Recruiting, Selecting, Training and Developing Employees. Chapter 8. Managing a New and Diverse Workforce. Chapter 9. Compensation and Benefits. Chapter 10. Performance Appraisal and Career Management. Chapter 11. Managing Labor Relations. Chapter 12. Safety, Health, Well-Being, and Security. Chapter 13. Motivation at Work. Chapter 14. Managing and Enhancing Performance: The Big Picture.

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NEW!

CourseMate

MindTap

CENGAGENOW

eBook

HUMAN RESOURCE MANAGEMENT, INTERNATIONAL EDITION

Jean M. Phillips, Rutgers University; Stanley M. Gully, Rutgers University

The focus of HUMAN RESOURCE MANAGEMENT, International Edition is on developing students’ personal and managerial skills by (1) Helping students understand the role of HR in organizational effectiveness as well as their personal career success; (2) Enabling students to understand how to flexibly apply the HR concepts that are appropriate for different problems or situations, and how HR both influences and is influenced by business strategy; and (3) Creating an understanding of the

HR context by embedding the important concepts of ethics, diversity, competitive advantage, and the global context throughout the book. This highly readable book will help students understand how to use HR to hire, develop, motivate, and retain the right people and bring out the best in employees to execute the company's business strategy. It is intended for anyone who is or who might become a manager or an HR professional. By developing readers' competence and confidence in using important HR skills, this book will help anyone become a more effective manager through a better use of HR tools. Because most students learn more easily when they see the applicability of concepts to real life situations, HUMAN RESOURCE MANAGEMENT, International Edition provides numerous current company examples throughout the book. A book-long integrated case supplemented with interactive online videos develops students' personal skills and gives them some experience in applying various HR concepts. The case and videos reinforce the relevance of the textbook material and make the content even more understandable.

FEATURES

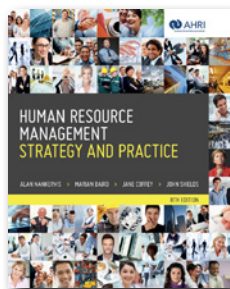
- **Integrated Case Study:** This text provides instructions, learning objectives, and teaching tips for a semester-long case study that involves applying the breadth of the textbook material to a fictitious organization. Instructors can assign it as is or modify it to meet the needs of their courses. The case study gives students a feel for what different HR topics "look like" in practice, and will give students some experience in applying a variety of HR concepts (e.g., identifying how to use HR to execute the fictitious company's business strategy, viewing job interviews and deciding which job candidate to hire, developing a training plan, etc.). This active learning project develops students' analytical skills in addition to their tacit knowledge about human resource management. Parts of the case study are introduced and described at the end of each chapter.
- **Videos:** High quality interactive online videos illustrating different concepts from the book (e.g., a structured and an unstructured interview, a performance appraisal interview, a termination interview, etc.) are integrated into the chapter material and can also be used independently. Each online video is followed by situational judgment and chapter application multiple choice questions for student skill development and assessment. The video clips could be an out-of-class assignment or played in class. These videos bring the textbook material to life and help students understand the relevance and importance of different HR topics. They also help develop students' personal skills by applying key chapter content.
- **Chapter Vignettes:** Each chapter opens with the first part of a vignette called "Real World Challenge" describing a challenge or issue faced by a real organization. The vignette concludes at the end of the chapter in the "Real World Response" with a description of how the firm applied some of the chapter's concepts to successfully address the situation. These vignettes illustrate the importance of HR and help the reader understand how HR is used in real companies.
- **HR Flexibility:** Each chapter contains an "HR Flexibility" box feature highlighting the importance of flexibility in implementing HR practices and illustrating how HR needs to fit the job, company, economy, and individual employee.
- **Global Issues:** A "Global Issues" box in each chapter highlights the role of globalization and global issues in HR management. Worldwide labor issues including talent sourcing and cultural and legal idiosyncrasies affecting the practice of HR are covered as well as expatriate management. HR issues for virtual teams are also discussed.
- **Skills Development:** A "Develop Your Skills" box in each chapter highlights a personal skill relevant to that chapter's material (e.g., interviewing tips, giving feedback, etc.).
- **Exercises:** Interactive individual and group-based exercises in each chapter reinforce themes including ethics, diversity, understanding oneself, and developing personal HR skills.
- **Pedagogy to Facilitate Learning:** Learning points are provided at the beginning of each chapter to provide students with an advance organizer of the material covered by the chapter. Discussion questions at the end of each chapter give students the opportunity to test their understanding of the material covered in that chapter.
- **Technology Resources to Engage Students:** Several online study tools - CourseMate, CengageNow, and

WebTutor - are available with this text to engage students who have varying experience levels and learning styles by offering them options that work best for them.

CONTENTS

Part I: THE IMPORTANCE AND CONTEXT OF HUMAN RESOURCE MANAGEMENT. 1. Strategic Human Resource Management. 2. The Role of Human Resource Management in Business. 3. Diversity, Equal Employment Opportunity, and Affirmative Action. Part II: PLANNING AND STAFFING. 4. Analyzing Work and Human Resource Planning. 5. Sourcing and Recruiting. 6. Selection and Hiring. Part III: TRAINING AND PERFORMANCE MANAGEMENT. 7. Training and Development. 8. Performance Management. Part IV: MANAGING TOTAL REWARDS. 9. Base Compensation. 10. Incentives. 11. Benefits. Part V: MANAGING THE WORK ENVIRONMENT AND INCREASING EMPLOYEE ENGAGEMENT. 12. Creating a Healthy Work Environment. 13. Creating Positive Employee-Management Relations. 14. Managing Engagement and Turnover.

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NEW EDITION!

eBook

HUMAN RESOURCE MANAGEMENT: STRATEGY AND PRACTICE, 8E

Alan Nankervis, Curtin University; Marian Baird, University of Sydney; Dr Jane Coffey, Curtin University; John Shields, University of Sydney

In its 8th edition, AHRI-endorsed Human Resource Management has a re-organised author team and continues to provide a strong conceptual and practical framework for students of human resource management. The successful integrative strategic HRM

model is retained and the most recent developments in human resource management theories and practices are explored. A multitude of contemporary regional and international examples are integrated throughout, alongside an expanded coverage on ethics and a focus on critical analysis. Thoroughly revised and updated with the latest research findings, this edition incorporates a wealth of new material including: corporate social responsibility, ethics, sustainable management practice, leadership, talent management, industrial relations, and retains its focus on core human resource elements. Accompanied by new online study tools which help to reinforce concepts, apply critical thinking and enhance skills, the 8th edition of Human Resource Management offers the complete learning experience required to succeed in human resource management.

NEW TO THIS EDITION

- Corporate social responsibility, ethics, sustainable management practice, leadership, talent management, industrial relations
- Reorganised author team, enabling a concentrated focus on specialist areas
- Reorganisation of chapters so that there is a smoother flow throughout Part 2; talent attraction, selection retention and development are in sequential chapters, presenting a clear progression
- Chapters 3 and 9 both cover industrial relations; while Chapter 3 provides a framework, Chapter 9 shows negotiation in action, consolidating the relevant elements of the chapters that precede it.
- International HRM is embedded rather than in a dedicated chapter, but important content has been 'beefed up', particularly with respect to recruitment and selection
- An increased focus on cross-cultural issues wherever appropriate

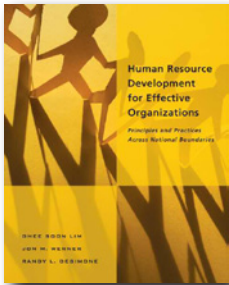
FEATURES

- 'HR in Practice' boxes showcase real-world examples illustrating the key chapter concepts as applied in a business context
- International perspective' boxes place HRM practices into an international context to prepare students for challenges of working in global environments.
- 'Professional Tips' provide hints on how to be a successful HR practitioner

CONTENTS

Part 1: HRM in Context 1. Evolution of human resource management 2. The context of human resource management 3. Industrial relations: frameworks and practices 4. Human resource planning in a changing environment Part 2: HRM Strategies, Systems and Processes 5. Work design challenges in a global environment 6. Talent attraction and selection 7. Talent retention and development 8. Management of performance 9. Workplace negotiation processes 10. Strategic reward management 11. Managing workplace health and safety Part 3: The Effectiveness of HRM towards the future 12. Evaluating human resource management: towards the future

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HUMAN RESOURCE DEVELOPMENT FOR EFFECTIVE ORGANIZATIONS PRINCIPLES AND PRACTICES ACROSS NATIONAL BOUNDARIES

Ghee Soon Lim, *The National University of Singapore*; Jon M. Werner, *University of Wisconsin-Whitewater*; Randy L. DeSimone, *Rhode Island College*

Human Resource Development (HRD) features prominently in the Singapore economy and has been widely hailed as one of the success factors that propelled Singapore to one of the top five economies in the world in terms of gross domestic product (GDP) per capita on a purchasing power parity basis. Under the national framework of skills upgrading, the Skills Development Levy Act, which came into force in 1979, requires all employers to pay a percentage of the employee's salary subject to minimum and maximum caps to the Skills Development Fund. Monies in this Fund are then channeled to subsidize approved training programs for targeted employees. In the 2008-2009

global financial crisis, the Fund played a crucial role in stabilizing the economy as it enhanced subsidies for both the training programs as well as the abs ntee payrolls of employees who attended training. With the consistent governmental emphasis on training and development in the past decades, the Singapore workforce has come to view training and development as a natural part of their work and non-work lives. This learning mindset (in both employees and managers) hence sets the workforce apart from those in other economies, and constitutes one of the strategic competitive advantages for the country. As other economies emulate the Singapore model, the country has continued to fine-tune its human development strategy to stay ahead. Within this context, enabling organizations to sharpen their internal human resource systems to take advantage of the learning culture, state support, and the ever-changing makeup of their employees, become the crucial levers that determine organizational success. Hence, the principles and practices explored in this book can be regarded as a set of "how tos" for human resource development students and practitioners to excel as they take action to transform the workforce for the 21st century.

FEATURES

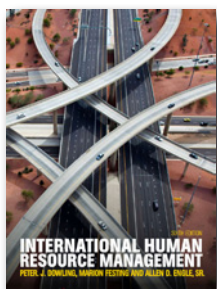
- Strong theoretical foundation underpins all the approaches and techniques examined, critiqued, and advocated.
- Culturally neutral principles and practices are adopted only after ascertaining the feasibility of overcoming cultural barriers across contexts in the implementation process.
- Strong emphasis on the applicability of ideas in Asia-Pacific as well as around the world.
- Easy-to-read writing style and extensive discussion on important points that are subtle to most new learners of the subject matter.
- Open-ended and life-long learning are emphasized.

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Preface Acknowledgements Brief Contents Contents
Part 1 Foundations of Human Resource Development
Chapter 1 Introduction to Human Resource Development
Chapter 2 Influences on Employee Behavior Chapter
3 Learning and HRD Part 2 Framework for Human
Resource Development Chapter 4 Assessing HRD Needs
Chapter 5 Designing Effective HRD Programs Chapter

6 Implementing HRD Programs Chapter 7 Evaluating HRD Programs Part 3 Human Resource Development Applications Chapter 8 Employee Socialization and Orientation Chapter 9 Skills and Technical Training Chapter 10 Coaching and Performance Management Chapter 11 Employee Counseling and Wellness Services Chapter 12 Career Management and Development Chapter 13 Management Development Chapter 14 Organization Development and Change Chapter 15 HRD and Diversity: Diversity Training and Beyond Glossary Name Index Subject Index

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INTERNATIONAL HUMAN RESOURCE MANAGEMENT (WITH COURSEMATE AND EBOOK ACCESS CARD), 6E

Peter Dowling; Marion Festing PhD, ESCP-EAP European School of Management, Berlin, Germany; Allen D. Engle, Sr. D.B.A., Eastern Kentucky University

Dowling et al is a rare instance of a textbook that has developed alongside the field - helping to shape what it is today - and remains the market leading IHRM textbook worldwide. The international author team have ensured this edition is even more international than its predecessors, whilst also remaining close to curriculum developments. New edition changes include a streamlined chapter structure and a new chapter on the cultural context of IHRM. The focus on expatriates has been balanced with a stronger global management emphasis throughout. The content also reflects the current economic climate, including greater coverage of turbulence for IHRM and issues of employee separation. There is also expanded coverage of business ethics, outsourcing, emerging markets and small medium enterprises. In addition the new edition includes a wealth of case study material and

class discussion material. A fully tailored CourseMate and Instructor's website will also be available to adopters. MARKET: Dowling et al is a core textbook for "International HRM" modules (IHRM) as taught at intermediate and postgraduate levels on all HRM programmes and the majority of broad-based business programmes. It is also used on some "International Management" modules. This textbook is autopackaged with CourseMate. CourseMate brings course concepts to life with interactive learning, study, and exam preparation tools that support the printed textbook and the textbook-specific website. CourseMate includes an integrated eBook and interactive teaching and learning tools including quizzes, flashcards, videos, and more and an EngagementTracker, a first-of-its-kind tool that monitors student engagement in the course.

NEW TO THIS EDITION

- New chapter on the Cultural Context of IHRM, which shows students the effects of different cultures on companies and workforces.
- More on outsourcing to different countries and off shoring, particularly to emerging markets such as China and India, provides key insights to these crucial markets.
- Expanded coverage of business ethics, unions, talent management, the impact of technology on HR activities in MNEs, and the role of HRM in cross-border knowledge management in multinational SMEs and non profit organizations gives students greater depth and insight into these key topics.
- More emphasis on cross-disciplinary writing, organisation-wide application of global systems, and the future of the HR function and its role in knowledge management in MNEs.
- This edition benefits from a streamlined chapter structure and brand new text design that helps maintain student's attention.
- Fully updated case studies and four brand new cases written by eminent international authors explore key topics in more depth and help demonstrate theory in practice.

FEATURES

- Dowling et al is widely recognized as the leading IHRM textbook in the field and key product features that have allowed it to attain this position include: Modern coverage of the SME and MNE environment

– ensuring students are kept up to date with the most recent issues.

- Consistent updating of the underpinning research literature with each new edition providing students with the latest thinking in the field.
- One of the first IHRM textbooks to introduce modern pedagogical features, such as learning objectives, IHRM in Action boxes and discussion questions enabling students to easily navigate the text.
- Adherence to the latest key issues in the field with each new edition ensuring the text covers contemporary issues.

CONTENTS

Chapter 1 Introduction Chapter 2 The Cultural Context of IHRM Chapter 3 The organizational context Chapter 4: IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs Chapter 5 Sourcing human resources for global markets – staffing, recruitment and selection Chapter 6 International Performance Management Chapter 7 International Training, Development & Careers Chapter 8 International compensation Chapter 9 International industrial relations and the global institutional context Chapter 10 IHRM Trends and Future Challenges Case 1. Spanning the Globe by Allen D. Engle, Sr. Case 2. Quality Compliance at the Hawthorn Arms by Allen D. Engle, Sr. Case 3. Wolfgang's Balancing Act by Marion Festing and Allen D. Engle, Sr. Case 4. Strategic Forecasts and Staffing Formulation: executive and Managerial Planning for Bosch-Kazakhstan by Marion Festing and Manfred Froehlecke Case 5. Just Another Move to China? The Impact of International Assignments on Expatriate Families by Yvonne McNulty Case 6. Expatriate Compensation at Robert Bosch GmbH: Coping With Modern Mobility Challenges Ihlar Sahakiants, Marion Festing and Manfred Froehlecke Case 7. Balancing Values: An Indian Perspective on Corporate Values from Scandinavia Martine Cardel Gertsen and Mette Zølner Case 8. Local and International: Managing Complex Employment Expectations by Maike Andresen

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eBook

MANAGING HUMAN RESOURCES WITH CB COURSESMART EBOOK, 16E

Scott A. Snell, *University of Virginia, Darden School of Business;*
George W. Bohlander, *Arizona State University*

CB CourseSmart eBook – The ultimate eBook experience has arrived! Easily access our eBooks with features that will improve your reading experience, and tools to help you take notes and organize your studies. Gain a better understanding of how human resources impacts both individuals and organizations with this market-leading, practical text. Snell/Bohlander's popular MANAGING HUMAN RESOURCES, 16TH EDITION builds upon a foundation of research and theory with an inviting, practical framework that focuses on today's most critical HR issues and current practices. The book's engaging writing style and strong visual design use more than 500 memorable examples from a variety of real organizations to illustrate key points and connect concepts to current HR practice. Fresh cases spotlight the latest developments and critical trends, while hands-on applications focus on practical tips and suggestions for success.

FEATURES

- NEW! Human Resource Management is not only essential in large corporations - it's just as important in small businesses and start-ups as well. To better train and inform students who are, or will be, applying HR concepts in a full range of business situations, the authors have enhanced their focus on small businesses in this edition. Each chapter now includes a boxed feature called Small Business Application that explains how chapter concepts can be uniquely applied in a small business environment.
- NEW! Studies show that when reading textbooks, students need to be re-engaged every three to four pages. That's why every main sub-topic within a chapter now kicks off with a thought-provoking question. These questions encourage students to analyze and evaluate what they're reading as they're

reading it, and more importantly, empowers students to apply the material to real-life situations.

- **NEW!** Snell/Bohlander's **MANAGING HUMAN RESOURCES** is known as a case-based text, and the authors strive to keep these cases relevant and timely. Half of the shorter, chapter-ending Case Studies have been replaced with new cases, and one-third of the longer, more challenging Comprehensive Cases at the end of the book have also been replaced with new cases.
- **NEW!** Because Web 2.0 technologies are now such a prevalent part of our lives, the authors have woven in examples of how HR professionals are using modern technology, such as social media and crowd sourcing, in the recruitment and selection of new candidates.
- **NEW!** Technology also plays a major role in the teaching of this course. An entirely new set of video cases and corresponding questions are now available. The book also includes updated Using the Internet column feature assignments.
- **NEW!** The 16th edition's Test Bank has been significantly upgraded with the inclusion of many more analysis and application-based questions.
- **EXPANDED COVERAGE OF TODAY'S KEY HR TOPICS AND THE LATEST HR UPDATES PREPARE STUDENTS FOR TOMORROW'S SUCCESS** - The latest edition of this market-leading text offers more coverage of critical HR issues, such as diversity, outsourcing/illegal immigration, today's labor issues, and employee benefits.
- **"HIGHLIGHTS IN HRM" EXAMINE TIMELY ORGANIZATIONAL CONCERNS AND PRACTICAL CHALLENGES** -Your students gain in-depth looks at how actual organizations handle human resource issues and functions as many new "Highlights in HRM" include "HR Planning and Strategy: Questions to Ask Business Managers" (Ch. 2), "Best Practices for Employee Testing and Selection" (Ch. 6), and "Employee Stock Option Plans" (Ch. 10).
- **MORE RESOURCES FOR MANAGING HUMAN RESOURCES** - Discover a wealth of support beyond the Instructor's Manual. The Teaching Assistance Manual is especially designed for new instructors, graduate assistants, and teachers wanting to generate more class discussion. You'll find valuable chapter overviews and outlines, material for class discussion and ongoing student interest, topics warranting special attention, and exercises and discussion topics for student involvement. Appendices focus on presenting materials, initiating and sustaining class discussion, quizzing, testing, and dealing with problems unique to new instructors.

- **EMPHASIS ON THE MOST CURRENT PRACTICES AND ISSUES PROVIDE TIMELY UNDERSTANDING OF HR TODAY** - Ensure your students are familiar with the most current HR practices and how to apply them with timely examples and special features, including "how-to" tips within this edition. Learning features and examples throughout focus on real, memorable examples from actual organizations to display how businesses and managers perform HR functions. This focus on real-world illustrations addresses both small businesses and international topics.

CONTENTS

Preface. Part I: HUMAN RESOURCE MANAGEMENT IN PERSPECTIVE. 1. The Challenge of Human Resources Management. 2. Strategy and Human Resources Planning. Part II: MEETING HUMAN RESOURCES REQUIREMENTS. 3. Equal Employment Opportunity and Human Resources Management. 4. Job Analysis and Job Design. Part III: DEVELOPING EFFECTIVENESS IN HUMAN RESOURCES. 5. Expanding the Talent Pool: Recruitment and Careers. 6. Employee Selection. 7. Training and Development. 8. Performance Management and the Employee Appraisal Process. Part IV: IMPLEMENTING COMPENSATION AND SECURITY. 9. Managing Compensation. 10. Pay-for-Performance: Incentive Rewards. 11. Employee Benefits. 12. Promoting Safety and Health. Part V: ENHANCING EMPLOYEE MANAGEMENT RELATIONS. 13. Employee Rights and Discipline. 14. The Dynamics of Labor Relations. Part VI: EXPANDING HUMAN RESOURCES MANAGEMENT HORIZONS. 15. International Human Resources Management. 16. Creating High-Performance Work Systems. Cases.

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eBook

HUMAN RESOURCE DEVELOPMENT, INTERNATIONAL EDITION, 6E

Randy L. DeSimone, *Rhode Island College*; Jon M. Werner, *University of Wisconsin-Whitewater*

This comprehensive text covers the entire field of human resource development, from orientation and skills training, to career and organizational development. It shows how concepts and theory have been put into practice in a variety of organizations. This sixth edition of HUMAN RESOURCE DEVELOPMENT, International Edition reflects the current state of the field, blending real-world practices and up-to-date research.

NEW TO THIS EDITION

- **THOROUGH UPDATE:** The sixth edition of this book has been updated to reflect the research and thinking on HRD theory and practice that has taken place since 2008. Information from more than 1,200 new sources has been added.
- **UPDATED CASES:** New cases include: strategic HRD efforts at Kasikorn Bank of Thailand in Chapter 1; learning and development at Caterpillar, Inc. in Chapter 3; Colliers International in Chapter 6; orientation at the Mayo Clinic in Chapter 8; customer service at Cisco Systems, Inc in Chapter 9; integrative case on wellness efforts at KPMG LLP is included in Chapter 11; updated case and web assignment concerning global diversity efforts at IBM is included in Chapter 15.
- **UPDATED LEARNING STYLES COVERAGE IN CHAPTER 3:** An updated emphasis on individual learning styles and preferences, along with an updated discussion of how technology changes employee learning can be found in chapter 3.
- **NEEDS ASSESSMENT ACTIVITIES:** Revised discussions of needs assessment activities, especially in relation

to changes caused by technological advances can be found in chapter 4.

- **STAKEHOLDER APPROACH TO EVALUATIONS:** An emphasis on a stakeholder approach to HRD evaluation, an expanded Kirkpatrick evaluation framework, while maintaining the emphasis on the use of return on investment (ROI) and utility estimates for communicating HRD effectiveness (Chapter 7).
- **UPDATED COVERAGE OF COACHING AND PERFORMANCE MANAGEMENT:** In chapter 20 there is a revised opening case on coaching scenarios, plus updated coverage of both coaching and performance management, as well as a new experiential exercise concerning developing performance management competence.
- **CAREER DEVELOPMENT:** Updated discussion of the shifts occurring in career development, including the changing employment relationship, new models of career development, team-based career development, learning portfolios, and the individual's responsibility in career development, plus a new career planning exercise called "The five-year resume" (Chapter 12).
- **MANAGEMENT DEVELOPMENT:** There are updated discussions of the nature of managerial work, strategic management development, global management development, competency-based management education, ethics instruction in management education, leadership development (including transformational leadership and experience-based approaches).

FEATURES

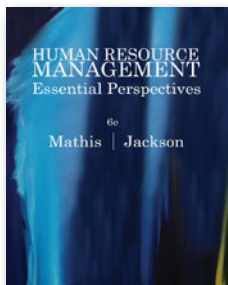
- **CHAPTER-OPENING LEARNING OBJECTIVES, QUESTIONS, AND CASES:** Learning objectives and opening questions at the beginning of each chapter help focus attention on key chapter topics. An opening case in each chapter places the contents of the chapter into a meaningful context. A return to the opening case provides closure and shows how the chapter content may be used to address the issues in the case.
- **INTERESTING EXAMPLES, BOXED INSERTS, AND ILLUSTRATIONS:** Illustrations, examples, and boxed inserts throughout the book help readers better assimilate the information.

CONTENTS

PART I: FOUNDATIONS OF HUMAN RESOURCE

DEVELOPMENT. 1. Introduction to Human Resource Development. 2. Employee Behavior and Employee Influences. 3. Learning and HRD. PART 2 FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT. 4. How to Assess HRD Needs. 5. How to Design Effective HRD Programs. 6. Evaluating HRD Programs. 7. Implementing HRD Programs. PART 3 HUMAN RESOURCE DEVELOPMENT APPLICATIONS. 8. Employee Skills and Technical Training. 9. Socialization and Orientation of Employees. 10. Employee Counseling and Wellness Services. 11. Performance Management and Coaching. 12. Career Development and Management. 13. Management Development. 14. Organization Development and Change. 15. HRD and Diversity: Diversity Training and Beyond. Glossary. Name Index. Subject Index. Endnotes.

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eBook

HUMAN RESOURCE MANAGEMENT, 6E ESSENTIAL PERSPECTIVES

Robert L. Mathis, *University of Nebraska at Omaha*; John H. Jackson, *University of Wyoming*

Discover the information most important for today's successful HR professional with the practical HR concepts and proven HR practices highlighted in HUMAN RESOURCE MANAGEMENT: ESSENTIAL PERSPECTIVES, 6th Edition. Recognized authors Robert Mathis and John Jackson have condensed the best from their market-leading HUMAN RESOURCE MANAGEMENT, 13th Edition, to bring you a concise essentials text that's easy to use and an economical choice. This edition reviews today's most important laws and regulations and addresses the information most often used by human resource professionals. The authors focus on the coverage most important for students preparing for HR certification exams with a solid introduction to HR concepts and practices that are applicable for practicing HR professionals in numerous industries. Chapter openers place concepts in a strong managerial context, clearly highlighting the importance

and impact of the principles students are learning. Timely Internet resources and additional readings offer clear guidelines for those interested in further HR study. Focus on the best in human resource management with HUMAN RESOURCE MANAGEMENT: ESSENTIAL PERSPECTIVES, 6th Edition.

NEW TO THIS EDITION

- NEW: Each chapter includes a new "HR - Meeting Management Challenges" opener to introduce the chapter.
- NEW: Chapter 1 is reorganized to improve the flow of topics, with early coverage of organizational coverage and ethics, and the addition of coverage of the effects of the recession on jobs.
- NEW: EEO and Diversity (previously chapter 3) is moved up as chapter 2, and reorganized with diversity issues covered earlier in the chapter, and with new sections on Nepotism, romance in the workplace, and genetic bias regulation.
- NEW: The previous edition's chapter 2 is now chapter 3, and includes an expanded section on job satisfaction, employee turnover is covered earlier in the chapter, a new section on HR planning is introduced to cover assessment of the internal and external workforce, and planning/forecasting HR supply and demand.
- NEW: Chapter 4 on Training and Talent Management includes new sections on Planning for Training and on Planning for Global Strategies, and an expanded section on talent management.
- NEW: Chapter 7 is re-titled as Total Rewards and Compensation, and includes new sections on pay secrecy, statistical analysis, and competency-based pay.
- NEW: Chapter 8 is revised to include expanded coverage of sales compensation, expanded sections on Benefits Plan Design and on Increases in Health Benefit Costs, a new section on mini-medical plans, and an expanded section on Pension Plan Concepts.
- NEW: Chapter 9's section on The Current State of Health, Safety, and Security is updated to include employers' use of EPLI and mandatory arbitration, and a section on Absenteeism is added to this chapter.
- Each chapter has been brought up to date on any changes in the HR research or the law that has transpired since the previous edition.

FEATURES

- **CHAPTER OPENERS PROVIDE IMPORTANT MANAGEMENT PERSPECTIVES:** Introduce each chapter's concepts and applications with new chapter openers, "Meeting Management Challenges," that immediately capture students' attention and provide an intriguing managerial backdrop for the chapter content that follows. Students clearly see the big picture of human resource issues at work in organizations.

CONTENTS

1. Human Resource Management's Role and Strategic Nature. 2. Equal Employment Opportunity and Diversity. 3. Individuals/HR Planning/Job Analysis. 4. Staffing: Recruiting and Selection. 5. Training and Talent Management. 6. Performance Management and Appraisal. 7. Total Rewards and Compensation. 8. Variable Pay and Benefits. 9. Risk Management and Employee Relations. 10. Union/Management Relations. APPENDIX A: Internet Resources. APPENDIX B: Major Federal Equal Employment Opportunity Laws and Regulations. APPENDIX C: Sample Application Form. APPENDIX D: Guidelines to Lawful and Unlawful Pre-employment Inquiries. APPENDIX E: Questions Commonly Asked in Selection Interviews. Glossary. Index.

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eBook

HUMAN RESOURCE MANAGEMENT, INTERNATIONAL EDITION, 11E

Steve Werner, *University of Houston*; Randall S. Schuler, *Rutgers University, GSBA Zurich*; Susan E. Jackson, *Rutgers University*

HUMAN RESOURCE MANAGEMENT, 11E, International Edition explains how successful companies manage human resources in order to compete effectively in a dynamic, global environment. Long known and

respected as a tightly integrated, clear, higher-level text, HUMAN RESOURCE MANAGEMENT, 11E, International Edition presents strong organizing themes: teams, diversity, global issues, corporate social responsibility/ethics/sustainability, and metrics/analytics. These themes are highlighted in interesting boxed features throughout the eleventh edition. The text also follows an organizational structure that emphasizes the HR Triad (employee, line manager, HR manager) with the understanding that effective human resource management requires mutual understanding and collaboration among HR professionals, managers, and all other employees. New to the eleventh edition is an emphasis on preparation for the PHR/SPHR certification exam. Because organizations differ from each other in so many ways--including their locations, competitive strategies, products and services, and corporate cultures--these experienced authors use many different companies to illustrate how employers address the challenge of managing human resources effectively. This new edition includes examples of companies in many different industries, sizes, and countries. The authors selected these organizations because they successfully combine a respect for established principles of human resource management with a willingness to experiment and try new approaches, allowing them to succeed year after year.

NEW TO THIS EDITION

- HUMAN RESOURCE MANAGEMENT, 11E, International Edition has always had a strong emphasis on ethics, but this construct has been expanded in the Eleventh edition to address all facets of Corporate Social Responsibility: Ethics, Sustainability, and Environmental issues. Numerous boxed features and other examples will support this new emphasis.
- One of the five themes of the text – Metrics – has now been broadened to include Analytics, giving students the ability to measure how effectively HR policies are functioning. Students will find additional material in the Metrics and Analytics boxed features and woven throughout the text.
- Many new and updated cases and examples reflect the very latest, most critical issues in HR. In addition, at least one new Current Issue, found in the final section of each chapter, has been updated or revised with new material.
- In this age of ever-increasing globalization, the

Eleventh edition includes more examples of HR issues pertaining to multinational and international businesses.

- In response to users' requests, the Eleventh edition also features a new focus on preparation for the PHR/SPHR certification exam. The sequence of the chapters has been adjusted and the chapters have then been organized into parts to correlate with the exam, and the authors have added new material to many chapters that will help students prepare for this certification process.

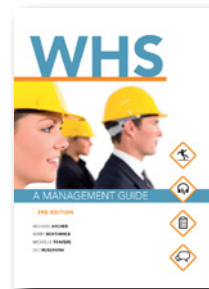
FEATURES

- The eleventh edition's emphasis on the global/international aspects of human resource management reflects the current trend of globalization in today's business environment.
- The book has been updated with new cases as well as additional examples scattered throughout the book. This gives students an opportunity to apply their knowledge and makes the information more relevant.
- Exciting topic coverage addresses the most critical issues in HR today: outsourcing and off-shoring; wage levels in different countries; new technologies; the recent economic crisis; ethics and social responsibility; and how to measure the effectiveness of human resources practices. Students will benefit by learning the most salient concerns in the field of human resources management.
- The Human Resource Triad feature describes the different roles of HR professionals, managers, and employees, and how they affect the design and implementation of HR practices.
- A section called Current Issues appears in every chapter (similar to the Human Resources Triad), addressing two current issues pertinent to that chapter's topic.

CONTENTS

Part I: STRATEGIC HRM. 1. Human Resource Management. 2. Understanding the Environment. Part II: STAFFING. 3. HR Planning. 4. Job Analysis. 5. Recruitment and Retention. 6. Selection. Part III: TRAINING AND PERFORMANCE. 7. Training and Development. 8. Performance Management. Part IV: TOTAL COMPENSATION. 9. Compensation. 10. Pay for Performance.

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eBook

WHS, 3E A MANAGEMENT GUIDE WITH STUDENT RESOURCE ACCESS 12 MONTHS

*Richard Archer, Kerry Borthwick, University of New South Wales;
Michelle Travers, Blacktown College of TAFE; Leo Ruschena, RMIT*

Now in its 3rd edition, WH&S A Management Guide is a practical and contemporary introduction to work health and safety management. Renamed to reflect the new health and safety paradigm introduced by Work Health and Safety legislation, the text is fully updated to address the latest changes in WHS law and policy. The text contends that work should satisfy human needs as much as organisational goals. Going beyond the risk-management model of physical safety, the text takes in to account the larger perspective of human health needs, including psychological and social needs.

NEW TO THIS EDITION

- Renamed and updated to reflect the new Work Health and Safety legislation
- New chapter 18 exploring topical issues relevant to work health and safety
- Did you know? feature that provides relevant facts and statistics on various topical OHS issues
- OHS in Practice boxes give examples of OHS theories put into practice in real workplace environments
- End of chapter feature In your Workplace provides scenario based exercises
- Each new copy offers a 6 month subscription to Search me! management. Fast and convenient, this resource provides 24-hour access to full-text articles updated daily from hundreds of scholarly and popular journals as well as e-books, magazines and news papers including The Australian and The New York Times. Students can use the Search me! management key terms listed at the end of each chapter to explore topics further and find current references for assignments

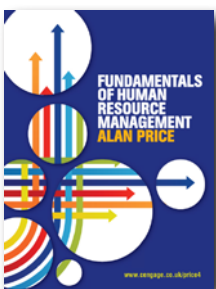
FEATURES

- A practical introduction to WHS management with case studies, news stories and other real-life examples used to ensure that students are able to apply the theory to real world situations
- A humanist perspective, locating WHS issues in the larger context of maintaining and promoting community and social wellbeing
- Emphasis on a systematic approach to WHS supported by management commitment, workplace consultation and a vibrant WHS culture
- More case studies that are complemented by discussion questions

CONTENTS

1. Introducing health and safety 2. Understanding the legal framework 3. Consulting on OHS 4. Developing a systematic approach 5. Managing OHS information 6. Identifying hazards & managing risk 7. Managing hazards associated with plant 8. Controlling risk: ergonomics 9. Controlling risk: occupational hygiene 10. Using equipment to monitor workplaces 11. Managing psychosocial hazards 12. Controlling risk: safe design 13. Auditing & evaluating OHS activity 14. Dealing with emergencies 15. Notifying, reporting & investigating incidents 16. Compensating injured workers & managing injuries 17. Promoting a health & safety culture 18. Topical issues

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FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Alan Price, HRM Guide Network

Fundamentals of Human Resource Management provides a succinct yet comprehensive overview of the key issues shaping HRM today. The book explores

the complex relationships between HRM and a range of organizational functions and encompasses the business, public and voluntary sectors. Using a wealth of real world examples, the text analyses HRM from a number of illuminating practical and theoretical perspectives. The book is arranged around four essential perspectives: environmental, organizational, strategic and operational. The text offers extensive coverage of contemporary HRM topics including ethics and diversity, knowledge management, and talent management. Highly topical coverage of how HRM has been affected by the global financial crisis and of how HRM is practiced in the world's developing economies is incorporated throughout. This book emphasises the operational realities of HRM within the wider business context, demonstrating the practical application of key HRM concepts.

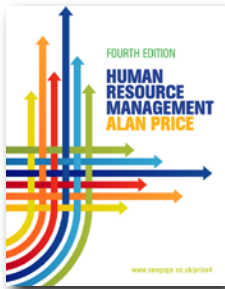
FEATURES

- The text's concise and well-organised coverage provides a highly accessible introduction to HRM.
- Over one hundred 'HRM in Reality' articles and questions relate the topics under discussion to HRM as actually practiced within organisations,
- End of chapter case studies present HRM in a global context in order to stimulate critical analysis, discussion and reflection on the issues raised within each chapter.
- Updated learning features including 'Learning Objectives', 'Key Concept' boxes and an extensive glossary provide maximum support to the learning process.
- End of chapter features including 'Chapter Summaries', 'Review Questions' and 'Further Reading' encourage critical engagement with the topic.
- Extensive online support materials, including multiple choice questions, PowerPoint slides and an instructor's manual.

CONTENTS

1 Introducing human resource management 2 HRM and the job market 3 International HRM 4 Strategic HRM 5 Promoting diversity 6 Recruitment 7 Employee selection 8 Performance management 9 Human resource development 10 Reward management 11 Flexibility, work-life balance and wellness 12 Managing conflict

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HUMAN RESOURCE MANAGEMENT, 4E

Alan Price, HRM Guide Network

Now in its fourth edition, Human Resource Management provides a comprehensive introduction to the key issues shaping HRM today. The book explores the complex relationships between HRM and a range of other organizational functions and encompasses the business, public and voluntary sectors. Using a wealth of global real world examples, the text analyses HRM from a number of illuminating practical and theoretical perspectives. With a new and improved structure, the text is now organised around four essential perspectives: environmental, organizational, strategic and operational. The fourth edition offers increased coverage of ethics and diversity, knowledge management and talent management. Highly topical coverage of how HRM has been affected by the global financial crisis and of how HRM is practiced in the world's developing economies has also been incorporated. This book emphasises the operational realities of HRM within the wider business context, demonstrating the practical application of key HRM concepts.

FEATURES

- The fourth edition's new structure provides an improved guide through the topics and enables easy navigation
- Over one hundred 'HRM in Reality' articles and questions relate the topics under discussion to HRM as actually practiced within organisations
- End of chapter case studies present HRM in a global context in order to stimulate critical analysis, discussion and reflection on the issues raised within each chapter
- Updated learning features including 'Learning Objectives', 'Key Concept' boxes and an extensive

glossary provide maximum support to the learning process

- End of chapter features including 'Chapter Summaries', 'Review Questions' and 'Further Reading' encourage critical engagement with the topic
- Extensive online support materials, including multiple choice questions, PowerPoint slides and an Instructor's manual are available for this text.

CONTENTS

PART ONE: INTRODUCTION TO HRM 1 Managing people 2 The concept of HRM 3 HRM in practice
PART TWO: HRM AND THE BUSINESS ENVIRONMENT 4 HRM and the global economy 5 HRM and the job market 6 International perspectives: culture, the state, human capital and ethics 7 Flexibility, work-life balance and wellness
PART THREE: ORGANIZATIONAL HRM 8 HRM and organizational structure 9 Growth, culture and knowledge 10 Employee engagement
PART FOUR: STRATEGIC HRM 11 People strategies 12 Change strategies 13 Resourcing strategies
PART FIVE: TALENT MANAGEMENT 14 Recruitment 15 Employee selection 16 Performance management 17 Reward management 18 Human resource development
PART SIX: EMPLOYEE RELATIONS 19 Promoting diversity 20 Managing conflict

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eBook

HUMAN RESOURCE MANAGEMENT APPLICATIONS, 7E CASES, EXERCISES, INCIDENTS, AND SKILL BUILDERS, INTERNATIONAL EDITION

Stella M. Nkomo, University of Pretoria, South Africa; Myron D. Fottler, University of Central Florida; R. Bruce McAfee, Old Dominion University

Strengthen your students' understanding of today's important human resource issues and equip them with

the skills to overcome current practical HRM challenges when you supplement your course with the latest edition of Nkomo/Fottler/McAfee's unique HUMAN RESOURCE MANAGEMENT APPLICATIONS: CASES, EXERCISES, INCIDENTS, AND SKILL BUILDERS, 7E, International Edition. This one-of-a-kind, single source brings contemporary human resource management cases, focused exercises, timely incidents and proven skill builders together. You save significant preparation time, while your students gain hands-on experience critical. A new Correlation Chart in the revised Instructor's Manual corresponds with other leading Cengage Learning introductory HR texts makes this edition's valuable cases and applications easy to integrate into your introductory HR course. An emphasis on problem solving and decision making throughout the exercises make HUMAN RESOURCE MANAGEMENT APPLICATIONS, 7E, International Edition ideal for any level of study. New and updated cases and applications drawn from actual current events highlight a variety of organizations and industries, including today's growing service sector. The book reinforces topics most critical to today's HR manager as it helps you strengthen your students' hands-on experience to better meet the challenges of HRM today.

NEW TO THIS EDITION

- **NEW CASES AND APPLICATIONS REFLECT INDUSTRY CHANGES AND TRENDS MOST IMPORTANT FOR TODAY'S HR STUDENTS.** A wealth of new cases, exercises, incidents, and skill builders throughout this edition as well as thoroughly updated cases and applications reflect today's most current HRM trends. Students study the most recent industry changes, changes in employment laws, and areas of specific interest, such as environmentally friendly HR policies, security breaches, work and family issues, the use of social networking in the selection process, executive compensation, and same-sex benefits.
- **FULLY UPDATED INSTRUCTOR'S MANUAL HELPS YOU EFFECTIVELY INTEGRATE THE LATEST CONTENT INTO YOUR CLASSROOM.** New explanations within this edition's Instructor's Manual distinguish the differences among each of the book edition's new and revised applications. This useful Manual details how to most effectively implement more cases, exercises, incidents, and skill builders into your HR course.

- **NEW TIME-SAVING CORRELATION GUIDE CONNECTS CONTENT TO POPULAR HR TEXTS.** To save you time, this edition's Instructor's Manual provides a new Correlation Guide that allows you to see at a glance where to incorporate items from Nkomo/Fottler/ McAfee's HUMAN RESOURCE MANAGEMENT APPLICATIONS, 7E, International Edition into your course when you are using a Cengage Learning Human Resource Management text.

FEATURES

- **TODAY'S MOST THOROUGH SELECTION OF HRM APPLICATIONS PREPARES STUDENTS FOR REAL HR CHALLENGES.** This unique, all-in-one-source selection of exceptional, timely cases, exercises, incidents and skill builders provides an accurate depiction of the challenges facing employees and managers in today's work environment.
- **REAL APPLICATIONS EMPHASIZE THE PRACTICALITY OF HR PRINCIPLES IN ACTION.** This edition's exercises, skill builders and examples are drawn from timely actual business situations and events. Students see, first-hand, how human resource managers, line managers and others responsible for personnel use HR policies and programs. These real life applications further provide future managers with hands-on understanding of the situations and issues shaping human resource management.
- **UPDATED TOPIC CORRELATION TABLE AT THE FRONT OF THE TEXT SAVES YOU VALUABLE PREPARATION TIME.** You can quickly locate numerous cases, exercises, incidents or skill builders related to a specific HR topic with the convenient Correlation Table within this edition.
- **VARIETY OF CASES AND APPLICATIONS SHOW HOW HR PRINCIPLES IMPACT DIVERSE ORGANIZATIONS.** This edition's cases, exercises, incidents, skill builders, and team projects expose students to a myriad of organizational settings and typical business activities to provide deeper insights into today's HR practices and their consequences, no matter what the industry.
- **EFFICIENT ACTIVITIES ARE IDEAL FOR TYPICAL CLASSROOM SETTING.** Thorough, yet concise activities within this edition are all designed for students to complete within the typical 50-minute classroom period. Students are able to work at a comfortable pace and submit their best work, without feeling rushed.

- **CONCISE COVERAGE OF INTRODUCTORY HRM TOPICS MAKES BOOK A COMPREHENSIVE RESOURCE.** This 7th Edition reinforces the principles in most introductory HRM texts with an overview of basic topics that make it a valuable, ongoing resource for undergraduate or graduate courses that emphasize hands-on activities and practice.
- **DIVERSITY OF ORGANIZATIONS HIGHLIGHTED PROVIDES WEALTH OF SAMPLE APPLICATIONS.** This edition exposes your students to a wide breadth of examples from a diversity of organizations, including those in today's growing service sector. Students gain experience in a variety of typical situations.

CONTENTS

PART I: HUMAN RESOURCE MANAGEMENT IN PERSPECTIVE: ENVIRONMENT AND LEGAL ISSUES. 1. The HRM Function/Environment. 2. Diversity Issues. 3. The Legal and Regulatory Environment. **PART II: MEETING HUMAN RESOURCE REQUIREMENTS: JOB ANALYSIS/DESIGN, PLANNING, RECRUITMENT, AND SELECTION.** 4. Job Analysis/Planning/Outsourcing/Mergers/Layoffs. 5. Recruiting and Selection. **PART III: DEVELOPING EFFECTIVENESS IN HUMAN RESOURCES: TRAINING, CAREER DEVELOPMENT, AND PERFORMANCE APPRAISAL.** 6. Orientation/Training/Career Development. 7. Performance Appraisal. **PART IV: IMPLEMENTING COMPENSATION AND SECURITY: COMPENSATION, INCENTIVES, BENEFITS, AND SAFETY AND HEALTH.** 8. Compensation. 9. Benefits. 10. Safety Issues. **PART V: ENHANCING EMPLOYEE RELATIONS: DISCIPLINE, MOTIVATION, AND LABOR RELATIONS.** 11. Discipline. 12. Motivation 13. Labor Relations. **PART VI: INTERNATIONAL HR AND TERM PROJECT.** 14. International HR. 15. Term Project.

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eBook

SELECTION IN HUMAN RESOURCE MANAGEMENT, INTERNATIONAL EDITION, 7E

Murray Barrick, Texas A&M; Hubert S. Feild, Auburn University;
Robert Gatewood, University of Georgia

Introduce future and current practitioners to the technical challenges, most recent research and today's most popular selection tools with Barrick/Feild/Gatewood's **SELECTION IN HUMAN RESOURCE MANAGEMENT, 7E, International Edition**. This book's advanced coverage details the development and implementation of effective selection programs within today's organizations. A streamlined, yet thorough, approach and numerous current examples focus on today's most important legal, global and ethical concerns; psychometric measurement concepts; job analysis; predictors of job performance; and criteria measures. A new chapter on HR recruitment and new coverage of staffing versus selection, external versus internal job candidates, and self-presentation beyond the structured interview equips readers for success in HR selection today.

NEW TO THIS EDITION

- **NEW HR RECRUITMENT CHAPTER (CH.7) AND NEW CHAPTER ON APPLICATION FORMS (CH.9) STREAMLINE CONTENT TO FOCUS ON KEY CONCEPTS:** This edition's new Chapter 7 focuses on HR recruitment and combines previous Chs. 7 and 8, as well as Appendix 7a, to highlight the special qualifications and personal attributes candidates need for a job. A new Chapter 9 covering Application Forms combines key concepts found in two chapters (Chs. 9 and 10) from the previous edition.
- **NEW COVERAGE COMPARES THE SELECTION OF EXTERNAL VERSUS INTERNAL JOB CANDIDATES FOR POSITIONS:** Based on feedback from instructors

like you, new coverage in Chapter 1 contrasts the advantages, disadvantages, challenges and risks involved in selecting a job candidate from outside of the organization compared to promoting an existing employee from within the organization.

- **THE LATEST RESEARCH AND UPDATES DEMONSTRATE HOW TO MOST EFFECTIVELY USE THE MOST POPULAR SELECTION INSTRUMENTS:** Coverage throughout this edition's Part 5 (Chs. 9-14) summarizes today's most recent research and updates the book's explanations of how to most effectively use selection instruments, including application forms, ability and personality testing, interviews, drug testing and more.
- **READERS LEARN TO DISTINGUISH BETWEEN SELECTION AND STAFFING AND THE IMPORTANCE OF BOTH IN EQUIPPING AN ORGANIZATION FOR SUCCESS:** Chapter 1 highlights the differences between selection and staffing and focuses on the knowledge future managers need to effectively staff an organization. Readers learn the importance of selection in staffing. Students see how both selection and staffing require an understanding of specific job tasks; identifying worker knowledge, abilities, and skills (KSAs); and choosing appropriate selection instruments.
- **NEW COMPARISON OF RESEARCH FINDINGS HIGHLIGHTS SELECTION AND EXAMINES THE IMPLICATIONS OF RECENT SUPREME COURT DECISIONS:** Chapter 1 now describes the comparison of research findings in selection and the practice of selection. In Chapter 2, students have new opportunities to discuss and examine some of today's most recent Supreme Court decisions and their implications on practices, such as *Frank Ricci, et al. vs. John Destefano, et al.* and *Jack Gross vs. FBL Financial Services*.
- **NEW MATERIAL THOROUGHLY EXPLORES INTERNET TESTING AND PROCTORED AS WELL AS UNPROCTORED TESTING:** New material within Ch. 11 discusses the Internet testing of mental ability as well as proctored versus unproctored testing. In addition, new discussion in Ch. 13 examines recent findings about Situational Judgment Tests.
- **NEW DISCUSSIONS EXAMINE SELF-PRESENTATION AND SOCIAL DYNAMICS BEYOND THE STRUCTURED INTERVIEW:** New coverage in Ch. 10 helps students look

beyond the structured interview to the importance of self-presentation, such as impression management, initial impressions, verbal and nonverbal behavior, and professional demeanor. Readers examine how job candidates use these factors effectively to influence interview outcomes. The chapter also highlights the impact of social dynamics within the interview.

- **ENHANCED COVERAGE OF PERSONALITY AND PREDICTIVE VALIDITY BETTER PREPARES FUTURE AND CURRENT PRACTITIONERS:** New coverage in Ch. 12 helps your students gain a better understanding of personality and predictive validity as well as the role of observer ratings, recommendations, and criteria for use across jobs.

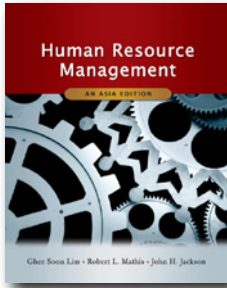
FEATURES

- **BALANCED, COMPREHENSIVE APPROACH CLEARLY PRESENTS TOPICS OF SELECTION:** Both students and today's practitioners find a thorough coverage of selection that prepares them for success with this edition's clear, complete presentation.
- **ADDITIONAL EMPHASIS ON CHALLENGES OF SELECTION IN SMALLER ORGANIZATIONS PREPARES READERS FOR BUSINESS TODAY:** Today's trends show large organizations are reducing their number of employees, while smaller organizations are increasing in size. To meet the unique needs of these organizations, this edition offers increased coverage of topics specifically applicable to the challenges of selection in smaller organizations.

CONTENTS

PART I: INTRODUCTION TO SELECTION. 1. Overview of Selection. 2. The Legal Environment of Selection. **PART II: MEASUREMENT.** 3. Measurement & Theory in Selection. 4. Measurement & Reliability in Selection. 5. Measurement & Validity in Selection. 6. Measurement & Strategic Decision Making. **PART III: JOB ANALYSIS.** 7. Identification of Knowledge, Skills & Abilities. **Part IV: RECRUITMENT.** 8. Attracting Applicants. **PART V: INDICATORS OF JOB PERFORMANCE.** 9. The Application Process. 10. The Interview Process. 11. The Process of Ability Assessment. 12. The Process of Personality Assessment. 13. Testing Centers and Assessment of Performance. 14. Testing for Integrity and Drugs. **PART VI: MEASURE.** 15. Job Performance Measures.

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HUMAN RESOURCE MANAGEMENT: AN ASIA EDITION

Ghee Soon Lim, National University of Singapore; Robert L. Mathis, University of Nebraska at Omaha; Dr. John H. Jackson, University of Wyoming

This is the Asian adaptation of Mathis and Jackson's textbook, *Human Resource Management*, 12th Edition. This Asia edition highlights universally usable human resource management (HRM) theories and practices sourced from leading research and reports that may be applicable to HRM in Asia. In order to illustrate the viability of systematically studying and disseminating universally useful HRM knowledge to help raise the standards of HRM in a specific country, Singapore is used as a seminal case. It also highlights the different country practices in Asia and across the world. Case studies in countries such as Hong Kong, Malaysia, Singapore, and Taiwan are also included in this Asia edition to facilitate student discussions.

FEATURES

- Critical and comprehensive discussion of universally applicable human resource management theories and concepts such as psychological contract, diversity management, management of deviant behavior, loyalty and commitment, realistic job preview, adult learning principles, employee and workplace risk management, among others.
- Includes penetrating analysis of the latest trends from the dynamic HRM profession and current industry research in key areas such as strategic HRM, human capital and talent management, HR metrics, outplacement management, HR audit, HR competencies, succession planning, rights of management and employees, and others.
- Starts with final outcomes which should be pursued by managers/employees and then delves into details

by starting from the most micro to the most macro issues facing HR managers.

- Case studies from Asia include those from Hong Kong, Malaysia, Singapore, and Taiwan. These help students think thoroughly on new issues that may crop up from time to time.
- Written in the practitioner's language with academic jargon reduced to a minimum.

CONTENTS

Section 1. Nature of Human Resource Management. 1. Nature of Human Resource Management. 2. Strategic HR Management and Planning. 3. Organization/ Individual Relations and Retention. Section 2. Staffing the Organization. 4. Legal Framework of HRM. 5. Managing Equal Employment and Diversity. 6. Jobs and Job Analysis. 7. Recruiting in Labor Markets. 8. Selecting Human Resources. Section 3. Developing Human Resources. 9. Training Human Resources. 10. Talent Management and Development. 11. Performance Management and Appraisal. Section 4. Compensating Human Resources. 12. Total Rewards and Compensation. 13. Variable Pay and Executive Compensation. 14. Managing Employee Benefits. Section 5. Managing Employee Relations. 15. Risk Management and Worker Protection. 16. Employee Rights and Responsibilities. 17. Union/Management Relations.

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INTERNATIONAL BUSINESS



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GLOBAL BUSINESS WITH CB COURSESMART EBOOK, 3E

Mike Peng, University of Texas at Dallas

Introduce your students to success in global business today with a strategic approach to international

business topics and unique coverage not found in other texts. **GLOBAL BUSINESS WITH CB COURSESMART EBOOK, 3E**, by renowned international instructor and author Mike Peng, is the first global business book that asks the big question, “What determines the success and failure of firms around the globe?” Peng answers from both an institutional-based view and resource-based view throughout every chapter, bringing an unparalleled continuity to the learning process. The book combines an inviting, conversational style with the latest scholarly research and examples throughout every chapter that reflects the recent global developments. This edition’s comprehensive set of cases from Mike Peng and other respected international experts examines how companies throughout the world have expanded globally. All-new video cases, world maps that connect geography and culture to business decisions, and unique global debate sections that draw students into cutting-edge discussions help you teach students to think independently and view business challenges from a truly global perspective.

NEW TO THIS EDITION

- **New Focus on Emerging Markets:** Mike Peng brings a new focus on emerging markets to this edition, encompassing both the emerging economies that major multinationals are finding increasingly attractive and the up-and-coming multinational firms headquartered in those emerging economies. **GLOBAL BUSINESS, 3E**, includes special “Emerging Market” sidebars on such companies as Burger King in Brazil, KFC in China, and Pearl River Pianos’ multinational expansion, as well as exploring such topics as the Vietnamese economy, Chinese exporters, and currency exchange in Latin America.
- **Updated Examples:** Nearly all of the real-world examples found in every chapter’s “Opening Cases,” “Closing Cases,” and “In Focus” features are new. The book covers everything from well-known names like Chiquita, Kodak, and Honda to less-familiar but emerging powerhouses like Zara, Mahindra & Mahindra, ALSTOM, and many more.
- **Updated PengAtlas:** The PengAtlas has been fully updated and expanded to include several new maps, particularly on culture-related topics such as international legal systems and educational levels

around the globe. Throughout the book and within the Instructor’s Manual, instructors will find new information on how to integrate this useful resource into the course content.

- **Extra Focus on Culture:** Ethics and ethical issues have always been addressed throughout the book, but now there’s an extra focus on culture, too. Culture-based questions have been added to the end-of-chapter review and discussion questions to help students develop international cultural literacy.
- **New Cases:** Fully updated extended, integrative cases examine the global expansion of today’s successful firms. To keep this edition totally current, the majority of the 15 integrative cases are new. These focus on such topics as Coca-Cola in Africa, Microsoft® in China, the Korea-EU free trade agreement, the TNK-BP joint venture in Russia, Jobek do Brasil’s foreign exchange challenge, and Sinolron’s investment in Australia.
- **New Videos:** An entirely new set of current BBC videos are now available with this edition, providing up-to-the-minute real-world examples of course concepts. The videos address such topics as mining in Australia, the European Central Bank and the European economic crisis, changes in Latin America’s Mercosur, Thailand’s economy, U.S.-China trade disputes over tires, Cuban cigars, Dubai’s economy, and many more. A complete Video Guide is available to assist instructors in integrating this resource into classroom presentations.

FEATURES

- **PengAtlas:** The PengAtlas sections at the end of each part in the text highlight world geography that corresponds with the text concepts. Four to six maps in each atlas address wide-ranging topics such as emerging economies, imports/exports, CO₂ emissions, and the flow of FDI. End-of-chapter review questions correspond with the maps and further emphasize the impact of geography on business decisions.
- **Global Action Exercises:** These end-of-chapter Internet exercises strengthen students’ critical-thinking and research skills while providing up-to-the-minute examples and current events with links using GlobalEDGE--the most current global business information website maintained by Michigan State University.

- **Entrepreneurial Firm Chapter:** Chapter 9's focus on entrepreneurship provides an excellent balance to the book's heavy emphasis on major multinational firms by exploring global business from a small-business perspective.
- **Unique Strategic Perspective:** Peng's unique strategic perspective gives students a better understanding of why firms succeed in highly competitive global environments. This edition continues its unique coverage, asking the big question, "What determines the success and failure of firms around the globe?" The book highlights the managerial implications of global business with integrated coverage from an institution-based view (IBV) and resource-based view (RBV) not offered in other texts.

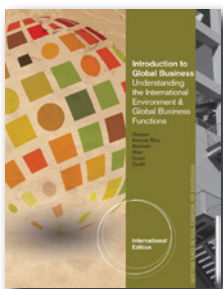
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INTRODUCTION TO GLOBAL BUSINESS UNDERSTANDING THE INTERNATIONAL ENVIRONMENT & GLOBAL BUSINESS FUNCTIONS, INTERNATIONAL EDITION

Julian E. Gaspar, Mays Business School, Texas A&M University; Antonio Arreola-Risa, Mays Business School, Texas A&M University; Leonard Bierman, Mays Business School, Texas A&M University; Richard T. Hise, Mays Business School, Texas A&M University

The global business environment is rapidly changing because of shifts in geopolitical alliances, active roles of global institutions, and advances in information technology. Gaspar et al. **INTRODUCTION TO GLOBAL BUSINESS, 1E, International Edition** introduces the comprehensive foundational and functional tools to better prepare students for a global business landscape. As part of the functional approach, the text flows

smoothly and clearly from concept to application, asking students to implement their learning into real-world personal and professional applications. The specialized author team introduces globalization through unparalleled scholarship and a world-view presentation of the fundamental pillars of the global landscape – culture, ethics, economic, and information technology. The purpose of this book is to introduce students to these principles in an engaging, current, and relevant way in the hope that they may develop the knowledge for successful careers in a globalized business landscape.

FEATURES

- **Cultural Perspectives:** Each chapter opens with a cultural perspective vignette highlighting a different global culture and how that culture affects the global business landscape.
- **Learning Objectives:** Marginal Learning Objectives emphasize key points for student comprehension.
- **Reality Checks:** Tied to Learning Objectives, the Reality Checks project academic concepts into a real-world context by asking students to consider the implications and benefits that specific global business fundamentals have had in their lives, in their larger community, or in the global business climate as a whole. As a marginal benefit, the Reality Checks also denote the completion of a learning objective section – creating clear concise learning modules within each chapter.
- **Economic Perspectives:** With the valuable interconnectedness of the global economy, the economic perspectives boxed feature delves deeper into the critical understanding of economic issues facing tomorrow's business leaders.
- **Ethical Perspectives:** As seen in recent years and as we broaden our global scope in business, ethical decision making can help create sustainable business practices across the globe. Because ethics varies from country to country, the ethical perspectives boxed feature helps students get a handle on the diverse business environment they are about to embark on.
- **Mini-cases:** Mini-cases highlight specific companies to help bring the chapter concepts alive.
- **Point-CounterPoint:** Honing in on the necessary critical thinking skills to make intelligent and ethical business decisions, the point-counterpoint provides insight into the varying perspectives of a controversial business issue and asks students to make a choice and

support their decision.

- **Interpreting Global Business News:** Understanding the world around you is a critical element to success in global business. This feature guides student through the (sometimes complicated) nuances of what is happening in global business news.
- **Portfolio Projects:** Explore Your Own Case in Point and Develop an International Strategy for Your Own Small Business projects allow students an opportunity to research and discover more about a global organization. Through guided answers at the end of each chapter, students will essentially develop their own case surrounding one institution. This comprehensive project is meant to be developed over the course of the semester.
- **Develop an International Strategy for Your Own Small Business:** Focusing on an entrepreneurial spirit, this feature guides students through developing a strategic business plan to compete globally. By the end of the semester, they should have something concrete to take out into the business world.

CONTENTS

Part I: Foundations of Global Business. 1. The Rise of Globalization. 2. The Evolution of International Business. 3. Regional Economic Integration. 4. The International Flow of Funds and Exchange Rates. Part II: Global Business Environment. 5. The Cultural Environment of Global Business. 6. The Legal, Economic and Political Environment of Global Business. 7. Corruption and Ethics in Global Business. Part III: Global Business Strategy and Organization. 8. Entry Strategies in Global Business. 9. Control of Global Business. 10. The Organization of Global Business. Part IV: Managing Global Business. 11. Global Human Resource Management. 12. Global Marketing. 13. Global Operations and Supply-Chain Management. 14. Global Financial Management. 15. Global Accounting and Taxation.

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GLOBAL (WITH PRINTED ACCESS CARD), 2E

Mike Peng, University of Texas at Dallas

Created through a “student-tested, faculty-approved” review process, GLOBAL, 2E is an engaging and accessible solution to accommodate the diverse lifestyles of today’s learners at a value-based price. *GLOBAL, 2E* by renowned international instructor, author, and consultant Mike Peng is the first global business book that asks the big question, “What determines the success and failure of firms around the globe?” Author Mike Peng answers from both an institutional-based view and resource-based view throughout every chapter, bringing an unparalleled continuity to the learning process. The book combines an inviting, conversational style with the latest scholarly research and examples throughout every chapter that reflects the recent global developments, including the impact on global business made by Japan’s recent “triple” disaster and the escalating violence in Libya. This edition’s comprehensive set of cases from Mike Peng and other respected international experts examines how companies throughout the world, including South Africa’s SABMiller, China’s Pearl River, and India’s Tata Motors, have expanded globally. All-new video cases, world maps that connect geography to business decisions, and unique global debate sections that draw students into cutting-edge discussions help you teach students to think independently and view business challenges from a truly global perspective.

NEW TO THIS EDITION

- **NEW “PENG ATLAS” MAPS EMPHASIZE THE GEOGRAPHICAL DIMENSION OF INTERNATIONAL BUSINESS.** These unique maps in the text highlight European and world geography that corresponds with the text concepts and address wide-ranging topics

such as emerging economies, imports/exports, CO₂ emissions, and the flow of FDI. The Chapter in Review cards at the back of the book have review questions that correspond with the maps and further emphasize the impact of geography on business decisions.

- **NEW CASES EXAMINE THE GLOBAL EXPANSION OF TODAY'S SUCCESSFUL FIRMS.** Several new opening cases, closing cases, and In Focus cases feature familiar brands or firms, including Avon, Barbie/Mattel, Amazon, Kikkoman, Opel, Danone, and Tata Motors.
- **ENTIRELY NEW SET OF VIDEO CASES PROVIDES YOUR STUDENTS WITH A CURRENT GLOBAL PERSPECTIVE.** Insightful interviews with an array of noted international business leaders provide a true global perspective that draws students into the action. These engaging videos provide insights from leaders such as E. Neville Isdell of Coca-Cola, Sir David Bell of Pearson, and Lord Kalms of Dixons Group, as well as management academics, including Philip Kotler of Northwestern University and Andrew Kakabadse of Cranfield University.

FEATURES

- An innovative combination of content delivery both in print and online provides a core text and a wealth of comprehensive multimedia teaching and learning assets based on input from student focus groups and surveys.
- Shorter, comprehensive chapters in a modern design present content in a more engaging and accessible format without minimizing coverage for your course.
- Chapter In Review Cards at the back of the Student Editions provide students a portable study tool containing all of the pertinent information for class preparation.
- Instructor Prep Cards at the back of the Instructor's Edition make preparation simple with detachable cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint and video resources, additional examples, and suggested assignments and discussion questions to help you organize chapter content efficiently.
- A full suite of unique learning tools that appeal to different learning styles is available to students with the purchase of a new book. Quizzes, audio downloads, video podcasts, and more are only a click away.

- All of the content and resources you expect with a supplements package that is second to none including the Instructor's Resource DVD, comprising an instructor's manual, ExamView(r) computerized test bank, PowerPoint(r) slides, and as well as all new videos, and a CourseMate web site with interactive study tools, including Powerpoint slides, flash cards and quizzes, learning games, and learning objectives for quick review; and more.

CONTENTS

PART I: LAYING FOUNDATIONS. 1. Globalizing Business. 2. Understanding Politics, Laws, & Economics. 3. Emphasizing Cultures, Ethics, & Norms. 4. Leveraging Resources & Capabilities. **PART II: ACQUIRING TOOLS.** 5. Trading Internationally. 6. Investing Abroad Directly. 7. Dealing with Foreign Exchange. 8. Capitalizing on Global & Regional Integration. **PART III: MANAGING AROUND THE WORLD.** 9. Growing & Internationalizing the Entrepreneurial Firm. 10. Entering Foreign Markets. 11. Making Alliances & Acquisitions Work. 12. Strategizing, Structuring, & Learning Around the World. 13. Managing Human Resources Globally. 14. Managing Corporate Social Responsibility Globally.

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INTERNATIONAL BUSINESS

Mike Peng, University of Texas at Dallas; Klaus Meyer, School of Management, University of Bath

Mike Peng and Klaus Meyer have direct, first-hand, experience of researching and teaching in Europe, Asia and North America. This combined experience makes them uniquely qualified to write this textbook, which offers a comprehensive and accessible introduction to international business that starts from Europe but ultimately encompasses the globe. The text's

comprehensive coverage is accessibly arranged around one central question and two core perspectives. The central question is – what determines the success and failure of firms around the globe? Institutional and resource-based perspectives are utilised to answer this question. Throughout the text the very latest scholarly research is used to facilitate successful learning of the key concepts, in order to engage students with the historical context and recent global developments. International Business has been shortlisted for the 2011/12 CMI Management Book of the Year award in the ebook category. More information about the CMI and the competition can be found here <http://yearbook.managers.org.uk/index5.htm>.

FEATURES

- Over 100 cutting-edge case studies and In-focus boxes illustrate key concepts with real real-life European and worldwide examples. The cases studies reference over 30 countries on four continents
- End of chapter features, including 'Debates and Extensions', 'Implications for Practice' and discussion questions, encourage critical engagement with topics.
- A strong pedagogical framework, including learning objectives, margin notes and glossary terms, provides maximum support to the learning process.
- Online support for lecturers and students include: Instructor's Manual, ExamView Test Bank, PowerPoint Slides, Revision Quizzes and Glossary are available at: www.cengage.co.uk/pengmeyer
- New CengageNOW course management system accompanies the text, providing students and lecturers with a powerful online learning program

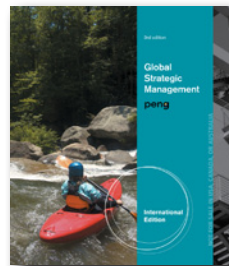
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MNEs 16 International Human Resource Management 17 International Marketing and Supply Chain Management
PART VI: INTEGRATIVE CASES

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INTERNATIONAL MANAGEMENT



NEW EDITION!

eBook

GLOBAL STRATEGIC MANAGEMENT, INTERNATIONAL EDITION, 3E

Mike W. Peng, University of Texas at Dallas

GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition is the first textbook of its kind specifically written for the Capstone Management course for International Business programs and Strategic Management courses with a global emphasis. Whereas the few other available international strategy texts focus on how to manage larger multinational enterprises, Mike Peng's GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition offers several new perspectives. These include a broadened definition of "global strategy," comprehensive and innovative coverage, in-depth and consistent explanations of cutting-edge research, and an interesting and accessible way to engage students. The text uses the "strategy tripod"--analyzing strategy from the industry-, institution-, and resource-based views--to answer the question: What determines the success or failure of firms around the globe?

NEW TO THIS EDITION

- Increased Focus on Emerging Markets: GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition has a newly intensified focus on emerging markets, both the countries that are considered to be emerging markets for multinational firms and the often newer, younger firms that are arising and expanding from those emerging economies. Examples feature such companies as GE, De Beers diamonds,

Citroen automobiles, Foxconn communications, and the Dubai airport.

- **New Integrative Cases:** Of the 16 Integrative Cases at the back of the book, 15 are new to this edition. This edition's set of cases focus on global businesses headquartered all over the world and highlight emerging markets in particular. The cases include such familiar names as Texas Instruments, Bank of America, and Disney, and perhaps less familiar emerging multinationals such as TeliaSonera, Wikimart, Jobek do Brasil, Ryanair, Baosteel, and more.
- **New Chapter Cases:** At least half of the opening and closing cases in every chapter are new. This expansive, real-world coverage features such organizations as Apple, Samsung, Hewlett-Packard, Pearl River Pianos, and HTC, and addresses such topics as patent disputes and retailing in India.
- **Current Examples:** As always, the "Strategy in Action" boxes provide additional glimpses into strategies used by real multinational firms. New topics covered in these boxed features include the cruise industry, the oil industry, private military companies, and website moderators.
- **New Videos:** A new selection of BBC videos is included with GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition. The videos relate directly to chapter concepts and bring the latest global business challenges from all over the world into your course. These short and powerful videos featuring companies in China, India, Brazil, and many more again provide real-world examples of chapter concepts applied in the global business environment.
- **New EOC Feature, Topics for Expanded Projects:** Because instructors are always looking for fresh and exciting ways to assess their students' learning, we have added a new feature to the end-of-chapter materials: Topics for Expanded Projects. At the end of every chapter, instructors will find three or four interesting ideas for activities, experiential exercises, and research and writing assignments that can be assigned to individuals or small groups.

FEATURES

- **Strategy Tripod:** The text uses the "strategy tripod"--analyzing strategy from the industry-, institution-, and resource-based views--to answer the question: What determines the success or failure of firms around the globe?

- **Interesting and Accessible:** The author's writing style is engaging, somewhat casual, with a multitude of interesting examples and thought-provoking questions.
- **Real-World Examples:** The "Strategy in Action" sidebars, as well as the opening and closing cases, provide up-to-the-minute, real-world examples of the material presented in the book.
- **Cases:** The Integrative Cases at the end of the book vary in length but always allow students to dig into the background details of a variety of companies and industries so that students can understand the strategies used.

CONTENTS

Part 1: FOUNDATION OF GLOBAL STRATEGY. 1. Strategizing Around the Globe. 2. Managing Industry Competition. 3. Leveraging Resources and Capabilities. 4. Emphasizing Institutions, Cultures, and Ethics. Part 2: BUSINESS-LEVEL STRATEGIES. 5. Growing and Internationalizing the Entrepreneurial Firm. 6. Entering Foreign Markets. 7. Making Strategic Alliances and Networks Work. 8. Managing Global Competitive Dynamics. Part 3: CORPORATE-LEVEL STRATEGIES. 9. Diversifying, Acquiring, and Restructuring. 10. Strategizing, Structuring, and Learning Around the World. 11. Governing the Corporation Around the World. 12. Strategizing With Corporate Social Responsibility. Integrative Cases.

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eBook

INTERNATIONAL MANAGEMENT, INTERNATIONAL EDITION

David Ahlstrom, *The Chinese University of Hong Kong*; Garry D. Bruton, *Texas Christian University*

Unlike other international management texts that tend to be U.S.-centric, Ahlstrom and Bruton's

INTERNATIONAL MANAGEMENT, International Edition presents core theories and models from a global perspective. Students are presented with the fundamental theories of international management so they will be prepared to make decisions in any business situation. These theoretical issues are supplemented and reinforced with an array of real-world, concrete models of the many educational, sociological, legal-political, and cultural constraints they will undoubtedly face during a career in international business. Because of its global nature, INTERNATIONAL MANAGEMENT, International Edition is a good choice for business students around the world.

FEATURES

- Opening Vignettes and additional small vignettes in every chapter provide students with brief case examples of topics and issues related to international management.
- Culture boxes in each chapter help students understand cultural differences around the world and how they affect or may affect doing business.
- Ethics boxes bring ethical issues to light and encourage students to examine them.

CONTENTS

1. Introduction. 2. Culture. 3. Economic/Legal/Political Environment. 4. Strategy Fundamentals and Corporate Strategy. 5. Business and Functional Strategy. 6. International Market Entry. 7. Structure of the International Firm. 8. Motivation. 9. Leadership. 10. Human Resource Management. 11. Evaluation and Control. 12. Decision Making. 13. Future of International Management. Glossary. Endnotes.

© 2010, 528pp, Paperback, 9780324597912



NEW EDITION!

 **CourseMate**

eBook

MULTINATIONAL MANAGEMENT, INTERNATIONAL EDITION, 6E

John B. Cullen, Washington State University; K. Praveen Parboteeah, University of Wisconsin - Whitewater

MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH, 6e, International Edition remains the first international management text to offer students a thorough review and analysis of the latest research on international management by using a strategic perspective. Authors John B. Cullen and K. Praveen Parboteeah use strategy as a unifying theme to explore the global economy and the impact of managerial decisions, teaching students to approach international management with a strategic mindset. The text examines comparative management issues, revealing the strengths and weaknesses of competitors and how to adapt organizational practices. It also covers the key topics of formation and implementation of strategies in the global environment, the building of strategic alliances, negotiation and cross-cultural communication, international human resource management, and business ethics. In addition, MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH, 6e, International Edition discusses how cultural differences affect strategies and operations, giving students an appreciation for how social institutions—such as the economic system, the political system, the education system, and religion—play an important role in any multinational operation. With a distinctive strategic approach, up-to-the-minute coverage, real-world examples, and innovative resources, MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH, 6e, International Edition helps students develop the essential skills required to formulate and implement successful strategies in the competitive global environment.

NEW TO THIS EDITION

- The sixth edition of **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition features new and updated cases.
- This edition has been updated with the latest research, examples, and statistics available in multinational management, providing the most accurate and up-to-date information possible.
- Updated figures and tables with data from GLOBE: The Global Leadership and Organizational Behavior Effectiveness Research Program, the World Values Survey, the International Social Survey Program, the World Bank's World Trade Report, the United Nations Conference on Trade and Development, and the United Nations World Investment Report.

FEATURES

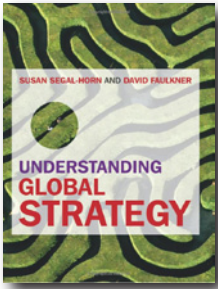
- Authors John B. Cullen and K. Praveen Parboteeah provide instructors with their effective research on the social institutions of work values and international recruiting.
- **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition features topics related to the global economic crisis, including the world banking crisis and the US economic bailout, and also provides enhanced coverage on transnational strategy concepts, Porter's five forces, copyright infringement, FDI, sustainability, social responsibility, and regional and global integration.
- **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition remains the first international management text that uses a strategic perspective as a unifying theme to explore the global economy and the impact of managerial decisions.
- **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition emphasizes the multinational activities of small business, focusing an entire chapter on the specific problems and prospects for entrepreneurs and small businesses looking to become multinational competitors.
- The updated edition of **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition discusses how cultural differences affect strategies and operations, giving students an appreciation of how social institutions—such as the economic system, the polity, the education system, and religion—play an important role in any multinational operation.

- The authors of **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition provide end-of-chapter cases, integrative end-of-part cases, and a variety of boxed features to give students the opportunity to develop critical-thinking and problem-solving skills.
- **MULTINATIONAL MANAGEMENT: A STRATEGIC APPROACH**, 6e, International Edition features a multitude of innovative resources for students, including the Electronic Study Tools Web site, dynamic practice quizzes, electronic flash cards, a PowerPoint presentation, key terms, and more.

CONTENTS

Preface. About the Authors. PART I: FOUNDATIONS OF MULTINATIONAL MANAGEMENT. 1. Multinational Management in a Changing World. 2. Culture and Multinational Management. 3. The Institutional Context of Multinational Management. 4. Managing Ethical and Social Responsibility Challenges in Multinational Companies. PART II: STRATEGY CONTENT AND FORMULATION FOR MULTINATIONAL COMPANIES. 5. Strategic Management in the Multinational Company: Content and Formulation. 6. Multinational and Participation Strategies: Content and Formulation. 7. Small Businesses and International Entrepreneurship: Overcoming Barriers and Finding Opportunities. PART III: MANAGEMENT PROCESSES IN STRATEGY IMPLEMENTATION: DESIGN CHOICES FOR MULTINATIONAL COMPANIES. 8. Organizational Designs for Multinational Companies. 9. International Strategic Alliances: Design and Management. 10. Multinational E-Commerce: Strategies and Structures. PART IV: STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: HUMAN RESOURCE MANAGEMENT. 11. International Human Resource Management. 12. HRM in the Local Context: Knowing When and How to Adapt. PART V: STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: INTERACTION PROCESSES. 13. International Negotiation and Cross-Cultural Communication. 14. Motivation in Multinational Companies. 15. Leadership and Management Behavior in Multinational Companies. Glossary. Name Index. Subject Index. Company Index.

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UNDERSTANDING GLOBAL STRATEGY

Susan Segal-Horn, Open University Business School; David Faulkner, Royal Holloway College, University of London

Understanding Global Strategy is the eagerly anticipated new textbook from Susan Segal-Horn and David Faulkner for international strategy courses at all levels. Exploring strategic decision-making on a global scale from multinational corporations through to small enterprises, Segal-Horn and Faulkner cover globalization, networking, culture barriers and benefits, ethics and emerging economies to provide the complete introduction for today's global strategy courses. Key learning features include: Premium Case Studies – a selection of in-depth international case studies from premium case study authors provide practical illustrations of key issues in real-life situations Strategies in Action – a wealth of shorter case studies to reinforce principles outlined in each chapter Discussion Questions – are provided at the end of each chapter to test knowledge and understanding, and provide a basis for group discussions and activities This textbook is essential reading for all international or global strategy modules on advance undergraduate or postgraduate (particularly MBA) programmes, in addition to broader strategic management and professional courses.

FEATURES

- Written by key names in the field, both authors are very well-known researchers, experienced writers, and active teachers.
- Strong focus on strategic management combined with the inclusion of the necessary international economic concepts.
- Crucial contemporary chapters on: emerging markets including SMEs; global mergers and acquisitions; the 'new' economy, technology, externalities/the Internet; corporate social responsibility; networks and virtual

corporations; and HQ Subsidiary relationships/parenting.

- Includes mini-cases as succinct illustrations of theory in practice, with one or two questions to address the 'so what?' factor.
- Also contains one long case per chapter that is a very close fit for the issues in each chapter; again, these cases will be accompanied by closing questions that help the students assess their understanding of the key issues.
- Excellent pedagogical devices include Learning Objectives, Glossary Terms, Discussion Questions/Assignments, Bulleted Summaries, Annotated Further Readings, and Weblinks to broaden and expand the teaching and learning experience.
- Companion websites include: PPTs, case analysis, short tutor notes for teaching each chapter, additional questions, and for students: internet exercises, weblinks and additional questions.

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1 Introductory themes PART 1 THE EXTERNAL WORLD
 2 The nature of world trade 3 Globalization, anti-globalization and regionalization 4 Emerging economies
 5 The information industries 6 Small is valuable: BOPs and SMEs PART 2 THE CONTEMPORARY ORGANIZATION OF MNCs
 7 Traditional MNC structure frameworks 8 How to organize MNCs: what matters now
 9 Strategic networks and the virtual corporation 10 Co-operative strategies 11 Global mergers and acquisitions
 PART 3 THE MODERN WORLD 12 Cross-border culture: barriers and benefits 13 Learning within MNCs 14 Global strategy in services 15 The ethical MNC 16 Reflections: final thoughts
 PART 4 CASE STUDIES

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eBook

INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR, INTERNATIONAL EDITION, 5E

Nancy J. Adler, McGill University; Allison Gundersen, Case Western Reserve University

The world of organizations is no longer defined by national boundaries. **INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR** breaks down the conceptual, theoretical, and practical boundaries limiting our ability to understand and work with people in countries and cultures around the world. Adler's hallmark approach views global complexity as neither unpredictable nor random; rather, she demonstrates that variations across cultures and their impacts on organizations follow systematic, predictable patterns. The authors' blend of substance and readability--including a wealth of research and examples from around the world--results in a text that is authoritative and richly detailed.

NEW TO THIS EDITION

- This Fifth Edition features expanded and updated discussions of the impact of the Internet and new technologies on cross-cultural management.
- The authors include new research and examples from around the world.
- This edition includes a Film Index with descriptions of and information about how to get the films. With the Fifth Edition the authors highlight places where videos may be used appropriately for further learning. Nancy Adler has participated in several highly regarded video programs that enhance the study of work beyond national boundaries.

FEATURES

- **INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR** includes numerous

case studies, applications, and examples, but is still a concise and manageable 10 chapters.

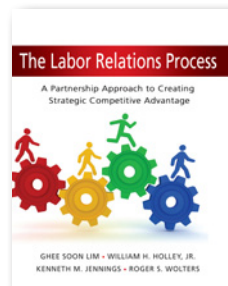
- The text examines a wide range of cultures: Asian, African, Eastern and Western European, North and South American, and Middle Eastern.
- The United States is frequently used as a reference point and as a point of comparison since most of today's management literature is U.S.-based.

CONTENTS

Part One: THE IMPACT OF CULTURE ON ORGANIZATIONS. 1. Culture and Management. 2. How Cultural Differences Affect Organizations. 3. Communicating Across Cultures. Part Two: LEVERAGING CULTURAL DIVERSITY. 4. Creating Cultural Synergy. 5. Managing Multicultural Teams. 6. Leading Globally. 7. Motivating People from Around the World: Inspiring People to Contribute. 8. Multinational Decision Making. 9. Negotiating Globally. Part Three: MANAGING GLOBAL MANAGERS. 10. Managing Cross-Cultural Transitions: Moving Abroad and Coming Home. 11. A Portable Life: The Expatriate Spouse. 12. Global Careers: Succeeding in the 21st Century. Epilogue. Film Notes. Index.

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LABOR RELATIONS



THE LABOR RELATIONS PROCESS A PARTNERSHIP APPROACH TO CREATING STRATEGIC COMPETITIVE ADVANTAGE

Ghee Soon Lim, National University of Singapore; William H. Holley, Auburn University; Kenneth M. Jennings, University of Illinois; Roger S. Wolters, Auburn University

Labor relations management includes managing both unionized and non-unionized employees. It plays

a critical role in determining not only a company's competitiveness but also that of an industry, a city, and a country. However, as psychological, legal, historical, political, economic, ecological, and other factors shape the nature of the relationship between labor and management, it is extremely difficult for leaders of a company, industry, city, and country to get the management approach 'right' and to see the results immediately. This contextualized textbook adds value in this regard by piecing together a model of progressive and creative labor movement based on the experiences of Singapore. The transformation that has taken place in Singapore's industrial relations system in the past decades, and the remarkable improvement in global competitiveness of the Singapore economy provide valuable lessons that one can learn from the Singapore model. As we learn more from various approaches to managing the tricky subject of labor relations, we will be able to sift out 'what works in one country but not in others' as well as 'what works in one country and also in another'.

FEATURES

- Integrates theoretical/evidence-based arguments with practical/psychological considerations.
- Streamlines presentations revolving around a referencing (Singapore) model with due considerations for cross-national differences vis-à-vis the U.S. and other countries.
- Combines both the macro-level environmental forces at work and the micro-level details that form the basis for decision making on the part of labor and management.
- Critical reviews, insightful conjectures, and confident predictions based on the author's personal involvement in this very-hard-to-grapple-with subject matter makes discussions concrete, meaningful, provocative, interesting and memorable.

CONTENTS

Part 1 Recognizing Rights and Responsibilities of Unions and Management 1. Union-Management Relationships in Perspective. 2. Evolution of Labor-Management Relationships. 3. Legal Influences. 4. Unions and Management: Key Participants in the Labor Relations Process. 5. Why and How Unions are Organized.

Part 2 The Bargaining Process and Outcomes 6. Negotiating the Labor Agreement. 7. Economic Issues.

8. Administrative Issues. 9. Resolving Negotiation (Interest) Disputes and the Use of Economic Pressure.

Part 3 Administering the Labor Agreement 10. Contract Administration. 11. Labor and Employment Arbitration. 12. Employee Discipline.

Part 4 Applying the Labor Relations Process to Different Labor Relations Systems 13. Labor Relations in the Public Sector. 14. Labor Relations in Multinational Corporations and Other Countries.

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eBook

THE LABOR RELATIONS PROCESS, INTERNATIONAL EDITION, 10E

William H. Holley , Auburn University; Kenneth M. Jennings, University of Illinois; Roger S. Wolters, Auburn University

As recognized arbitration experts around the world, the authors of THE LABOR RELATIONS PROCESS, 10E, International Edition bring nearly a century of combined experience with the labor movement, labor relations, and collective bargaining to this popular text. Packed with real-world examples and quotes from practitioners in the field, THE LABOR RELATIONS PROCESS, 10E, International Edition explores labor's history from inception to current and emerging trends, touching on government, white-collar, and international contexts for an unmatched perspective of the topics. Chapters include in-depth analyses of the relationship between management and labor, including key participants in the processes, and the rights and responsibilities of each. Labor agreements, collective bargaining, contract administration, arbitration, and other critical issues and processes highlight the complex, exciting nature of organized labor, and introduce students to the many professional opportunities available to them today.

NEW TO THIS EDITION

- **Enlightening Scenarios:** Put a human face on abstract concepts with these chapter-opening scenarios, which detail real-world experiences in labor relations.
- **An All-New Simulation:** Challenge students to put theory into practice with the 10th Edition's all-new, hands-on, simulation tool, which walks students through every step of the contract negotiation process.
- **Updated Statistics and Discussions:** Thoroughly documenting the changes in unions throughout the U.S., *THE LABOR RELATIONS PROCESS*, 10E, International Edition explores issues such as the public's evolving perceptions, modern union statistics, mergers and attrition, unions operating like corporations, and more.
- **Emerging Trends:** Updates to *THE LABOR RELATIONS PROCESS*, 10E, International Edition present the most topical issues in labor relations, including labor law reform, the global economy, technological advances, and the recent recession's effects on unions, as well as key updates to current U.S. legislation.
- **New End-of-Chapter Cases and Exercises:** All-new, in-text examples and cases address unauthorized aliens, relationship management, employing union members in non-union work environments, card check recognition agreements, mileage reimbursement, and a firm's change in ownership, among other important topics. New, web-based exercises in this edition add even more value for students by guiding them to current information, research, and discussion points

FEATURES

- **Assimilating Cases and Features:** "Labor Relations In Action" boxed features and short, end-of-chapter cases give students practice applying theories and concepts from the readings using concrete examples.
- **Modern, Web-based Activities:** Keep Internet-savvy students engaged in your course with "Exploring the Web" assignments that encourage them to learn more about current labor relations through specific websites.
- **Skill-Building Exercises:** Students work in teams or individually with "Classroom Exercises" throughout the text, which promote practical career skills, such as research, negotiation, analysis, verbal communication, written communication, and more!
- **Unique Public Sector Content:** Unlike any competing

text, *THE LABOR RELATIONS PROCESS*, 10E, International Edition devotes an entire chapter to Labor Relations in the Public Sector--an increasingly prominent aspect of labor relations.

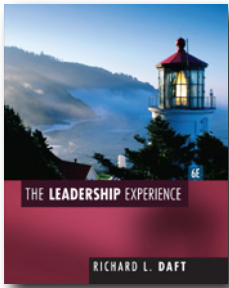
- **Thought-Provoking Ethics:** Demonstrate how to apply ethical standards to business situations with the stimulating ethical issues integrated throughout the text.

CONTENTS

Preface. Acknowledgements. About the Authors. Part I: RECOGNIZING RIGHTS AND RESPONSIBILITIES OF UNIONS AND MANAGEMENT. 1. Union-Management Relationships in Perspective. 2. Evolution of Labor-Management Relationships. 3. Legal Influences. 4. Unions and Management: Key Participants in the Labor Relations Process. 5. Why and How Unions Are Organized. Part II: THE BARGAINING PROCESS AND OUTCOMES. 6. Negotiating the Labor Agreement. 7. Economic Issues. 8. Administrative Issues. 9. Resolving Negotiation (Interest) Disputes and the Use of Economic Pressure. Part III: ADMINISTERING THE LABOR AGREEMENT. 10. Contract Administration. 11. Labor and Employment Arbitration. 12. Employee Discipline. Part IV: APPLYING THE LABOR RELATIONS PROCESS TO DIFFERENT LABOR RELATIONS SYSTEMS. 13. Labor Relations in the Public Sector. 14. Labor Relations in Multinational Corporations and in Other Countries. Appendix: Collective Bargaining Negotiations Exercise. Index.

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LEADERSHIP



NEW EDITION!



Coming Soon!



eBook

THE LEADERSHIP EXPERIENCE, 6E

Richard L. Daft, Vanderbilt University

Equip students with the critical leadership skills and solid understanding of today's theory needed to become effective business leaders in today's turbulent times with Daft's *THE LEADERSHIP EXPERIENCE*, 6E. Acclaimed author Richard Daft helps students explore the latest thinking in leadership theory and contemporary practices at work within organizations throughout the world. Students will examine emerging topics, including enhancement of emotional intelligence, leadership vision and courage, leadership of virtual teams, and open innovation, and will connect those topics to recent world events such as ethical scandals and political turmoil. Packed with memorable examples and unique insights into actual leadership decisions, this full-color text includes crisp, clear visuals to reinforce the book's engaging presentation. This edition's proven applications, specifically designed for today's leadership theory and applications course, and a solid foundation grounded in established scholarly research make the topic of leadership come alive for students. In addition, *THE LEADERSHIP EXPERIENCE* is available with CengageNOW for the first time. CengageNOW provides an integrated text and online learning solution that enhances understanding of course content and offers opportunities to extend learning.

NEW TO THIS EDITION

- **NEW CENGAGENOW ONLINE LEARNING SOLUTION.** CengageNOW is an online teaching and learning resource that increases student effort and engagement to deliver better student outcomes. The Personalized Study Plan allows students to participate

in an interactive, self-paced learning process for each chapter to assess their understanding, consisting of a Pretest, a set of study tools (including the ebook, flash cards, and PowerPoint® slides), and a Posttest. Students' performance along this learning path will be automatically scored to offer relevant suggestions for content that they should review to master the material.

- **NEW INTERACTIVE SELF-ASSESSMENTS.** One of the hallmark features of the text, the Leader's Self-Insight assessments now include interactive online versions wherein students may complete the full assessment online and complete brand new accompanying activities to link the self-assessment concepts back to the relevant chapter material.
- **NEW INTERACTIVE CASES.** Instructors who want to incorporate additional cases into their courses now have the option of assigning an online-exclusive case for each chapter that includes the full text of the case and interactive activities with immediate scoring and feedback.
- **NEW MEDIA QUIZZES.** New to the sixth edition of the text is a complete set of leadership videos that connect the text's concepts with current, real-world situations. The videos are viewable online and include accompanying assessment activities.
- **NEW LEADERSHIP AT WORK ACTIVITIES.** Another integral feature of the text, each chapter's Leadership at Work exercises may be completed and submitted online for students who prefer working in a digital environment.
- **NEW "FOLLOW THE LEADER" FEATURE.** Students who want to find current leaders who can provide valuable insight on the state of business today will now find directives at the end of each chapter for relevant Twitter feeds for both high-profile leaders and individual bloggers whose articles relate well to the content in the text. By following these leaders, users will have a current, continually updated connection to the leadership world.
- **NEW EXTENDED ONLINE RESOURCES.** Students also will have the opportunity to access the Cengage KnowNOW blog, Business Insights Essentials, and Career Transitions, enabling even more connections to the realm of business and leadership.
- **THOROUGHLY UPDATED EXAMPLES.** The examples in the text have been thoroughly updated to reflect

current trends and the constant evolution of leadership theories.

- **UPDATED LEARNING FEATURES REFLECT THE LATEST LEADERSHIP TRENDS.** Popular applications and fresh learning features within each chapter now reflect the most current business information and emerging leadership trends. A variety of features--"In the Lead," "Consider This!" and "Leader's Bookshelf"--help prepare students for today's emerging leadership challenges and quickly changing roles.
- **NEW AND REVISED LEADERSHIP DEVELOPMENT CASES PREPARE STUDENTS TO EXCEL.** Numerous new and revised cases for analysis present today's current issues and leadership challenges. These short, problem-oriented cases put students' skills to the test, requiring students to apply concepts learned to real, timely issues. Cases challenge students' cognitive understanding of leadership ideas while providing opportunities to perfect the skills most critical for leadership success.

CONTENTS

Part I: INTRODUCTION TO LEADERSHIP. 1. What Does It Mean to Be a Leader? Part II: RESEARCH PERSPECTIVES ON LEADERSHIP. 2. Traits, Behaviors, and Relationships. 3. Contingency Approaches to Leadership. Part III: THE PERSONAL SIDE OF LEADERSHIP. 4. The Leader as an Individual. 5. Leadership Mind and Heart. 6. Courage and Moral Leadership. 7. Followership. Part IV: THE LEADER AS A RELATIONSHIP BUILDER. 8. Motivation and Empowerment. 9. Leadership Communication. 10. Leading Teams. 11. Developing Leadership Diversity. 12. Leadership Power and Influence. Part V: THE LEADER AS A SOCIAL ARCHITECT. 13. Creating Vision and Strategic Direction. 14. Shaping Culture and Values. 15. Leading Change.

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CENGAGE
TECHNOLOGY
EDITION

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eBook

EFFECTIVE LEADERSHIP, INTERNATIONAL EDITION, 5E

Christopher F. Achua, University of Virginia's College at Wise; Robert N. Lussier, Springfield College

The most practical leadership textbook on the market, **EFFECTIVE LEADERSHIP 5E International Edition**, uses a unique three-pronged approach to teach leadership concepts and theory, and takes students to the next level by developing their competencies in applying the concepts and development leadership skills they can immediately start using in their personal and professional lives. The authors combine traditional theory with cutting-edge leadership topics in a concise presentation that is packed with real-world examples. The text constantly puts the student in the leadership role engaging them in applying the concepts, as well as providing step-by-step behavior models for effectively handling leadership functions. **EFFECTIVE LEADERSHIP 5E International Edition's** innovative three-pronged approach provides the greatest array and quality of learning opportunities.

NEW TO THIS EDITION

- **NEW COURSEMATE (WITH eBook) PREMIUM WEBSITE, INCLUDING A ROBUST SET OF ENGAGEMENT & STUDY TOOLS:** Engaging, trackable, and affordable, this new CourseMate website offers a dynamic way to bring course concepts to life with interactive learning, study, and exam preparation tools that support this printed edition of the text. Watch student comprehension soar with all-new flash cards and engaging games, streaming videos, quizzes and more in this textbook-specific website. A complete e-book provides you with the choice of an entire online learning experience. The Engagement Tracker tool, when used, provides you with the ability to identify at-risk students while it's still early enough to

help, and also allows you to see what resources your student find most valuable. It goes beyond the book to deliver what you need!

- **NEW References and examples:** More than 80 percent of the references are new to the Fifth Edition (5e).
- **NEW Chapter Coverage:** There has been a re-organization of chapters. Chapters 4 (now Contingency Leadership Theories) and 5 (now Influencing: Power, Politics, Networking, and Negotiation) have been reversed so that the three major leadership theories (trait, behavioral, and contingency) are presented in this sequence, one theory in each chapter.
- **Chapter 1 title** has been changed to include the skills leaders need. There is a new major section “Leadership Skills” to identify and describe the three important skills that leaders need to be successful.
- **Chapter 7 title** has been changed from Leader-Follower Relations to Leader-Member Relations and Followership. The increasing attention on followers in the leadership literature has led to many academicians and even practitioners questioning why current textbooks on leadership don’t address this topic adequately. We have addressed it in chapter 7 and feel that it is a significant topic to be featured in the chapter title.
- **Chapter 7:** There are 3 key changes worth highlighting in this chapter. First, the section on the Evolution of Dyadic Theory has been re-written; with the last stage (Systems and Networks) eliminated from the discussion. The reason for this change will be explained in the section on “Changes in the 5th Edition.” Second, the section titled “The Three-Stage Process for Developing Positive LMX Relations” is now changed to “Developing High-Quality Leader-Member Relations” and updated. Third, the section titled “Effective Leader-Follower Feedback” is now moved to the end of the chapter after Delegation. The title has been changed to Effective Leader Evaluation and Feedback.
- **Chapter 8:** In addition to some significant re-writing, there are two key change to highlight. The section titled “The Changing Role of Leadership in Self-Managed Teams” is dropped to avoid the appearance of redundancy. It is a topic better suited for discussion under the previous heading – “Guidelines for Improving Self-Managed Team Effectiveness.” The section on Decision Making in Teams has been scaled

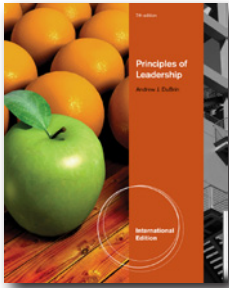
back to focus only on the Normative Leadership Model (discussed in Chapter 5) because it delineates the appropriate level of participation to use in a given situation. This makes the two sections in Chapter 8 – Leader-Centered and Team-Centered Decision Making redundant.

- **Chapter 11:** The strategic management process is re-written to simplify the steps in the strategic management model for the non-business major. Also, we have added a new section on Environmental Sustainability.
- **NEW and REVISED Opening Case Applications:** They begin each chapter with the profile of a dynamic leader and the challenges he or she has faced, followed by several questions that prime students for the studies ahead and the answers are provided in the text. For the 5e, 66 percent of the opening cases are new and the others are updated. The leaders featured in these cases make up a broad representation of the population – a good mix of Caucasians, African-Americans, Asians, Hispanics, males and females.
- **NEW Concept Application:** This feature develops application competency by requiring learners to identify the concept illustrated in a short example. All of the boxes have changes in the situations presented and answers.

CONTENTS

Part I: INDIVIDUALS AS LEADERS. 1. Who Is a Leader? 2. Leadership Ethics and Traits. 3. Leadership Motivation and Behavior. 4. Contingency Theories in Leadership. 5. Influencing: Politics, Power, Negotiation, and Networking. Part II: TEAM LEADERSHIP. 6. Coaching, Communication, and Conflict Skills. 7. Followership and Leader-Member Exchange. 8. Self-Managed Teams and Team Leadership. Part III: LEADERSHIP IN ORGANIZATIONS. 9. Transformational and Charismatic Leadership. 10. Leadership of Ethics, Diversity, and Culture. 11. Change Management and Strategic Leadership. 12. The Learning Organization and Crisis Leadership.

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PRINCIPLES OF LEADERSHIP, INTERNATIONAL EDITION, 7E

Andrew J. DuBrin, Rochester Institute of Technology

Perfect for instructors who take a practical, skill-building approach to teaching leadership, *PRINCIPLES OF LEADERSHIP, 7E, International Edition* provides an ideal balance of essential theory and real-world applications. Andrew DuBrin, a highly respected author and consultant, incorporates the latest research on leadership and current business practices from academic journals and popular periodicals. The text provides students with a strong practical foundation by introducing leaders they can relate to and reinforcing their knowledge with frequent skill-building activities. Key updates include new opening vignettes and end-of-chapter cases, numerous additional skill-building exercises, and video discussion questions at the end of each chapter. An all-new CourseMate interactive study tool site features additional video content, premium quizzing, and links to both the Career Transitions job search tool and Cengage's KnowNOW blog, which is constantly updated and provides an intuitive view of current events.

NEW TO THIS EDITION

- **NEW COURSMATE SITE.** To better promote student learning, the end-of-chapter content now includes several new guidelines for action and skill-building, while an all-new CourseMate interactive study tool site features additional video content, premium quizzing, and links to both the Career Transitions job search tool and Cengage's KnowNOW blog, which is constantly updated and provides an intuitive view of current events.
- **NEW OPENING VIGNETTES** introduce nearly every chapter by illustrating concepts and theories students will encounter as they read, providing a useful real-

world context to help students approach the material more effectively and master it more readily.

- Most end-of-chapter case problems, skill-building exercises, and examples are either new or thoroughly updated, and they feature a more diverse selection of leaders likely to appeal to today's students, including leaders outside the corporate limelight, middle managers from large firms, small-business owners, and leaders in professional sports.

FEATURES

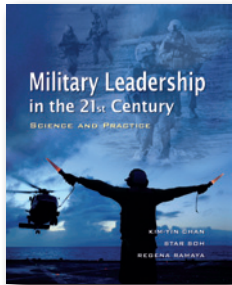
- Updated Leader in Action boxes describe the leadership practices, behaviors, and personal attributes of real-world leaders students are likely to know and relate to, and each box concludes with questions relating the leader to key concepts from the current chapter.
- Integrated throughout the text, new and updated Leadership Self-Assessment and Leadership Skill-Building Exercises help students understand and develop key leadership skills, while new Video Discussion Questions at the end of each chapter direct students to watch a video relevant to the chapter's topic, followed by class discussion questions.
- Interesting and highly relevant real-life and hypothetical examples throughout the text illustrate key concepts and theories to help students better understand the material and appreciate its practical applications.
- Special features such as Guidelines for Action and Skill-Development and Leadership Portfolio provide students with practical, step-by-step guidance to help them become more effective leaders.
- Two Leadership Case Problems in each chapter illustrate major themes covered in the text by presenting interesting, relevant real-life examples and providing associated activities to help students develop their own leadership knowledge and skills.

CONTENTS

1. The Meaning and Relevance of Leadership.
2. Global and Cross-Cultural Leadership.
3. Personal Attributes of Leaders.
4. The Charismatic and Transformational Aspects of Leaders.
5. The Moral Aspects of Leadership.
6. Enhancing Teamwork within the Group.
7. The Leader as a Motivator and Coach.
8. Leadership Actions, Attitudes, and Styles.
9. How Leaders Respond to the Situation at Hand.
10. How Leaders Exert Influence.
11. How Leaders Attain and Maintain Power.
- 12.

Communicating with Others and Resolving Conflicts. 13. The Creative and Innovative Aspects of Leaders. 14. Thinking Strategically and Managing Knowledge. 15. The Development of Leaders and Succession Planning.

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MILITARY LEADERSHIP IN THE 21ST CENTURY SCIENCE AND PRACTICE

Dr. Kim-Yin Chan, Nanyang Technological University; Dr. Star Soh, Nanyang Technological University; Regena Ramaya

Military Leadership in the 21st Century aims to provide junior commanders or entry-level military officers with an introductory-level appreciation of the key concepts and issues related to military leadership from a social-behavioral science perspective. The book focuses on “direct-level” or “team leadership”. It has three main themes: (1) the human dimension of military operations and organization; (2) the main approaches to direct or team-level leadership, including the trait-approach, values or ethical leadership, and leadership styles and behaviors; and (3) the challenges of leadership in 21st century military operations, organizations, and, the 21st century military profession. Besides learning key leadership-related concepts and issues, readers are also introduced to key events, institutions and social-behavioral scientific research programs that have shaped contemporary military leadership doctrines and systems.

FEATURES

- Written by authors who are not only former military officers, but also highly experienced psychologists and researchers rolled into one.
- Highly readable book that is full of practical, real-world applications, engaging examples and insights into military leadership, and is yet firmly grounded

in science.

- Utilizes key theoretical concepts and contemporary military leadership doctrines such as leadership selection, leadership & team training and development and organizational learning & change.
- Focuses on the social-behavioral science of leadership—the basis for many contemporary military leadership doctrines. The book therefore draws on primary social-behavioral science research reports and writing, and various military leadership doctrinal documents from Australia, Canada, Israel, New Zealand, Singapore, U.S., and the U.K.

CONTENTS

1. The Science and Practice of Military Leadership.
2. Challenges and Stress in Military Operations.
3. Soldier Performance: The Psychology of Human Behavior in Combat.
4. Understanding Soldier Motivation and Morale.
5. Military Leaders: Born or Made?
6. Military Leadership: A Matter of Styles or Values?
7. Science and Practice of Leading Military Teams.
8. Leading Military Teams for Adaptive Performance in Complex Environments.
9. Leading in Hierarchical, Learning Military Organizations.
10. Leading in the 21st Century Profession of Arms.

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ORGANIZATIONAL BEHAVIOR



NEW EDITION!



ORGB 4 (WITH COURSEMATE PRINTED ACCESS CARD), 4E

Debra Nelson, Oklahoma State University; James Campbell Quick, The University of Texas at Arlington

Created by the continuous feedback of a “student-tested, faculty-approved” process, ORGB 4 delivers

a visually appealing, succinct print component, tear-out review cards for students and instructors and a consistent online offering with CourseMate that includes an eBook in addition to a set of interactive digital tools all at a value-based price and proven to increase retention and outcomes.

NEW TO THIS EDITION

- Updated feature content, including topics such as telecommuting and dealing with toxic employees.
- Updated content on real-world companies, such as Google and General Motors.
- New content on civility in Chapter 9: Communications.
- Thoroughly updated digital content within CengageNOW.

FEATURES

- Every 4LTR Press solution comes complete with an engaging print textbook, tear-out review cards, an interactive digital solution (CourseMate), and an eBook all of which were directly influenced from student focus groups and surveys, and from interviews with faculty and students.
- Shorter, comprehensive chapters in a modern design present content in a more engaging and accessible format without minimizing coverage for your course.
- Tear-Out Review Cards at the back of the Student Editions provide students a portable study tool containing all of the pertinent information for class preparation.
- Instructor Prep Cards at the back of the Instructor's Edition make preparation simple with detachable cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint and video resources, additional examples, and suggested assignments and discussion questions to help you organize chapter content efficiently.
- Every 4LTR Press solution comes with CourseMate, the interactive digital component that offers a full suite of unique learning tools that appeal to different learning styles.
- All of the content and resources you expect with a supplements package that is second to none including an Instructor's Manual, PowerPoints, and Testing Software.

CONTENTS

Part I: INTRODUCTION. 1. Organizational Behavior

and Opportunity. 2. Challenges for Managers. Part II: INDIVIDUAL PROCESSES AND BEHAVIOR. 3. Personality, Perception, and Attribution. 4. Attitudes, Emotions, and Ethics. 5. Motivation at Work. 6. Learning and Performance Management. 7. Stress and Well-Being at Work. Part III: INTERPERSONAL PROCESSES AND BEHAVIOR. 8. Communication. 9. Work Teams and Groups. 10. Decision Making by Individuals and Groups. 11. Power and Political Behavior. 12. Leadership and Followership. 13. Conflict and Negotiation. Part IV: ORGANIZATIONAL PROCESSES AND STRUCTURE. 14. Jobs and the Design of Work. 15. Organizational Design and Structure. 16. Organizational Culture. 17. Career Management. 18. Managing Change. Notes. Index.

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BUILDING MANAGEMENT SKILLS AN ACTION-FIRST APPROACH, INTERNATIONAL EDITION

Richard L. Daft, Vanderbilt University; Dorothy Marcic, Vanderbilt University

This unique management skills text provides you with a new toolbox from which to teach students the difficult and challenging application of managerial theories and concepts. Daft and Marcic's action-first approach turns the traditional learning model on its end. Instead of starting with concepts and moving to application, this text starts with application, an introductory problem or challenge that encourages students to first empty out their ideas so they are ready to understand new ideas and acquire new skills. Each chapter provides a menu of teaching resources for student challenges, engagement, applications, and learning, ample opportunity to fill students up with the spot-on management skills they'll need to be successful managers. This new learning philosophy leads students

through a seven-step learning process: 1. Manager Challenge, 2. Initial Response, 3. Discover Yourself, 4. Discover Knowledge, 5. Action Learning Exercises, 6. Test Your Mettle, and 7. Personal Skills Log. Shorter, highly-focused chapters take students through each of these seven steps, allowing them to capture the essence and critical points for each topic. The mass of research material has been condensed and focused into discrete learning packages (chapters) designed specifically for student engagement. Organized around a new learning philosophy, with new technology and a coherent learning package for students to acquire management skills through an active “first do, then learn” approach, Daft and Marcic have created a truly unique teaching and learning experience with **BUILDING MANAGEMENT SKILLS**, International Edition.

NEW TO THIS EDITION

- **PROBLEM BASED LEARNING APPROACH:** Based on the latest findings about how people learn, this unique text uses problem-based learning to have students “first do, then learn.” Students start with a realistic problem scenario upon which they take action before learning a concept or skill. Action on the problem reveals to students their learning gap, how little they know, which opens students’ minds to knowledge and synthesis, completing a learning cycle.
- **LESS IS MORE:** This skills text is highly focused and uses small bites. Sixteen shorter chapters capture the essence and critical points for each topic, condensing the mass of research material into discrete learning packages (chapters) for student engagement.
- **COMPLETE PACKAGE:** Instructors are provided a menu of teaching tools in the text and instructor’s manual to guide each student’s skills learning.
- **CengageNOW FOR DAFT/MARCIC’S BUILDING MANAGEMENT SKILLS**, International Edition: This robust, online course management system gives you more control in less time and delivers better student outcomes NOW. CengageNOW for **BUILDING MANAGEMENT SKILLS**, International Edition includes book-specific resources that can be assigned and graded automatically, along with a menu of multimedia tools for students. Flexible assignments, automatic grading and an exportable gradebook with reports save you valuable time. The Personalized Study Plan diagnostic tool empowers students to

master concepts, prepare for exams, and become more involved in class. Because a modern eBook is automatically integrated within CengageNOW, you can provide your students with price flexibility for your course! Also, available upon request, CengageNOW can be integrated with a variety of Learning Management Systems (i.e. BlackBoard).

- **INTEGRATED LEARNING SYSTEM WITH SEVEN BUILDING BLOCKS:** Each chapter starts with a professional video incident to challenge students and reveal their personal knowledge gap. Students then proceed as assigned by their instructor with questionnaire feedback, text resources, deliberate practice and team exercises, action learning exercises, and writing down their takeaways. The building blocks are described below.
- **MANAGER CHALLENGE AND INITIAL RESPONSE:** The first section of each chapter is a learning challenge based on a real-world problem faced by a manager. These problems/incidents are provided as short videos that instructors can use to begin the class. Cases are also provided for instructors who prefer not to show videos. After students watch the original video challenge and/or read the associated case, the instructor allows students to solve the problem, either through written analysis, discussion, or role-play. Trying to respond correctly to the video challenge or “problem” immediately answers the question implicit in the students’ mind: “Why do I need to know this material?” This challenge and the students’ response to it also provides a benchmark of student skill for the students’ later realization of how much they have learned.
- **DISCOVER YOURSELF:** A series of questionnaires allow students to better understand their personal style and competency concerning the subject matter of a particular chapter. When they are aware of their current tendencies, they are better able to internalize new concepts. Follow up “Interpret Your Score” boxes are included in the Discover Knowledge section of each chapter.
- **DISCOVER KNOWLEDGE:** Students are provided with research-based knowledge and ideas. Learning resources within this section of each chapter include text material, self-assessment interpretations, real-world examples, and various engaging boxed features. Students are exposed to multiple perspectives on

how the current problem and future problems might be solved.

- **ACTION LEARNING EXERCISES:** Individual deliberate practice exercises, in-class team exercises, and field team exercises are provided so students can apply and test their new knowledge and skills. Action learning means learning by doing, individually or in teams both inside and outside the classroom.
- **TEST YOUR METTLE:** Students are enabled to apply their new skills to new problems and cases, including role-play exercises, case incidents, and video applications. Students can be challenged with new exercises and incidents to expand their learning even further. They can again learn based on their own actions rather than from text memorization.

CONTENTS

Part I: PERSONAL. 1. Your Manager Strengths and Weaknesses. 2. Learning About Yourself. 3. Managing Yourself to Get Things Done. 4. Creative Problem Solving. 5. How Managers Communicate. 6. Becoming an Ethical Manager. Part II: INTERPERSONAL. 7. Motivating for Performance. 8. Getting Things Done Through Networks, Relationships, and Influence. 9. Develop People with Coaching and Feedback. 10. Handling Difficult Conversations, Conflict, and Negotiation. 11. Managing Your Boss. Part III: MANAGING TEAMS AND ORGANIZATIONS. 12. Managing Teams. 13. Getting Things Done through Performance Management. 14. Managing Global Diversity. 15. Positive Leadership. 16. Managing Positive Change.

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NEW!

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MANAGEMENT SKILLS ASSESSMENT AND DEVELOPMENT, INTERNATIONAL EDITION

Ricky Griffin, Texas A&M University; David Van Fleet, Morrison School of Management and Agribusiness, College of Technology and Innovation, Arizona State University

Griffin/VanFleet, **MANAGEMENT SKILLS: ASSESSMENT AND DEVELOPMENT, 1E, International Edition** offers a comprehensive, real world approach to mastering the skills needed for a career in management. Because instructors often express the difficulty of creating an active learning environment, this text offers an active, not passive, way for students to learn management skills by challenging students to be self-reflective and asking them to complete numerous assessments, exercises, cases, and other activities. The authors also address another major concern instructors have about students being visual learners by providing a unique Visualize the Skill section not found in any other text. To better enable students to learn about management, chapters are organized in an easy-to-follow format that contains: Assessing Your Skills (pre-assessment scales); Learning About the Skills (concept portion of the text); Practicing Your Skills (exercises); Using Your Skills (case analysis); Extending Your Skills (group and individual exercises); Visualizing the Skills (video exercises); Your Skills Now (assessing skills after working through the chapter); and Interpretations (scoring keys and comparison data).

FEATURES

- **Action-Based:** Griffin & VanFleet's unique approach to **MANAGEMENT SKILLS: ASSESSMENT AND DEVELOPMENT, 1E, International Edition** is derived from an active learning perspective. While students can learn definitions, models, frameworks, and theories by reading about them, in order for them to

actually enhance their managerial capabilities, they must be engaged participants in the learning process. The authors provide feedback for in-text and online assessments, and afford videos for the visual learner.

- **Logical and Sequential Chapter Format:** Chapters are organized in an easy-to-follow format. Each chapter contains the following sections:
- **Assessing your Skills:** This section contains pre-assessment content. Feedback is available in the Interpretations section as well as online when students complete the interactive assessment.
- **Learning about the Skills:** Student read about the chapter's concepts in this section. Engaging photos, figures, tables, and applicable quotes are scattered throughout.
- **Visualizing the Skills:** Addressing the needs of visual learners, students watch a video and respond to the corresponding discussion questions.
- **Practicing Your Skills:** Students complete relevant exercises aimed at building upon the concepts they have just read about.
- **Using Your Skills.** Students read two cases and analyze them to answer the corresponding thought provoking questions.
- **Extending Your Skills:** Students complete both group and individual exercises designed to utilize the skills they are mastering.
- **Your Skills Now:** In Your Skills Now, students once again assess their skills after working through the chapter content.
- **Interpretations:** Interpretations are select assessments and exercises that contain corresponding scoring keys and comparison data.

CONTENTS

1. Basic Management Skills. 2. Learning and Developing Management Skills. 3. Time Management Skills. 4. Interpersonal Skills. 5. Conceptual Skills. 6. Diagnostic Skills. 7. Communication Skills. 8. Decision-Making Skills. 9. Technical Skills. 10. Transitioning From Managing to Leading. Appendix A: Managerial Skills Assessment. Appendix B: Skills for Finding a Job.

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eBook

ORGANIZATIONAL BEHAVIOR WITH CB COURSESMART EBOOK, 11E

Ricky W. Griffin, *Texas A&M University*; Gregory Moorhead, *Arizona State University*

Prepare your students today to become strong, effective managers tomorrow with the powerful concepts and practical applications found in Griffin/Moorhead's **ORGANIZATIONAL BEHAVIOR: MANAGING PEOPLE AND ORGANIZATIONS**, Eleventh Edition. This reader-oriented text helps you equip your students with the skills and solid understanding to meet the management challenges of a new century. The book's applied approach balances classic management ideas with the most recent OB developments and contemporary trends, such as the impact of OB on the services sector; the effects of the economic downturn, how to manage people in these challenging times; the new role of stress on motivation and leadership; the effects of downsizing, the trends towards 'greening' businesses, outsourcing, and the stresses on company's ethical standards. Students delve into the core concepts of human behavior and industrial psychology with the help of memorable real examples and cases drawn from relevant organizations and managers. Fresh new cases, proven end-of-chapter exercises, end-of-chapter video cases, activities, and optional cases and exercises help you equip your students with the assets, tools, and resources to compete effectively amid a world of change. Students grasp the fundamentals of human behavior in organizations and the ability to develop new answers to new challenges as they learn to understand the people who comprise an organization, understand change, and understand how organizations must respond to change. Equip and energize the next generation of managers for the most exciting task of tomorrow: managing people effectively within competitive organizations. Available with InfoTrac® Student Collections <http://goengage.com/infotrac>.

NEW TO THIS EDITION

- **New Content:** substantial amount of new coverage of emerging topics and concepts. The major ones

include: Chapter 2: A revised section focusing on how to frame ethical issues. Chapter 5: A new discussion of extended work schedules as they relate to employee motivation. Chapter 6: A new discussion of the balanced scorecard approach to performance management. Chapter 8: A new chapter organization and new coverage of both evidence-based decision making and prospect theory. Chapter 13: New coverage of the GLOBE leadership project. Chapter 16: New discussion of Sony Corporation's reorganization by product in 2009 and 2012. Additional comments on how authority and responsibility may differ across cultures. Chapter 17: New discussion of the "boss-less" or "boss-free" organization. Chapter 18: Expanded discussion of innovation with examples. Chapter 19: Revised discussion (with data) on people working from home and the "office-less" office as workplace changes.

FEATURES

- **CHAPTER OPENING CASES:** Compelling "Opening Vignettes" -all of which are new or heavily revised in this edition- encourage immediate, active participation and thought as students examine popular organizations and topics making news today, such as Whole Foods, Cirque du Soleil, Mercy Corps, Carbon Footprints, Traffic Control, and much more.
- "Opening Vignettes" immediately engage students with concepts in action within well-known organizations: Compelling "Opening Vignettes" -all of which are new in this edition- encourage immediate, active participation and thought as students examine popular organizations making news today, such as Eddie Bauer, Cirque du Soleil, snopes.com, J.P. Morgan, and Goldman Sachs.

CONTENTS

PART I: INTRODUCTION TO ORGANIZATIONAL BEHAVIOR. An Overview of Organizational Behavior. The Changing Environment of Organizations. **PART II: INDIVIDUAL PROCESSES IN ORGANIZATIONS.** Foundations of Individual Behavior. Motivation in Organizations. Motivating Employee Performance Through Work. Motivating Employee Performance Through Rewards. Managing Stress and the Work-Life Balance. Decision Making and Problem Solving. **PART III: INTERPERSONAL PROCESSES IN ORGANIZATIONS.** 9. Foundations of Interpersonal and Group Behavior. 10.

Using Teams in Organizations. 11. Communication in Organizations. 12. Traditional Models for Understanding Leadership. 13. Contemporary Views of Leadership in Organizations. 14. Power, Politics, and Organizational Justice. 15. Conflict and Negotiation in Organizations. **PART IV: ORGANIZATIONAL PROCESSES AND CHARACTERISTICS.** 16. Foundations of Organization Structure. 17. Organization Design. 18. Organization Culture. 19. Organization Change and Development.

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Organizational Behavior with CourseMate, 11e

Organizational Behavior with MindTap, 11e

Organizational Behavior with CengageNOW, 11e



NEW EDITION!

ORGANIZATIONAL BEHAVIOR, 2E TOOLS FOR SUCCESS, INTERNATIONAL EDITION

Jean M. Phillips, Rutgers University; Stanley M. Gully, Rutgers University

Equip your students with the tools they need to achieve personal and managerial success with Phillips/Gully's **ORGANIZATIONAL BEHAVIOR: TOOLS FOR SUCCESS, 2e, International Edition**. Written by award-winning instructors, this book uses meaningful, relevant examples within each chapter to help translate today's most recent OB research and significant theory into applicable skills. **ORGANIZATIONAL BEHAVIOR, 2e, International Edition** is ideal for launching or advancing future managers' careers. The book's practical approach eliminates "so what?" moments as students clearly see the immediate value of what they're learning and its impact on their daily personal and professional experiences. Focused self-assessments and self-improvement opportunities help students evaluate and refine today's most

effective OB skills. This unique book acknowledges the significant impact of technology on productivity today, highlighting both technology resources and their effects on business. A comprehensive support package, complete with CengageNOW online teaching system and INNOVATIVE DECISION-MAKING VIDEOS, helps students focus on the most important skills of successful leadership. In addition, Cengage Learning's Write Experience helps students write effectively without adding to your workload!

NEW TO THIS EDITION

- **UPDATED EXAMPLES:** The textbook has been revised to include new and up-to-date vignettes, cases, and examples.
- **COMPLETELY NEW DESIGN:** A refreshing new 4-color design has been added to this edition along with new photos and captions.
- **CENGAGE LEARNING'S WRITE EXPERIENCE:** Write Experience helps students write effectively without adding to your workload! Write Experience utilizes artificial intelligence to score student writing instantly and accurately. It also provides students with detailed revision goals and feedback on their writing to help them improve written communication and critical thinking skills. Write Experience is the first product designed and created specifically for the higher education market through an exclusive agreement with McCann Associates, a Vantage Learning Affiliated operating company, and also powered by e-Write IntelliMetric Within™.

FEATURES

- **CHAPTER-OPENING VIGNETTES HIGHLIGHT ACTUAL CHALLENGES FACING INDIVIDUALS OR ORGANIZATIONS:** Each chapter begins with a captivating opening vignette that describes how a person or organization is facing a real challenge or problem related to the chapter's content. Each vignette concludes at the end of the chapter with an engaging description of how the company or individual applied skills from the chapter to address the challenge.
- **UNDERSTANDING YOURSELF FEATURES ENABLE STUDENTS TO ASSESS PERSONAL JOB SKILLS:** Students gain a better understanding of their own characteristics as an "Understand Yourself" feature in each chapter provides the opportunity for readers

to assess themselves in a variety of areas related to today's OB. Students evaluate their personal motivations, view of money, leadership styles, emotional intelligence, diversity awareness and other skills critical to OB success.

- **IMPROVE YOUR SKILLS EQUIP STUDENTS TO BECOME MORE EFFECTIVE EMPLOYEES AND BUSINESS LEADERS:** Each chapter contains an "Improve Your Skills" box to help students become more effective in a variety of personal or professional areas. Students hone important skills in dealing with challenging managerial behaviors, interviewing, managing stress, negotiating, and accurately assessing an organization's culture and political environment.
- **SO WHAT FEATURES DEMONSTRATE THE IMPACT OF OB SKILLS ON STUDENTS' PERSONAL SUCCESS RIGHT NOW:** Memorable "So What?" moments clearly identified throughout each chapter demonstrate to students how the information they are learning about OB makes an immediate impact on their personal success and influences their managerial future.
- **UNIQUE MANAGING YOUR CAREER CHAPTER POSITIONS STUDENTS TO MAXIMIZE THEIR CAREER SUCCESS:** The book's final chapter, "Managing Your Career," sets your students up for career success, as students gain a better understanding of what they need or want from a career or job. Students learn important interviewing techniques, how to make the best personal career choices, and what to look for in today's organizations. The authors discuss careers and career planning as well as work-life balance, mentoring, and social networks in this chapter, unlike any other in similar OB books.
- **GLOBAL ISSUES HIGHLIGHT THE INTERNATIONAL IMPLICATIONS OF TODAY'S OB CONCEPTS:** Your students gain a truly global perspective of OB concepts at work as engaging "Global Issues" in each chapter emphasize the global implications of topics that the chapter discusses.
- **CASE STUDIES PUT CHAPTER CONCEPTS INTO PRACTICE:** An exceptional case study in each chapter reinforces material from the chapter and gives your students the opportunity to apply what they learn to a real situation within an actual organization.

CONTENTS

PART I: THE ORGANIZATIONAL BEHAVIOR CONTEXT.
1. What is Organizational Behavior? 2. Diversity. PART II:

INDIVIDUAL EFFECTIVENESS. 3. Individual Differences I: Demographics, Personality, and Intelligence. 4. Individual Differences II: Self-Concept, Learning Styles, and Types of Fit. 5. Attitudes, Values, Moods, and Emotions. 6. Social Perception, Attributions, and Perceived Fairness. 7. Motivating Behavior. PART III: SOCIAL INTERACTIONS. 8. Communicating. 9. Making Decisions. 10. Power, Influence, and Politics. 11. Managing Conflict and Negotiating. PART IV: GROUPS, TEAMS, AND LEADERSHIP. 12. Group Behavior and Effective Teams. 13. Leading. PART V: ORGANIZATIONAL DESIGN, ORGANIZATIONAL CHANGE, AND CAREER MANAGEMENT. 14. Organizational Structure and Design. 15. Organizational Culture and Organizational Change. 16. Managing Your Career.

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Coming Soon!



PRINCIPLES OF ORGANIZATIONAL BEHAVIOR, 8E

REALITIES & CHALLENGES, INTERNATIONAL EDITION

James Campbell Quick, *The University of Texas at Arlington*; Debra L. Nelson, Ph.D., *Oklahoma State University*

Help your students learn not only the concepts and theories that enhance the management of human behavior at work but also how to practice these skills with Quick/Nelson's *PRINCIPLES OF ORGANIZATIONAL BEHAVIOR, 8E, International Edition*. The latest edition of this book clearly demonstrates how organizational behavior theories and research apply to companies today with engaging cases, meaningful exercises, and examples that include six new focus companies students will instantly recognize. The authors present foundational organizational behavior topics, such as motivation, leadership, teamwork, and communication. Students also examine emerging issues reshaping the field today, such as the theme of change. They study

how change affects attitudes and behaviors in an organization as well as what new opportunities and experiences change presents. Students further explore growing themes of globalization, diversity, and ethics. The authors anchor the book's multifaceted approach in both classic research and leading-edge scholarship. Timely examples from all types of organizations throughout this edition reflect today's most current trends, including six new focus companies--NetFlix, Ford, Groupon, and more. Self-assessments and other interactive learning opportunities allow your students to grow and develop, both as individuals and as important contributors to an organization, as they progress throughout your course.

NEW TO THIS EDITION

- **NEW CengageNOW™ FOR NELSON/QUICK ORGANIZATIONAL BEHAVIOR EIGHTH EDITION.** This robust, online course management system gives you more control in less time and delivers better student outcomes--NOW. CengageNOW™ for ORGANIZATIONAL BEHAVIOR includes book-specific resources that can be assigned and graded automatically, along with a menu of multimedia tools for students. Flexible assignments, automatic grading, and an exportable gradebook with reports save you valuable time. The Personalized Study plan diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class.
- **SIX FASCINATING NEW FOCUS COMPANIES PROVIDE INSIGHTS INTO TODAY'S WORKPLACE.** Six new leading organizations--NetFlix, QuikTrip, Groupon, Ford, Dyson, and Oracle--are highlighted as Focus Companies throughout this edition's "Thinking Ahead" and "Looking Back" chapter features.
- **NEW CONTEMPORARY TOPICS REFLECT CHALLENGES OF TODAY'S ORGANIZATIONS.** New material in this edition addresses developing topics of growing importance in today's business world, such as communicating through new technologies and social media.
- **NEW AND UPDATED "SCIENCE" AND "THE REAL WORLD" BOXES SPOTLIGHT THE LATEST DEVELOPMENTS.** Show your students the science upon which today's organizational behavior is based and how organizational behavior actually impacts today's companies. Intriguing "Science" boxes throughout this edition summarize leading-edge

research, while “The Real World” boxes spotlight contemporary organizational life.

- NEW “DIVERSITY DIALOGUES” CHALLENGE STUDENTS TO THOUGHTFULLY CONSIDER AND RESOLVE CONFLICTS. Diversity Dialogue vignettes near the end of each chapter provide brief explanations with thought-provoking discussion questions to spark conversation about an aspect of diversity related to the chapter’s content.

FEATURES

- MAKE CONCEPTS MEMORABLE WITH VIDEO CLIPS. Captivating, brief clips from some of Hollywood’s most popular movies, including IN GOOD COMPANY and FRIDAY NIGHT LIGHTS, with accompanying video cases illustrate OB concepts from the text in action.
- “YOU” SELF-ASSESSMENT EXERCISES ENCOURAGE SELF-DEVELOPMENT. These features enhance self-knowledge and encourage personal skill development when students carefully consider the results of the exercises for self-discovery or behavioral change.
- DISCUSSION AND COMMUNICATION QUESTIONS ENCOURAGE A MEANINGFUL EXCHANGE OF IDEAS. Challenging Discussion and Communication Questions at the end of each chapter give your students critical practice in applying chapter material using various forms of effective communication.
- EXPERIENTIAL EXERCISES ENCOURAGE GROUP INTERACTION. At the end of each chapter, your students have the opportunity to work in teams as they learn more about an important aspect of the chapter’s topic. These group-oriented Experiential Exercises help students further develop critical interpersonal skills.

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Part I: INTRODUCTION. 1. Organizational Behavior and Opportunity. 2. Challenges for Managers. Part II: INDIVIDUAL PROCESSES AND BEHAVIOR. 3. Personality, Perception, and Attribution. 4. Attitudes, Emotions, and Ethics. 5. Motivation at Work. 6. Learning and Performance Management. 7. Stress and Well-Being at Work. Part III: INTERPERSONAL PROCESSES AND BEHAVIOR. 8. Communication. 9. Work Teams and Groups. 10. Decision Making by Individuals and Groups. 11. Power and Political Behavior. 12. Leadership and Followership. 13. Conflict and Negotiation. Part IV: ORGANIZATIONAL PROCESSES AND STRUCTURE. 14.

Jobs and the Design of Work. 15. Organizational Design and Structure. 16. Organizational Culture. 17. Career Management. 18. Managing Change.

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ORGB ASIA PACIFIC EDITION

Debra L. Nelson, Oklahoma State University; James Campbell Quick, The University of Texas at Arlington; Sarah Wright, University of Canterbury, New Zealand; Christine Adams, University of Tasmania

A new approach to learning the principles of organisational behaviour, ORGB is the Asia-Pacific edition of a proven, innovative solution to enhance the learning experience. Concise yet complete coverage supported by a suite of online learning aids equips students with the tools required to successfully undertake a course in organisational behaviour.

FEATURES

- Concise yet complete coverage of organisational behaviour principles supported by a suite of online learning aids
- Retaining the model of the US text, ORGB Asia-Pacific edition is comprehensively adapted to meet the needs of students studying organisational behaviour in the Asia-Pacific region
- Theory and applications of organisational behaviour are presented in an engaging narrative style that students will find both enjoyable and illuminating
- Icons integrated throughout the text refer students to a variety of on-line learning tools that complement specific chapter topics. Some tools will help students revise and reinforce concepts and other tools will help student apply the theory and expand their understanding
- Local and international examples include ANZ, Virgin Blue, Lonely Planet, Deloitte, Hudson’s Coffee, Google, Rio Tinto, Hertz, Timberland
- ORGB in Practice feature explores practical

applications of organisational behaviour theory in real world environments

- ORGB Trend highlights recent trends in organisational behaviour and innovative examples of these trends in practice
- ORGB Fact provides relevant latest facts and figures on contemporary issues in organisational behaviour
- Each new book offers 6-month subscription to CourseMate containing interactive quizzes, flashcards, case studies, games and more + Search me! management providing students with 24 hr access to full-text articles from hundreds of scholarly and popular periodicals as well as e-books
- 18 tear out Chapter Review Cards provide students with a concise summary of how the key concepts connect to the learning objectives as well as review of key terms

CONTENTS

Part I: Introduction 1. Organisational behaviour and opportunity 2. Challenges for managers Part II: Individual processes and behaviour 3. Personality, perception, and attribution 4. Attitudes, emotions, and ethics 5. Motivation at work 6. Learning and performance management 7. Stress and well-being at work Part III: Interpersonal process and behaviour 8. Communication 9. Work teams and groups 10. Decision making by individuals and groups 11. Power and political behaviour 12. Leadership and followership 13. Conflict and negotiation Part IV: Organisational processes and structure 14. Jobs and the design of work 15. Organisational design and structure 16. Organisational culture 17. Career management 18. Managing change

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eBook

PRINCIPLES OF ORGANIZATIONAL BEHAVIOR, INTERNATIONAL EDITION, 13E

John W. Slocum Jr., Southern Methodist University; Don Hellriegel, Texas A&M University

Equip your students with the skills to become effective, high performance managers in today's business world as you provide a solid foundation in organizational behavior with this unique competency-based approach. Slocum/Hellriegel's *PRINCIPLES OF ORGANIZATIONAL BEHAVIOR, 13E, International Edition* has distilled the expertise of hundreds of leading managers from a variety of industries into seven core managerial competencies most important for professional and organizational success. Students have opportunities to assess and maximize their personal skills within the context of today's organizational behavior as they master competencies in managing self, ethics, communication, diversity, across cultures, teams, and change. The authors apply their decades of experience in teaching, research, and OB consulting to establish a clear connection between organizational behavior theory and contemporary practice. This edition combines classic theory with contemporary research, emerging trends, and the most recent developments impacting business today. Text and video cases from organizations familiar to students and interactive exercises clearly demonstrate how effective leaders use the key competencies to lead more successfully. Give your students the foundation they need to become highly effective managers and successful leaders within the organizations of tomorrow.

NEW TO THIS EDITION

- EXPLORE THE IMPORTANCE OF ETHICS TODAY WITH A NEW CHAPTER AND EXPANDED COVERAGE. Now you can introduce the growing importance of

ethics in business today with a new Chapter 2 that highlights ethical concepts and concerns crucial to all employees and organizational leaders. Nine new Ethical Competency features introduce students to a variety of challenging ethical situations in well-known organizations. Ethics-driven, end-of-chapter exercises and cases require students to determine and act upon ethical decisions.

- **ENGAGE STUDENTS AND ENCOURAGE DISCUSSION WITH FRESH NEW CASES AND MEMORABLE REAL EXAMPLES.** Fifteen “Learning From Experience” Chapter-Opening Cases highlight challenges facing employees and leaders in familiar organizations. Many end-of-chapter Critical Thinking Cases and Experiential Exercises offer fresh perspectives on incidents within a variety of organizations.
- **PRESENT THE MOST CURRENT THINKING AND CONTEMPORARY THEORY WITH THE LATEST EXAMPLES AND TRENDS.** All chapter content — including research citations, references, and figures — reflects the latest perspectives with accuracy you can trust. Updated materials exemplify the most recent OB thinking and contemporary theory. You can easily present current developments and their affects on employees and leaders around the globe, from the impact of Twitter and Facebook to the failure of General Motors and the rise of developing nations, such as India.
- **INVOLVE STUDENTS IN ACTIVE LEARNING WITH THE LATEST APPLIED THEORY FEATURES.** Virtually all-new “Competency Boxes” within each chapter of this edition showcase how real organizations use OB theory today. New “Insights” illustrate how significant business leaders use OB theory while actual memorable examples exemplify effective management at work.
- **MAKE CONCEPTS MEMORABLE WITH BIZFLIX POPULAR HOLLYWOOD FILM CLIPS.** Captivating, brief clips from some of Hollywood’s most popular movies, such as *In Good Company* and *Friday Night Lights*, with accompanying video cases illustrate OB concepts from the text in action. Corresponding questions provide opportunities for critical analysis and discussion. Fourteen of the seventeen BizFlix videos are new in this edition.

FEATURES

- **EQUIP STUDENTS TO BECOME HIGH PERFORMANCE**

MANAGERS WITH THIS UNIQUE COMPETENCY APPROACH. Your students will find content personally relevant and meaningful with this book’s one-of-a-kind emphasis. Students learn to master the seven core managerial competencies most important for becoming an effective business leader. More than 30 individual, team, and organizational assessments guide them in improving their effectiveness in today’s competitive market. Students can re-assess personal strengths and compare their progress to professionals as they progress through the course.

- **STRENGTHEN CRITICAL THINKING SKILLS AND ENSURE STUDENT UNDERSTANDING WITH INTERACTIVE END-OF-CHAPTER ACTIVITIES.** An emphasis on applications and active learning throughout proven end-of-chapter activities helps students retain and better understand chapter concepts. Meaningful assessment questionnaires, critical thinking cases, and experiential exercises filled with examples from today’s leading organizations help students examine topics more closely and relate what they’ve learned to core managerial competencies.
- **PROVIDE A SOLID OVERVIEW OF BUSINESS MANAGEMENT TODAY WITH INTEGRATED CASES.** Engaging Integrating Cases at the end-of-text draw from a variety of concepts and competencies throughout the book, requiring students to apply what they’ve learned to realistic situations. Students improve critical and analytical thinking skills as they gain a realistic understanding of how to apply the seven core competencies to challenges in business today.
- **ENCOURAGE ENTHUSIASM FOR LEARNING WITH THIS EDITION’S ENGAGING, DYNAMIC VISUALS.** Clarify concepts for students with this edition’s inviting, action-driven presentation full of proven learning aids. Students more easily understand and retain principles with this edition’s updated, colorful, engaging photos, figures, and tables.

CONTENTS

Part I. Introduction and Ethical Foundations. Chapter 1. Organizational Behavior and Key Competencies. Chapter 2. Ethical Foundations in Organizational Behavior. Part II. The Individual in Organizations. Chapter 3. Understanding Individual Differences. Chapter 4. Perceptions and Attributions. Chapter 5. Applying Learning Concepts to Improve Performance.

Chapter 6. Motivating Employees. Chapter 7. Motivation through Goal-Setting and Reward Programs. Chapter 8. Workplace Stress and Aggression. Part III. Leadership and Team Behaviors. Chapter 9. Fostering Interpersonal Communication in Organizations. Chapter 10. Leading Effectively: Foundations. Chapter 11. Leading Effectively: New Perspectives. Chapter 12. Developing and Leading Teams. Chapter 13. Managing Conflict and Negotiating Effectively. Part IV. The Organization. Chapter 14. Making Managerial Decisions. Chapter 15. Designing Organizations. Chapter 16. Cultivating Organizational Culture. Chapter 17. Guiding Organizational Change.

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INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR, INTERNATIONAL EDITION, 5E

Nancy J. Adler, McGill University; Allison Gundersen, Case Western Reserve University

The world of organizations is no longer defined by national boundaries. **INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR** breaks down the conceptual, theoretical, and practical boundaries limiting our ability to understand and work with people in countries and cultures around the world. Adler's hallmark approach views global complexity as neither unpredictable nor random; rather, she demonstrates that variations across cultures and their impacts on organizations follow systematic, predictable patterns. The authors' blend of substance and readability--including a wealth of research and examples from around the world--results in a text that is authoritative and richly detailed.

NEW TO THIS EDITION

- This Fifth Edition features expanded and updated

discussions of the impact of the Internet and new technologies on cross-cultural management.

- The authors include new research and examples from around the world.
- This edition includes a Film Index with descriptions of and information about how to get the films. With the Fifth Edition the authors highlight places where videos may be used appropriately for further learning. Nancy Adler has participated in several highly regarded video programs that enhance the study of work beyond national boundaries.

FEATURES

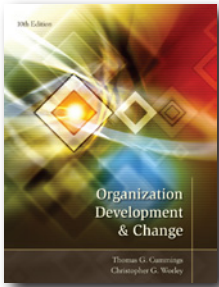
- **INTERNATIONAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOR** includes numerous case studies, applications, and examples, but is still a concise and manageable 10 chapters.
- The text examines a wide range of cultures: Asian, African, Eastern and Western European, North and South American, and Middle Eastern.
- The United States is frequently used as a reference point and as a point of comparison since most of today's management literature is U.S.-based.

CONTENTS

Part One: THE IMPACT OF CULTURE ON ORGANIZATIONS. 1. Culture and Management. 2. How Cultural Differences Affect Organizations. 3. Communicating Across Cultures. Part Two: LEVERAGING CULTURAL DIVERSITY. 4. Creating Cultural Synergy. 5. Managing Multicultural Teams. 6. Leading Globally. 7. Motivating People from Around the World: Inspiring People to Contribute. 8. Multinational Decision Making. 9. Negotiating Globally. Part Three: MANAGING GLOBAL MANAGERS. 10. Managing Cross-Cultural Transitions: Moving Abroad and Coming Home. 11. A Portable Life: The Expatriate Spouse. 12. Global Careers: Succeeding in the 21st Century. Epilogue. Film Notes. Index.

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ORGANIZATION DEVELOPMENT AND CHANGE



NEW EDITION!

eBook

ORGANIZATION DEVELOPMENT AND CHANGE, 10E

Thomas G. Cummings, *University of Southern California*; Christopher G. Worley, *University of Southern California*

Market-leading ORGANIZATION DEVELOPMENT AND CHANGE, 10th Edition blends rigor and relevance in a comprehensive and clear presentation. The authors work from a strong theoretical foundation to describe, in practical terms, how behavioral science knowledge can be used to develop organizational strategies, structures, and processes.

NEW TO THIS EDITION

- **Integration and Flow:** The chapter sequence from previous editions has been maintained, but the total number of chapters was reduced from 25 to 23, better integrating the content. A more integrated presentation of the diagnostic process was created by combining two chapters into one. Similarly, combining the chapters on data collection, analysis, and feedback into one forms a more tightly integrated description. Finally, there is a consistent organization design framework in the diagnosis, structural design, and strategic change sections.
- **Global Integration:** The overall integration and flow of material has been improved by making a concerted attempt to address global issues and global perspectives throughout the text. This edition shows a concentrated effort to dramatically reduce the North American bias and to cite European, Asian, Australian, South American, and where possible, African examples.
- **Strategic Emphasis Continued:** Reflecting on where

OD is headed, Part 6 on strategic change interventions has been completely rewritten. The authors have added dynamic strategy making, completely revised the section on organization design, leveraged the design section to more deeply explore integrated strategic change, and completely revised the sections on organization learning, built to change, and culture change.

- **Sustainability:** A new chapter (Chapter 21), focusing on OD practices intended to improve and balance organizations' economic, social, and ecological outcomes, has been added. This topic is a growing area of OD practice and one that will continue to expand.
- **Key Chapter Revisions:** Other chapters have received important updates and improvements. Chapter 7's description of designing interventions, in keeping with the global integration described above, has been rewritten to account for cross-cultural values in interventions. In Chapter 22, the sections on OD in Healthcare, Education, Government, and Family Businesses have been completely re-written by new and familiar guest authors. Finally, Chapter 23--Future Directions in Organization Development--has received a thorough revision based on the authors' recent research.
- **Cengage Learning Testing Powered by Cognero** is a flexible, online system that allows you to: author, edit, and manage test bank content from multiple Cengage Learning solutions; create multiple test versions in an instant; and deliver tests from your LMS, your classroom or wherever you want.

FEATURES

- **Learning Objectives:** Each chapter opens with succinct objectives for the student to learn and understand as they read the chapter.
- **Applications:** Each chapter includes several short applications where different OD interventions or processes were used in practice. These short cases often describe how OD is used in well-known organizations.
- **Cases:** Case studies at the end of each major part in the book permit a more in-depth discussion of the OD process, using real-world examples.
- **Global:** A strong cross-cultural and global orientation is maintained throughout the book. The text describes how interventions can be affected by cultural context and applications and case use organization from

around the world.

CONTENTS

1. Introduction to Organization Development. Part I: OVERVIEW OF ORGANIZATION DEVELOPMENT. 2. The Nature of Planned Change. 3. The Organization Development Practitioner. Part II: THE PROCESS OF ORGANIZATION DEVELOPMENT. 4. Entering and Contracting. 5. Diagnosing. 6. Collecting, Analyzing, and Feeding Back Diagnostic Information. 7. Designing Interventions. 8. Managing Change. 9. Evaluating and Institutionalizing Organization Development Interventions. CASES. Part III: HUMAN PROCESS INTERVENTIONS. 10. Interpersonal and Group Process Approaches. 11. Organization Process Approaches. CASES. Part IV: TECHNOSTRUCTURAL INTERVENTIONS. 12. Structural Designs. 13. Employee Involvement. 14. Work Design. CASES. Part V: HUMAN RESOURCE INTERVENTIONS. 15. Performance Management. 16. Talent Management. 17. Workforce Diversity and Wellness. CASES. Part VI: STRATEGIC CHANGE INTERVENTIONS. 18. Transformational Change. 19. Continuous Change. 20. Transorganization Change. CASES. Part VII: SPECIAL APPLICATIONS OF ORGANIZATION DEVELOPMENT. 21. Organization Development for Economic, Ecological, and Social Outcomes. 22. Organization Development in Nonindustrial Settings: Health Care, School Systems, the Public Sector, and Family-Owned. 23. Future Directions in Organization Development. Integrative Cases.

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ORGANIZATION THEORY



CENGAGE
TECHNOLOGY
EDITION

eBook

ORGANIZATION THEORY AND DESIGN WITH CB COURSESMART EBOOK, 11E

Richard L. Daft, Vanderbilt University

CB CourseSmart eBook – The ultimate eBook experience has arrived! Easily access our eBooks with features that will improve your reading experience, and tools to help you take notes and organize your studies. Discover some of the most progressive thinking about organizations today as acclaimed business author Richard Daft blends contemporary, innovative organizational ideas with proven classic theories and effective business practices. The result is a best-selling book--ORGANIZATION THEORY AND DESIGN--that's as enjoyable and engaging as it is useful and informative. You'll see, firsthand, how well-known organizations cope and even thrive within today's rapidly changing, highly competitive, international environment. Featured organizations include BP, Disney/Pixar, Volvo, Barnes & Noble, and Cisco Systems. Fascinating detailed examples, contemporary case studies and proven learning features bring organization concepts to life while helping you develop the skills and insights that will leave you well equipped to meet the challenges of today's business world.

NEW TO THIS EDITION

- **NEW COURSEMATE STUDY TOOLS FOR STUDENTS:** Engaging, trackable, and affordable, the new CourseMate website offers a dynamic way to bring course concepts to life with interactive learning, study, and exam preparation tools that support this printed edition of the text. Provide your students with this robust array of learning tools to enrich their course experience. Students gain immediate access to videos with quizzing and PowerPoint® slides, as well as helpful interactive quizzes and engaging games.

The Engagement Tracker tool, when used, provides you with the ability to identify at-risk students while it's still early enough to help, and also allows you to see what resources your student find most valuable.

- **NEW “IN PRACTICE” EXAMPLES DEMONSTRATE THEORY IN ACTION:** This edition contains many new “In Practice” examples that illustrate theoretical concepts in organizational settings. Many examples are international, and all are based on real organizations. New “In Practice” cases used within chapters include BP, Cisco Systems, Acer Inc., Volvo, Disney/Pixar, Smart Balance, Barnes & Noble, Johns Hopkins Medicine, Sandberg Furniture, Every Child Succeeds, Huawei Technologies, and more.
- **NEW “BOOK MARKS” EMPHASIZE CURRENT ISSUES THROUGH INSIGHTFUL BOOK REVIEWS:** Unique “Book Mark” book reviews throughout this edition reflect current concerns of today’s managers in actual leading organizations. These insightful reviews detail how companies are dealing with the challenges of today’s changing environment. Several “Book Mark” features are new for this edition.
- **NEW INTERNATIONAL COVERAGE ENHANCES GLOBAL VISION OF TEXT:** Additional international coverage throughout the text has been added to the already robust international representation, giving students a truly global view of organization theory.

FEATURES

- **“MANAGING BY DESIGN” QUESTIONS INSTANTLY ENGAGE STUDENTS:** These engaging questions immediately grab your students’ attention, giving them a unique opportunity to actively participate with the chapter content as they complete three short opinion questions related to the chapter’s topics.
- **“ASSESS YOUR ANSWER” FEATURES PROVIDE MEANINGFUL BUSINESS CONTEXT:** At appropriate places throughout the chapter, your students revisit and review their “Managing by Design” question and answer from the beginning of the chapter. This in-depth analysis of previous answers allows them to place the information within the context of what they’ve already learned in the chapter.
- **“HOW DO YOU FIT THE DESIGN?” SELF-TESTS PLACE STUDENTS IN MANAGEMENT ROLES:** Now you can give your students an opportunity to visualize themselves in the position of manager. These unique questionnaires connect the student’s personal

preferences to chapter material to heighten interest and show relevance of the concepts.

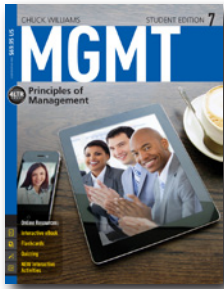
- **“WORKBOOK” EXERCISES PROVIDE HANDS-ON EXPERIENCE:** Proven and popular Workbook exercises in each chapter provide an opportunity for students to gain more experience working hands-on with the chapter’s content.
- **“MANAGER’S BRIEFCASE” HIGHLIGHTS HOW TO APPLY CONCEPTS:** Conveniently located in the chapter margins, this practical feature clearly demonstrates to your students how to use the chapter’s concepts to analyze cases and, ultimately, manage organizations most effectively.
- **“CASE FOR ANALYSIS” ENCOURAGES IN-DEPTH THINKING:** Driven by intriguing situations in real businesses, these end-of-chapter cases highlight significant chapter concepts. They are extremely valuable in guiding student analysis and prompting meaningful classroom discussion.

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PART 1: INTRODUCTION TO ORGANIZATIONS. 1. Organizations and Organization Theory. PART 2: ORGANIZATIONAL PURPOSE AND STRUCTURAL DESIGN. 2. Strategy, Organization Design, and Effectiveness. 3. Fundamentals of Organization Structure. PART 3: OPEN SYSTEM DESIGN ELEMENTS. 4. The External Environment. 5. Interorganizational Relationships. 6. Designing Organizations for the International Environment. PART 4: INTERNAL DESIGN ELEMENTS. 7. Manufacturing and Service Technologies. 8. Using Information Technology for Control and Coordination. 9. Organization Size, Life Cycle, and Decline. PART 5: MANAGING DYNAMIC PROCESSES. 10. Organizational Culture and Ethical Values. 11. Innovation and Change. 12. Decision-Making Processes. 13. Conflict, Power, and Politics. INTEGRATIVE CASES. 1.0 Developing Global Teams to Meet 21st Century Challenges at W. L. Gore & Associates. 2.0 It Isn’t So Simple: Infrastructure Change at Royce Consulting. 3.0 IKEA: Scandinavian Style. 4.0 Custom Chip, Inc. 5.0 First Union: An Office Without Walls. 6.0 Lean Initiatives and Growth at Orlando Metering Company. 7.0 The Plaza Inn. 8.0 Costco: Join the Club. 9.0 The Donor Services Department. 10.0 Cisco Systems: Evolution of Structure. 11.0 Hartland Memorial Hospital (A): An Inbox Exercise. 12.0 Perdue Farms. Glossary. Name Index.

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PRINCIPLES OF MANAGEMENT



NEW EDITION!



MGMT 7 (WITH COURSEMATE PRINTED ACCESS CARD), 7E

Chuck Williams, Butler University

Created by the continuous feedback of a “student-tested, faculty-approved” process, MGMT 7 delivers a visually appealing, succinct print component, tear-out review cards for students and instructors, and a consistent online offering with CourseMate that includes an eBook in addition to a set of interactive digital tools—all at a value-based price and proven to increase retention and outcomes. This innovative approach unites today’s latest management research with author Chuck Williams’s unique storytelling approach in a visually rich yet professional design that reads like a business periodical. MGMT7 provides a streamlined, concepts-driven format with optional exercises, new cases, and new practical applications that you can choose to use depending on your students’ needs. The complete suite of fresh learning aids includes downloadable flashcards, videos, MP3 review podcasts, and quick quizzes that allow students to study wherever they are and whenever they have time. In addition, Aplia’s premium student engagement online learning solution for management will help your students “think like managers.” This tool allows you to easily manage the subtle dynamics of teaching Principles of Management, with problem sets that guide students through a combination of lower- and higher-order thinking skills exercises, video cases, interactive charts/graphs, self-assessments, and vivid examples. Holding students accountable for their own engagement becomes easy with Aplia’s assessment analytics that track student participation, progress, and performance. Also available with MGMT7 is Cengage Learning’s Write Experience, which helps students write effectively without adding to your workload! Designed to reach today’s students, MGMT7 says it all in four

letters, reflecting how this unique solution speaks in the language of today’s learner.

NEW TO THIS EDITION

- The new edition of MGMT features new, real-world examples in each chapter that are taken straight from the headlines. These examples illustrate how the management concepts discussed in the text play out in the day-to-day operations of companies all over the world. MGMT7 also features updated statistics, as well as references to the latest journal and research articles that discuss elements of management theory.

FEATURES

- Instructor’s Manual, Test Bank, Cognition test-generating software, and Microsoft® PowerPoint® slides are available on the instructor’s password-protected website.
- An innovative combination of content delivery both in print and online provides a core text and a wealth of comprehensive multimedia teaching and learning assets based on input from student focus groups and surveys, and from interviews with faculty and students.
- Shorter, comprehensive chapters in a modern design present content in a more engaging and accessible format without minimizing coverage for your course. This edition’s unique design uses a brief, sophisticated presentation with numerous photos, visuals, and contemporary examples that help create an engaging, accessible format that encourages students to read and reference the book.
- Streamlined chapters offer manageable sections without minimizing coverage. This edition’s focused streamlined chapters average 18 pages of powerful coverage that invites students to read. Distilled content emphasizes the best core management principles using author Chuck Williams’s relatable storytelling approach.
- Chapter-in-review cards at the back of the Student Edition provide students a portable study tool that contains all of the pertinent information for class preparation.
- Instructor prep cards at the back of the Instructor’s Edition make preparation simple with detachable cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint® and video resources, additional examples, and suggested

assignments and discussion questions to help you organize chapter content efficiently.

- A full suite of unique learning tools that appeal to different learning styles is available to students with the purchase of a new book. Interactive online quizzes, MP3 review podcasts, downloadable flashcards, learning games, and more are only a click away.
- Chapter videos on DVD, online, and in the instructor's manual immediately engage students and jumpstart discussion. Two intriguing video choices for each chapter bring concepts to life. Students synthesize video content and further investigate concepts with corresponding "Printed Cases" in the Instructor's Manual. "Workplace" videos take viewers into the inner workings of management in Holden Outerwear, Theo Chocolates, Mitchell Gold + Bob Williams, and other companies. "BizFlix" videos feature clips from popular Hollywood movies like FRIDAY NIGHT LIGHTS and RENDITION that show how management concepts from the chapter apply to life.

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Part I: INTRODUCTION TO MANAGEMENT. 1. Management. 2. History of Management. 3. Organizational Environments and Cultures. 4. Ethics and Social Responsibility. Part II: PLANNING. 5. Planning and Decision Making. 6. Organizational Strategy. 7. Innovation and Change. 8. Global Management. Part III: ORGANIZING. 9. Designing Adaptive Organizations. 10. Managing Teams. 11. Managing Human Resource Systems. 12. Managing Individuals and a Diverse Work Force. Part IV: LEADING. 13. Motivation. 14. Leadership. 15. Managing Communication. Part V: CONTROLLING. 16. Control. 17. Managing Information. 18. Managing Service and Manufacturing Operations. Endnotes. Name Index. Subject Index.

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UNDERSTANDING MANAGEMENT, 9E

Richard L. Daft, Vanderbilt University; Dorothy Marcic, Vanderbilt University

Prepare students for management success with this engaging survey of modern management practice. UNDERSTANDING MANAGEMENT, 9E seamlessly integrates classic management principles with today's latest management ideas to create a responsive market-leading text that captivates students. Acclaimed authors Richard Daft and Dorothy Marcic cover management and entrepreneurial issues within small to midsize companies, where most students begin their careers, as well as within larger global enterprises. Students gain valuable insights into real contemporary business as they examine today's best management practices. This edition helps students establish and build on practical skills they can readily apply to future or current careers. Engaging examples and numerous skill-building and application exercises in every chapter help students deepen their understanding and refine their management abilities. With a streamlined format, this edition takes a close look at how change demands innovation and how innovation requires forward-thinking, flexible leaders and organizations. The complete ancillary package of UNDERSTANDING MANAGEMENT, 9E provides flexibility and solid support for your course as you use it to prepare today's students to seize business opportunities and lead change. Be sure you investigate the menu of high-impact digital options available with this edition, including MindTap™ and Write Experience.

NEW TO THIS EDITION

- This edition includes a new bonus feature that looks at how companies are using smart management practices to reduce their impact on the planet. The Green Power boxed feature in every chapter highlights

companies such as Acciona using green real estate development practices, Subaru Indiana Automotive creating a zero-landfill manufacturing plant, and SAP hiring a chief sustainability officer.

- In-text examples, highlighted with blue brackets in this edition, have always provided outstanding illustrations of forward-thinking businesses, and in the 9th edition, the companies featured in this section have been updated to represent a broader range of large and small companies as well as international firms. Students will recognize familiar powerhouses such as Toyota, JetBlue, Trader Joe's, and Gap Inc. and will be introduced to an array of smaller international firms such as Bremen Castings, Inc., Godrej & Boyce, Semco, and Illumination Entertainment.
- Manager's Self-Test and Spotlight on Skills are two of students' favorite features appearing in every chapter of the book, and many of these features have been updated to reflect the latest in management thinking. New Spotlight on Skills topics include goal setting, time management tips, creative problem solving, and ace interviewing techniques. New Manager's Self-Tests explore students' aptitude for servant leadership, teach them how to delegate, and help them develop a personal mission statement.
- UNDERSTANDING MANAGEMENT, 9E also has been thoroughly updated to provide the latest data and research findings on important management theories, including new technologies, globalization, social media, competitive dynamics, the functioning of multinational corporations, environmental uncertainty, adaptive organizations, and sustainability.
- In addition to the On the Job video series, UNDERSTANDING MANAGEMENT 9E's DVD also includes a new set of 32 Manager Challenge video series. Whereas the On the Job videos provide real-world "do this" examples, the Manager Challenge series offers the flip side--the "don't do this" examples you've always wanted to show students. Engaging and often humorous, the videos follow a set of struggling managers as they grapple with saving their fictitious doughnut company, Caffeine & Crullers.
- All developed with the goal of getting students to Engage, Connect, Perform, and Lead, a host of updated digital solutions facilitate student learning while saving you valuable time. The prebuilt Aplia™ homework solution has been completely updated

with new content that offers a variety of media-based and text-based questions from which you can choose. These questions are autogradable and feed directly to the digital gradebook, saving you time in grading. These questions not only confirm understanding of key concepts and challenge students to apply what they've learned but also provide valuable feedback to students to reinforce the core content of the course.

- MindTap™ for Daft/Marcic Understanding Management, 9e is a new personal learning experience that combines all of your digital assets--readings, multimedia, activities, assignments, and assessments--into a singular learning path to improve student outcomes.

FEATURES

- AREYOUREADYTOBEAMANAGER?QUESTIONNAIRE MAKES MANAGEMENT PERSONAL FOR STUDENTS. A short chapter-opening questionnaire asks students to take a brief personal inventory before they dive into chapter topics, bringing management principles to the forefront through self-assessment.
- REMEMBER THIS FEATURES REINFORCE LEARNING. At the end of each major section of a chapter is a Remember This bullet-point summary of the key concepts, ideas, and terms discussed in that section. The Remember This list gives students an easy way to review the salient points covered in the chapter.
- "ON THE JOB" VIDEO CASES PROVIDE BEHIND-THE-SCENES INSIGHTS INTO TODAY'S BUSINESS ENVIRONMENT. An "On the Job" Applied Video Case in each chapter features real-world managers performing their duties in actual business environments. Managers candidly discuss today's challenges and share professional insights during brief interviews. These unique Video Cases illustrate the real value and application of the management concepts students are learning.

CONTENTS

Part I: INTRODUCTION. 1. Innovative Management for a Changing World. Part II: THE ENVIRONMENT. 2. The Environment and Corporate Culture. 3. Managing in a Global Environment. 4. Managing Ethics and Social Responsibility. Part III: PLANNING. 5. Managerial Planning and Goal Setting. 6. Managerial Decision Making. Part IV: ORGANIZING. 7. Designing Adaptive Organizations. 8. Managing Change and Innovation.

9. Managing Human Resources and Diversity. Part V: LEADING. 10. Understanding Individual Behavior. 11. Leadership. 12. Motivating Employees. 13. Managing Communication. 14. Leading Teams. Part VI: Controlling. 15. Managing Quality and Performance. Appendix: Managing Small Business Start-Ups.

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NEW EDITION!



MGMT2, 2E

Alan McWilliams, Victoria University, Australia; Chuck Williams, Butler University

A new approach to learning the principles of management, MGMT 2 is the second Asia-Pacific edition of a proven, innovative solution to enhance the learning experience. Concise yet complete coverage supported by a suite of online learning aids equips students with the tools required to successfully undertake an introductory management course. Paving a new way to both teach and learn, MGMT 2 is designed to truly connect with today's busy, tech-savvy student. Students have access to online interactive quizzing, videos, podcasts, flashcards, case studies, games and more. An accessible, easy-to-read text along with tear out review cards completes a package which helps students to learn important concepts faster. MGMT 2 delivers a fresh approach to give students what they need and want in a text.

NEW TO THIS EDITION

- Increased level of Australian and New Zealand context and examples add greater depth to some of the key theoretical concepts
- Design features are consistent and clear
- NEW: Links to CourseMate website by means of cross references both in text and at end of chapter, in a section labelled Study Tools. A visual preface explains

to students and instructors how to get maximum benefit from both the text and the accompanying resources

FEATURES

- Integration of text with online resources – Study Tools highlighted by two icons: 'Listen up' indicates links to audio podcasts, and 'Apply this' directs students to a quiz, case study or video
- Clear definitions of complex terminology, both in text and on review cards
- Mapped to VET competencies for VET users
- 'MGMT in Practice' boxes provide tips and ideas for good management practice
- 'MGMT Facts' highlight interesting facts, legislation or decisions
- 'Workplace & Community' boxes provide a behind the scenes look at real world management practices and their outcomes

CONTENTS

Part 1: Introduction to Management 1. Management 2. History of management 3. Organisational environments and cultures 4. Ethics and social responsibility
Part 2: Planning 5. Planning and decision making 6. Organisational strategy 7. Innovation and change 8. Global management
Part 3: Organising 9. Designing adaptive organisations 10. Managing teams 11. Human Resources (new title)
Part 4: Leading 12. Motivation 13. Leadership 14. Managing communication
Part 5: Controlling 15. Control 16. Managing information 17. Managing service and manufacturing operations

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NEW!

CourseMate MindTap

CENGAGENOW

eBook

BUILDING MANAGEMENT SKILLS AN ACTION-FIRST APPROACH, INTERNATIONAL EDITION

Richard L. Daft, Vanderbilt University; Dorothy Marcic, Vanderbilt University

This unique management skills text provides you with a new toolbox from which to teach students the difficult and challenging application of managerial theories and concepts. Daft and Marcic's action-first approach turns the traditional learning model on its end. Instead of starting with concepts and moving to application, this text starts with application, an introductory problem or challenge that encourages students to first empty out their ideas so they are ready to understand new ideas and acquire new skills. Each chapter provides a menu of teaching resources for student challenges, engagement, applications, and learning, ample opportunity to fill students up with the spot-on management skills they'll need to be successful managers. This new learning philosophy leads students through a seven-step learning process: 1. Manager Challenge, 2. Initial Response, 3. Discover Yourself, 4. Discover Knowledge, 5. Action Learning Exercises, 6. Test Your Mettle, and 7. Personal Skills Log. Shorter, highly-focused chapters take students through each of these seven steps, allowing them to capture the essence and critical points for each topic. The mass of research material has been condensed and focused into discrete learning packages (chapters) designed specifically for student engagement. Organized around a new learning philosophy, with new technology and a coherent learning package for students to acquire management skills through an active "first do, then learn" approach, Daft and Marcic have created a truly unique teaching and learning experience with **BUILDING MANAGEMENT SKILLS, International Edition**.

NEW TO THIS EDITION

- **PROBLEM BASED LEARNING APPROACH:** Based on the latest findings about how people learn, this unique text uses problem-based learning to have students "first do, then learn." Students start with a realistic problem scenario upon which they take action before learning a concept or skill. Action on the problem reveals to students their learning gap, how little they know, which opens students' minds to knowledge and synthesis, completing a learning cycle.
- **LESS IS MORE:** This skills text is highly focused and uses small bites. Sixteen shorter chapters capture the essence and critical points for each topic, condensing the mass of research material into discrete learning packages (chapters) for student engagement.
- **COMPLETE PACKAGE:** Instructors are provided a menu of teaching tools in the text and instructor's manual to guide each student's skills learning.
- **CengageNOW FOR DAFT/MARCIC'S BUILDING MANAGEMENT SKILLS, International Edition:** This robust, online course management system gives you more control in less time and delivers better student outcomes NOW. CengageNOW for **BUILDING MANAGEMENT SKILLS, International Edition** includes book-specific resources that can be assigned and graded automatically, along with a menu of multimedia tools for students. Flexible assignments, automatic grading and an exportable gradebook with reports save you valuable time. The Personalized Study Plan diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. Because a modern eBook is automatically integrated within CengageNOW, you can provide your students with price flexibility for your course! Also, available upon request, CengageNOW can be integrated with a variety of Learning Management Systems (i.e. BlackBoard).
- **INTEGRATED LEARNING SYSTEM WITH SEVEN BUILDING BLOCKS:** Each chapter starts with a professional video incident to challenge students and reveal their personal knowledge gap. Students then proceed as assigned by their instructor with questionnaire feedback, text resources, deliberate practice and team exercises, action learning exercises, and writing down their takeaways. The building blocks are described below.
- **MANAGER CHALLENGE AND INITIAL RESPONSE:**

The first section of each chapter is a learning challenge based on a real-world problem faced by a manager. These problems/incidents are provided as short videos that instructors can use to begin the class. Cases are also provided for instructors who prefer not to show videos. After students watch the original video challenge and/or read the associated case, the instructor allows students to solve the problem, either through written analysis, discussion, or role-play. Trying to respond correctly to the video challenge or “problem” immediately answers the question implicit in the students’ mind: “Why do I need to know this material?” This challenge and the students’ response to it also provides a benchmark of student skill for the students’ later realization of how much they have learned.

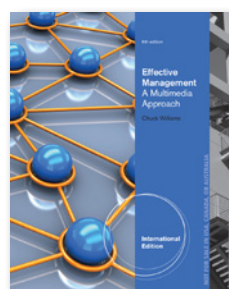
- **DISCOVER YOURSELF:** A series of questionnaires allow students to better understand their personal style and competency concerning the subject matter of a particular chapter. When they are aware of their current tendencies, they are better able to internalize new concepts. Follow up “Interpret Your Score” boxes are included in the Discover Knowledge section of each chapter.
- **DISCOVER KNOWLEDGE:** Students are provided with research-based knowledge and ideas. Learning resources within this section of each chapter include text material, self-assessment interpretations, real-world examples, and various engaging boxed features. Students are exposed to multiple perspectives on how the current problem and future problems might be solved.
- **ACTION LEARNING EXERCISES:** Individual deliberate practice exercises, in-class team exercises, and field team exercises are provided so students can apply and test their new knowledge and skills. Action learning means learning by doing, individually or in teams both inside and outside the classroom.
- **TEST YOUR METTLE:** Students are enabled to apply their new skills to new problems and cases, including role-play exercises, case incidents, and video applications. Students can be challenged with new exercises and incidents to expand their learning even further. They can again learn based on their own actions rather than from text memorization.

CONTENTS

Part I: PERSONAL. 1. Your Manager Strengths and

Weaknesses. 2. Learning About Yourself. 3. Managing Yourself to Get Things Done. 4. Creative Problem Solving. 5. How Managers Communicate. 6. Becoming an Ethical Manager. Part II: INTERPERSONAL. 7. Motivating for Performance. 8. Getting Things Done Through Networks, Relationships, and Influence. 9. Develop People with Coaching and Feedback. 10. Handling Difficult Conversations, Conflict, and Negotiation. 11. Managing Your Boss. Part III: MANAGING TEAMS AND ORGANIZATIONS. 12. Managing Teams. 13. Getting Things Done through Performance Management. 14. Managing Global Diversity. 15. Positive Leadership. 16. Managing Positive Change.

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NEW EDITION!

CourseMate MindTap

CENGAGENOW aplia

eBook

EFFECTIVE MANAGEMENT, INTERNATIONAL EDITION, 6E

Chuck Williams, Butler University

Discover how Chuck does management like no one else with the latest edition of Chuck Williams’ compelling **EFFECTIVE MANAGEMENT, 6e, International Edition**. This captivating text and comprehensive multimedia package help you reach every student in your management course with the learning style or combination of learning approaches that are ideal for their individual needs. No one else puts strong management theories into practice like award-winning educator Chuck Williams. Organized around traditional management functions, this book’s student-oriented approach uses brief, clearly identified sections of text and a chapter outline system that reflect how today’s multi-task-oriented students learn best. Fresh visuals, the latest examples, and meaningful applications reflect management practices today. Proven learning features move students beyond simple memorization

to explore individual and group decision making, consider practical ethics, and even inventory personal management abilities using Self-Assessments. Unique videos demonstrate behind-the-scenes management concepts that correspond to this edition or present scenes from major motion pictures that demonstrate management in action. The multimedia resources for **EFFECTIVE MANAGEMENT, 6e, International Edition** offer award-winning study tools including student self-quizzes. Chuck's approach does management in a way that reaches every one of your students every time.

NEW TO THIS EDITION

- **NEW Aplia for EFFECTIVE MANAGEMENT, 6E, International Edition:** Have your students “think like managers” with Aplia’s premium student engagement tool for management. This tool allows you to easily manage the subtle dynamics of teaching Principles of Management, with problem sets that guide students through calculated combination of lower order thinking skills exercises and higher order thinking skills exercises. Engaging media is seamlessly integrated throughout including video cases, interactive charts/graphs, self-assessments, and vivid examples. Holding students accountable for their own engagement becomes easy with Aplia’s dynamic and flexible grading system, including grade analytics and easy gradebook export tools that allow Aplia to work with any learning management system. Aplia™ assignments match the language, style, and structure of **EFFECTIVE MANAGEMENT, 6E, International Edition** allowing your students to apply what they learn directly to their work outside the classroom.
- **NEW REEL TO REAL VIDEO PACKAGE BRINGS MANAGEMENT INTO ACTION IN YOUR CLASSROOM:** Immediately engage your students with Reel to Real Video choices. BizFlix videos present short clips from popular Hollywood movies, such as Charlie Wilson’s War and Played, to visually connect abstract management concepts to concepts familiar to students. Management Workplace videos take an in-depth look into daily operations and management issues inside well-known organizations, such as Living Social, Barcelona Restaurant Group, and Holden Outerwear. Teaching notes, additional discussion questions, and comprehension quizzes maximize these resources.
- **NEW “MANAGEMENT DECISIONS” AND**

“MANAGEMENT TEAM DECISIONS” EMPHASIZE THE IMPORTANCE OF TEAMS: From sports to school to work and life, working in teams has become an increasingly important part of ensuring success today. Management Team Decision exercises give your students practical experience working in real management teams to solve situational workplace dilemmas.

- **NEW “WHAT WOULD YOU DO?” CHAPTER-OPENING CASES PRESENT MANAGEMENT AT ITS BEST:** Students begin each chapter with much more than a simple read, as all-new engaging cases place them into active roles as managers within well-known organizations. Students experience, first-hand, actual management issues as intriguing chapter-opening cases personalize dilemmas and highlight common managerial challenges related to chapter content. Solutions appear in the Instructor’s Manual, giving you flexibility to assign these as cases or to use them to launch class lectures.

FEATURES

- Engaging, trackable, and affordable, the new Management CourseMate website offers a dynamic way to bring course concepts to life with interactive learning, study, and exam preparation tools that support this printed edition of the text. Watch student comprehension soar with all-new flash cards and engaging games, audio summaries, self assessments, streaming videos, and more in this textbook-specific website. A complete e-book provides you with the choice of an entire online learning experience. Management CourseMate goes beyond the book to deliver what you need!
- **INTEGRATED SELF-ASSESSMENTS PERSONALIZE MANAGEMENT SKILLS:** Help your students gain a better understanding of their personal management potential with an entire suite of self-assessments. Students examine how their personal attitudes, perspectives, and behaviors affect their abilities as managers. Assessments and insights not only personalize your course’s content but also encourage active connections between the content and your students’ own experiences.
- **ENGAGING NARRATIVE APPROACH APPEALS TO TODAY’S STUDENT:** No one else captivates your students with strong management theories put into practice like master story-teller and award-

winning educator Chuck Williams. Chuck weaves the latest management stories and intriguing examples throughout this edition to help students connect management theory and application in a way they both understand and enjoy. The book's student-centered approach uses a numbered chapter outline system and small sections of text to guide today's busy student through multiple study sessions.

- **“WHAT REALLY WORKS CLARIFIES TODAY’S RESEARCH FINDINGS:** In the midst of today’s conflicting and ever-changing research results, “What Really Works?” features use the meta-analysis research tool (a study of studies) to analyze conflicting or multiple theories. Your students clearly see what management strategies are actually effective in each particular situation. This features serves as an excellent tool for initiating class discussion.
- **“DOING THE RIGHT THING” PRESENTS ETHICAL ADVICE FOR BUSINESS SUCCESS:** These brief, ethical decision-making examples emphasize the increasingly important issue of ethics in management today. Practical, useful advice guides students in becoming more ethical business managers as they explore a range of practical topics, such as ethical competitive analysis, dealing with gifts from suppliers, and avoiding conflicts of interest.

CONTENTS

PART I: INTRODUCTION TO MANAGEMENT. 1. Management. 2. Organizational Environments and Cultures. 3. Ethics and Social Responsibility. PART II: PLANNING. 4. Planning and Decision Making. 5. Organizational Strategy. 6. Innovation and Change. 7. Global Management. PART III: ORGANIZING. 8. Designing Adaptive Organizations. 9. Managing Teams. 10. Managing Human Resource Systems. PART IV: LEADING. 11. Motivation. 12. Leadership. 13. Managing Communication. PART V: CONTROLLING. 14. Control. 15. Managing Information. 16. Managing Service and Manufacturing Operations. Glossary. Name Index. Subject Index.

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FUNDAMENTALS OF MANAGEMENT, INTERNATIONAL EDITION, 7E

Ricky W. Griffin, Texas A&M University

Provide your students with the strong theoretical and functional framework they need for success in management today with this brief option that gives you the flexibility to integrate your own cases, exercises and projects throughout your course. FUNDAMENTALS OF MANAGEMENT, 7E, International Edition from respected leading management author Ricky Griffin invites students into the study of management with a dynamic approach efficiently organized around the functions of management. Students strengthen their management skills with a proven balance of theory and practice as well as numerous, engaging learning features. New and revised “First Things First” opening vignettes draw students into each chapter, while clear learning objectives and chapter outlines, summaries of key points and key terms, and numerous student-oriented skill applications and new cases keep students focused and actively learning. New “Tough Times, Tough Choices” features reflect today’s emerging management topics and challenges, including the economic crisis and energy crisis. New “Building Skills” exercises equip future managers to handle some of today’s most critical business situations. Prepare your students for management today with the current, concise approach in FUNDAMENTALS OF MANAGEMENT, 7E, International Edition that gives you the flexibility you need to make each course your own.

NEW TO THIS EDITION

- **ALL-NEW BOXED FEATURES HIGHLIGHT TODAY’S MOST INTRIGUING CHALLENGES OR EMERGING MANAGEMENT ISSUES.** Focus students’ attention on topics of increasing interest or importance in management today with these engaging boxed

features throughout this edition. “Ethically Speaking” boxes examine the increasing importance of ethics while “Greening the Business” boxes discuss the environmental impacts of business. “The More Things Change” boxes focus on the ever-evolving business climate.

- **NEW AND REVISED “MANAGEMENT IN ACTION” CHAPTER-OPENING VIGNETTES INTRODUCE KEY MANAGEMENT TOPICS.** Engaging real-world scenarios open each chapter, capturing students’ attention with unforgettable examples from recognizable organizations, such as Netflix and Citigroup. Contemporary topics like Fair Trade and Hybrid Vehicles are also explored. Corresponding “You Make the Call” end-of-chapter exercises place students in a consulting role, while referring back to the chapter-opening vignettes.
- **NEW AND REVISED “CLOSING CASES” CHALLENGE STUDENTS TO APPLY CONCEPTS TO TODAY’S REAL MANAGEMENT SITUATIONS.** Detailed Case Studies at the end of each chapter ask students to apply new concepts or management ideas to actual management and business scenarios drawn from companies such as Steinway Piano, groups like the Auto Industry, and theories such as GroupThink.

FEATURES

- **PRACTICAL, MANAGEABLE APPROACH PROVIDES SOLID THEORETICAL FRAMEWORK.** This concise text by well respected, experienced author Ricky Griffin provides a strong theoretical, yet functional, framework for the study of management. The text combines streamlined discussion with engaging pedagogical tools and student-focused, skill-development applications. This book’s lively, current content and variety of materials answer the need for a more flexible approach to management education.
- **SUMMARIES OF LEARNING OBJECTIVES AND KEY POINTS PROVIDE LISTS FOR QUICK STUDENT REVIEW.** This edition replaces traditional paragraph-form summaries with bulleted lists that make it easier for students to quickly key concepts scan and study in a time-effective manner.
- **HANDS-ON EXERCISES GUIDE STUDENTS IN APPLYING THE CONCEPTS LEARNED IN EACH CHAPTER.** Each meaningful chapter concludes with a Skills Self-Assessment Instrument and Experiential Exercise. These valuable tools help students apply

what they’ve learned in the chapter. “BUILDING SKILLS” Exercises give students valuable advice on how to approach various management situations most effectively. The exercises build upon the overall managerial skills framework from the book’s first chapter and give students hands-on opportunities to improve personal management skills.

CONTENTS

PART I: AN INTRODUCTION TO MANAGEMENT. 1. Understanding the Manager’s Job. 2. The Environment of Organizations and Managers. **PART II: PLANNING.** 3. Planning and Strategic Management. 4. Managing Decision Making. 5. Entrepreneurship and New Venture Management. **PART III: ORGANIZING.** 6. Organization Structure and Design. 7. Organization Change and Innovation. 8. Managing Human Resources in Organizations. **PART IV: LEADING.** 9. Basic Elements of Individual Behavior in Organizations. 10. Managing Employee Motivation and Performance. 11. Leadership and Influence Processes. 12. Communication in Organizations. 13. Managing Work Groups and Teams. **PART V: CONTROLLING.** 14. Basic Elements of Control. 15. Managing Operations, Quality, and Productivity.

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NEW!

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MANAGEMENT WITH CB COURSESMART EBOOK

Ranjay Gulati, Harvard Business School; Anthony J. Mayo, Harvard Business School; Nitin Nohria, Harvard Business School

The goal of Gulati/Mayo/Nohria’s **MANAGEMENT** is to prepare students for leadership positions in 21st century companies by addressing the many facets involved in answering one key question: How are leaders successfully managing competitive companies in the 21st century? Today’s constantly changing business environment presents challenges and opportunities that are more dynamic and complex

than ever before, requiring a clear understanding of the interactive nature of strategy, organizational design, and leadership. **MANAGEMENT**, written by prominent Harvard management educators Ranjay Gulati, Anthony Mayo, and Nitin Nohria, is the only introductory management text on the market to address this challenge by taking an integrated and holistic approach to management, as opposed to a functional approach, making it more relevant to how today's organizations run. By demonstrating the interconnectivity among the three key pillars of management, students clearly see how decisions impact strategic choices, organizational alignment, and leadership approaches, ultimately leading to the overall performance of the company. MindTap for Gulati/Mayo/Nohria's **MANAGEMENT**, built from the ground up with this first edition, fosters the skill development needed for students to truly think like managers. This entirely unique approach will ultimately develop a sustainable and successful leadership style, better preparing students for subsequent higher level courses and making them more marketable upon graduation. Available with InfoTrac® Student Collections <http://gocengage.com/infotrac>.

FEATURES

- **MANAGEMENT** addresses the interconnectivity of three key pillars: Strategic Position, Organizational Design & Structure, and Individual Leadership, taking a more dynamic and integrated approach rather than a linear one.
- A Self-Reflection starts each chapter, giving students a reality check that will help them place themselves in the context of the chapter.
- The Leadership Development Journey is a comprehensive skills-based activity that allows students to develop who they are and who they will be as managers. This feature translates the theory into action—the “what” into “how.”
- A Different View helps define the gray areas within the business landscape, providing the students a glimpse of how the chapter concepts translate into a real-world context by addressing such diverse issues as reducing carbon footprint, leading a “Small Giant”, leading in a globalized world, democratic workplaces, managing positive office politics, motivation in the 21st Century, and nonprofit networking.
- Case in Point activities ask students to further explore case examples and provide research opportunities based on text content.
- Aplia is an interactive, online learning solution that increases student effort and engagement. Aplia is

designed to help students “Think Like Managers” by showing them how management is relevant to their own lives, helping them understand critical course concepts, and providing opportunities to apply management concepts to real world situations to improve leadership decision making skills.

- **MINDTAP FOR MANAGEMENT** is a new personal learning experience that combines all your digital assets – readings, multimedia, activities, and assessments—into a singular learning path to improve student outcomes. MindTap offers complimentary web-apps known as MindApps. MindApps range from ReadSpeaker (which reads the text out-loud to students), to Kaltura (allowing you to insert your own video and audio into your curriculum) to ConnectYard (allowing you to create digital “yards” through social media – all without “friending” your students). Aplia is an app within MindTap as well. www.cengage.com/mindtap.
- Write Experience allows you to help students write effectively without adding to your workload! Write Experience uses artificial intelligence to score student writing instantly and accurately. It also provides students with detailed revision goals and feedback on their writing, to help them improve written communication and critical thinking skills. www.cengage.com/writeexperience.

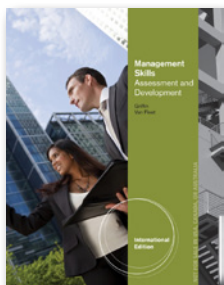
CONTENTS

PART I: SETTING THE CONTEXT FOR MANAGEMENT. 1. Introduction to Management. 2. The Global Business Environment. 3. Ethics and Corporate Social Responsibility. **PART II: STRATEGIC PERSPECTIVE.** 4. Introduction to Strategy. 5. Business-Level Strategy. 6. Corporate-Level Strategy. **PART III: ORGANIZATIONAL PERSPECTIVE.** 7. Organizational Structure and Design. 8. Organizational Culture. 9. Managing Human Capital. 10. Performance Management. 11. Organizational Change. **PART IV: INDIVIDUAL PERSPECTIVE.** 12. Leadership in Organizations. 13. Becoming a Leader: Knowing Yourself. 14. Power and Influence. 15. Decision-Making. 16. Conflict & Negotiation. 17. Leading Teams. 18. Motivation. 19. Communication. 20. Networking.

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NEW!

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MANAGEMENT SKILLS ASSESSMENT AND DEVELOPMENT, INTERNATIONAL EDITION

Ricky Griffin, Texas A&M University; David Van Fleet, Morrison School of Management and Agribusiness, College of Technology and Innovation, Arizona State University

Griffin/VanFleet, **MANAGEMENT SKILLS: ASSESSMENT AND DEVELOPMENT, 1e, International Edition** offers a comprehensive, real world approach to mastering the skills needed for a career in management. Because instructors often express the difficulty of creating an active learning environment, this text offers an active, not passive, way for students to learn management skills by challenging students to be self-reflective and asking them to complete numerous assessments, exercises, cases, and other activities. The authors also address another major concern instructors have about students being visual learners by providing a unique Visualize the Skill section not found in any other text. To better enable students to learn about management, chapters are organized in an easy-to-follow format that contains: Assessing Your Skills (pre-assessment scales); Learning About the Skills (concept portion of the text); Practicing Your Skills (exercises); Using Your Skills (case analysis); Extending Your Skills (group and individual exercises); Visualizing the Skills (video exercises); Your Skills Now (assessing skills after working through the chapter); and Interpretations (scoring keys and comparison data).

FEATURES

- **Action-Based:** Griffin & VanFleet's unique approach to **MANAGEMENT SKILLS: ASSESSMENT AND DEVELOPMENT, 1e, International Edition** is derived from an active learning perspective. While students can learn definitions, models, frameworks, and theories by reading about them, in order for them to actually enhance their managerial capabilities, they

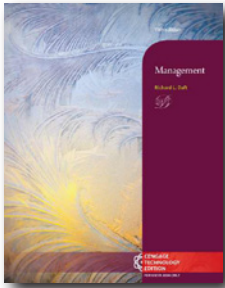
must be engaged participants in the learning process. The authors provide feedback for in-text and online assessments, and afford videos for the visual learner.

- **Logical and Sequential Chapter Format:** Chapters are organized in an easy-to-follow format. Each chapter contains the following sections:
- **Assessing your Skills:** This section contains pre-assessment content. Feedback is available in the Interpretations section as well as online when students complete the interactive assessment.
- **Learning about the Skills:** Student read about the chapter's concepts in this section. Engaging photos, figures, tables, and applicable quotes are scattered throughout.
- **Visualizing the Skills:** Addressing the needs of visual learners, students watch a video and respond to the corresponding discussion questions.
- **Practicing Your Skills:** Students complete relevant exercises aimed at building upon the concepts they have just read about.
- **Using Your Skills.** Students read two cases and analyze them to answer the corresponding thought provoking questions.
- **Extending Your Skills:** Students complete both group and individual exercises designed to utilize the skills they are mastering.
- **Your Skills Now:** In Your Skills Now, students once again assess their skills after working through the chapter content.
- **Interpretations:** Interpretations are select assessments and exercises that contain corresponding scoring keys and comparison data.

CONTENTS

1. Basic Management Skills. 2. Learning and Developing Management Skills. 3. Time Management Skills. 4. Interpersonal Skills. 5. Conceptual Skills. 6. Diagnostic Skills. 7. Communication Skills. 8. Decision-Making Skills. 9. Technical Skills. 10. Transitioning From Managing to Leading. Appendix A: Managerial Skills Assessment. Appendix B: Skills for Finding a Job.

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MANAGEMENT WITH CB COURSESMART EBOOK, 11E

Richard L. Daft, Vanderbilt University

CB CourseSmart eBook – The ultimate eBook experience has arrived! Easily access our eBooks with features that will improve your reading experience, and tools to help you take notes and organize your studies. Readers discover the confidence to manage and develop the ability to lead with innovative solutions in today's rapidly changing business environment with Daft's marketing-leading MANAGEMENT, 11E. Daft explores the emerging themes and management issues most important for managers in businesses today. Future and current managers learn to look beyond traditional techniques and ideas to tap into a full breadth of management skills. With the best in proven management and new competencies that harness creativity, Daft defines Management.

FEATURES

- This edition includes a new bonus feature that looks at how companies are using smart management practices to reduce their impact on the planet. The Green Power boxed feature in every chapter highlights companies like Acciona using green real estate development practices, Subaru Indiana Automotive creating a zero-landfill manufacturing plant, SAP hiring a chief sustainability officer, and many more.
- The new part-ending Integrative Cases also provide examples of environmentally friendly businesses while simultaneously providing students with noteworthy examples of good management skills. The cases feature both large and small businesses, including Honda's development of a natural gas-powered car, UPS's acquisition of a fleet of natural gas-powered trucks, and Clean Energy Fuels Corp.'s partnership with Navistar International to build a system for providing natural gas to fuel these "green" vehicles.
- The Innovative Way sections have always provided outstanding examples of forward-thinking businesses and in the 11th edition the companies featured in this

section have been updated to represent a broader range of large and small companies as well as international firms. Students will recognize familiar powerhouses like Toyota, JetBlue, Trader Joe's, and Gap, Inc., and will be introduced to an array of smaller international firms like Bremen Castings Inc., Godrej & Boyce, Semco, and Illumination Entertainment.

- Manager's Shop Talk and Manager's Self-Test are two of students' favorite features appearing in every chapter throughout the book, and many of these have been updated to reflect the latest in management thinking. New Manager's Shop Talk box topics include goal setting, time management tips, creative problem solving, and ace interviewing techniques, while new Manager's Self-Tests explore students' aptitude for servant leadership, teach them how to delegate, and help them develop a personal mission statement.
- MANAGEMENT 11e has also been thoroughly updated to provide the latest data and research findings on important management theories, including new technologies, globalization, social media, competitive dynamics, the functioning of multinational corporations, environmental uncertainty, adaptive organizations, sustainability, and many more.

CONTENTS

Part I: INTRODUCTION TO MANAGEMENT. 1. Innovative Management for a Changing World. 2. The Evolution of Management Thinking. Part II: THE ENVIRONMENT OF MANAGEMENT. 3. The Environment and Corporate Culture. 4. Managing in a Global Environment. 5. Managing Ethics and Social Responsibility. 6. Managing Small Business Start-Ups. Part III: PLANNING. 7. Managerial Planning and Goal Setting. 8. Strategy Formulation and Execution. 9. Managerial Decision Making. Part IV: ORGANIZING. 10. Designing Adaptive Organizations. 11. Managing Change and Innovation. 12. Managing Human Resources. 13. Managing Diversity. Part V: LEADING. 14. Understanding Individual Behavior. 15. Leadership. 16. Motivating Employees. 17. Managing Communication. 18. Leading Teams. Part VI: CONTROLLING. 19. Managing Quality and Performance. Appendix: Managing the Value Chain, Web 2.0, and E-Business.

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Other Available CTE Bundle Options:

Management with CourseMate, 11e. 9789814568784

Management with MindTap, 11e. 9789814568814

Management with CengageNOW, 11e. 9789814568791

Management with Aplia, 11e. 9789814568807



MANAGEMENT, 10E AN APPROACH TO CUSTOMER EXPECTATIONS, INTERNATIONAL EDITION

Gemmy S. Allen, North Lake College, Dallas County Community College District; Warren R. Plunkett, Wright College; Raymond F. Attner, Brookhaven College, Dallas County Community College District

MANAGEMENT: AN APPROACH TO CUSTOMER EXPECTATIONS, 10E, International Edition is a comprehensive survey of the principles and practices of management as they are currently being applied in the United States and around the world. The content and features are structured to reinforce two continuing themes that are woven into the chapters' narratives: (1) the never-ending effort by managers and organizations to meet or exceed customers' needs and (2) the need organizations and their people have to be guided by effective leadership. An underlying theme of this edition is Enterprise 2.0, meaning the use of social media in business.

NEW TO THIS EDITION

- MANAGEMENT: AN APPROACH TO CUSTOMER EXPECTATIONS, 10E, International Edition acknowledges the dramatic rise and importance of social media and its uses in business, known collectively as Enterprise 2.0. Examples of Enterprise 2.0 are woven throughout this edition in examples, boxed features, and chapter-ending exercises. Among the many specific topics explored are Web 2.0 applications, the legal use of email, wikis, blogging software, learning communities, networks, and the strategic use of Enterprise 2.0.
- One of this edition's authors, Gemmy Allen, will be supporting student learning with supplemental information delivered through social media. Ms. Allen has created a blog, twitter account, and Facebook page that will be regularly updated with tips, ideas,

and the latest research. Students will be able to use these tools for sharing and collaboration as well as up-to-the-minute learning.

- Responding to users' feedback, the authors have incorporated the latest data and information on such emerging topics as managing in turbulent times, the recent global economic recession, downsizing and off shoring, leadership styles, emotional intelligence, new technologies, sustainability and other "green" issues, the management of a diverse workforce, innovation, entrepreneurship, and intrapreneurship.
- Each chapter in the 10th edition now opens with a fun and engaging self-assessment quiz for students to complete. The quizzes help students explore such relevant topics as 21st-century work-related skills, openness to change, learning styles, strategic thinking, productivity, decision making, attitudes about power, and many more.
- The end-of-chapter materials have now been clarified and separated into two distinct categories that will help instructors formulate the most effective learning paths for their students: review and assessment (including a chapter summary, key terms, basic review questions, and more complex and challenging discussion questions) and extension and application (including Web 2.0 exercises, Business & Company Resource Center exercises, and Experiential Learning Exercises).
- Instructors are asking for more experiential learning opportunities, and the 10th edition delivers with exercises that will help students explore such timely and valuable topics as essential managerial traits, quality in production, online selling, the application of branding, organizational concepts, corporate culture, and more.
- A new set of On the Job Video Cases bring all of the theoretical management concepts to life by showing how real companies grapple with actual management situations. The videos feature an impressive array of forward-thinking, ethically based companies, including Numi Teas, Flight 001, Evo Gear, and more.
- NEW COURSEMATE (WITH eBook) PREMIUM WEBSITE, INCLUDING A ROBUST SET OF ENGAGEMENT & STUDY TOOLS: Provide your students with a robust array of learning tools to enrich their course experience. Students gain immediate access to videos with quizzing, interactive self-

assessments, exercises to accompany the optional Business and Company Resource Center (BCRC), as well as helpful interactive quizzes and engaging games. The Engagement Tracker tool, when used, provides you with the ability to identify at-risk students while it's still early enough to help, and also allows you to see what resources your student find most valuable.

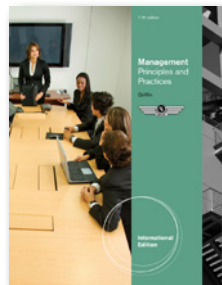
FEATURES

- **Quality Management boxes:** Each chapter has a feature on the continuous improvement of the high performance workplace.
- **Global Applications boxes:** Each chapter has a feature demonstrating the successful application of one or more of a chapter's concepts from the practice of management in non-U.S. situations.

CONTENTS

Part I: FUNDAMENTALS OF MANAGEMENT. 1. A Broad View of Management. 2. The Evolution of Management Thinking. 3. Organizational Culture and Interactive Forces. Part II: PLANNING FOR GROWTH. 4. Strategic Planning. 5. Achieving Top Quality. 6. Decision Making in Management. Part III: CREATING EFFECTIVE ORGANIZATIONS. 7. Principles of Organization. 8. Designing an Adaptive Organizational Culture. 9. Corporate Social Responsibility and Ethics. Part IV: STAFFING FOR HIGH PERFORMANCE. 10. Building A Workforce. 11. Personal and Organizational Communication. Part V: INFLUENCING BEHAVIOR AND ACTIONS. 12. Motivating Employees. 13. Organizational Leadership. 14. Managing Teams and Work Groups. Part VI: CONTROLLING OPERATIONS. 15. Systems for Managing Information. 16. The Purpose and Application of Control. Apply What You Know. Appendices. A. Operations Management. B. International Management. C. Succeeding in Your Organization.

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MANAGEMENT, 11E PRINCIPLES AND PRACTICES, INTERNATIONAL EDITION

Ricky W. Griffin, Texas A&M University

Introduce today's students to management and highlight the power of innovation in the workplace with Griffin's **MANAGEMENT: PRINCIPLES AND PRACTICES, 11E, International Edition**. This dynamic book, known for its cutting edge research and memorable examples, takes a functional approach to the process of management with a focus on active planning, leading, organizing and controlling. This book's exceptionally reader-friendly approach examines today's emerging management topics, from the impact of technology and importance of a green business environment to ethical challenges and the need to adapt in changing times. This latest edition builds on proven success to help your students strengthen their management skills with an effective balance of theory and practice. Numerous new and popular cases and learning features highlight the challenges facing today's managers. Hundreds of well-researched contemporary examples, from the large Wegmans to the innovative Snopes.com, vividly demonstrate the importance of strong management to any type of organization. CengageNOW for **MANAGEMENT: PRINCIPLES AND PRACTICES, 11E, International Edition** provides integrated multimedia resources to draw students into your course and further ensure interaction and comprehension. CourseMate online resources and a complete eBook offer additional concept support to help you prepare your students for management and business career success.

NEW TO THIS EDITION

- **CENGAGENOW FOR MANAGEMENT GIVES YOU MORE CONTROL IN LESS TIME AND DELIVERS BETTER STUDENT OUTCOMES.** This online course

management system includes book-specific resources and numerous multimedia tools for students. Flexible assignments, automatic grading and an exportable grade book with reports save you time. The Personalized Study Plan diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. An integrated eBook provides flexibility in price. CengageNOW can be integrated with a variety of Learning Management Systems, such as Blackboard.

- **NEW “MANAGEMENT IN ACTION” OPENING CASES SET THE STAGE FOR CHAPTER CONCEPTS THAT FOLLOW.** Dynamic cases highlight large companies, such as Wegmans, as well as small companies, such as Bigfoot Entertainment. Cases also explore student-friendly, intriguing companies, such as Snopes.com. Corresponding end-of-chapter “You Make the Call” exercises ask students to reconsider the opening case and make a judgment based on the concepts they’ve learned.
- **NEW “MANAGEMENT AT WORK” CLOSING CASES EFFECTIVELY CONCLUDE EACH CHAPTER.** These captivating cases challenge students to apply chapter concepts to actual management situations. These new cases cover a range of topics from airline alliances and managing air traffic controllers to the Carbon Mitigation Initiative and more.
- **NEW “A WORLD OF DIFFERENCE” BOXES HIGHLIGHT CHANGES COMPANIES ARE MAKING IN THE FACE OF CHANGING TIMES.** Students gain first-hand insights into how effective companies are adapting to today’s challenges. Feature boxes examine development assistance, stress among outsources, and advantages or disadvantages to diversifying the board of directors.
- **NEW “ETHICALLY SPEAKING” BOXES EXAMINE PRESSING ETHICAL ISSUES IN TODAY’S WORKPLACE.** These helpful features highlight ethics challenges facing management in the current work environment and address issues such as workplace bullying and drug use.
- **NEW “GREENING THE BUSINESS ENVIRONMENT” BOXES ADDRESS SUSTAINABILITY AND ENVIRONMENTAL ISSUES IN BUSINESS.** With the importance of green issues in business today, these new feature boxes address topics of growing importance. Students study issues, such as changing

the climate of global aid and the U.S. Government’s stance on Co2 regulation.

- **“THE MORE THINGS CHANGE” BOXES PROVIDE INSIGHTS INTO DEALING WITH CHANGE IN THE WORKPLACE.** Students gain a better understanding of how to handle change in business today as they examine how organizations have handled real challenges, such as United Airlines’ pension fund default, evidence-based management, the recent Wisconsin anti-labor law issues, and whistle blowing.
- **NEW “TECHNICALLY SPEAKING” BOXES HIGHLIGHT RECENT TECHNOLOGICAL ADVANCES IMPACTING BUSINESS.** Students carefully examine the technological issues and challenges facing companies today. They review technology at work in diverse business situations, including online misinformation, technology’s impact on Cirque de Soleil, and the advent of remote surgeries.

FEATURES

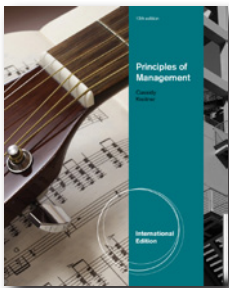
- **REVISED AND NEW BUILDING SKILLS EXERCISES HELP STUDENTS APPLY WHAT THEY HAVE LEARNED.** Help future managers learn how to handle critical situations. These useful exercises in each chapter offer insights into approaching various management situations most effectively. Students improve targeted skills, such as conceptual, diagnostic, decision-making, time-management, and technical abilities.

CONTENTS

Part I: AN INTRODUCTION TO MANAGEMENT. 1. Managing and the Manager’s Job. 2. Traditional and Contemporary Issues and Challenges. Part II: THE ENVIRONMENTAL CONTEXT OF MANAGEMENT. 3. The Environment and Culture of Organizations. 4. The Ethical and Social Environment. 5. The Global Environment. 6. The Multicultural Environment. Part III: PLANNING AND DECISION MAKING. 7. Basic Elements of Planning and Decision Making. 8. Managing Strategy and Strategic Planning. 9. Managing Decision Making and Problem Solving. 10. Managing New Venture Formation and Entrepreneurship. Part IV: THE CONTROLLING PROCESS. 11. Basic Elements of Control. 12. Managing Operations, Quality, and Productivity. 13. Managing Information and Information Technology. Part V: THE ORGANIZING PROCESS. 14. Basic Elements of Organizing. 15. Managing Organization Design. 16. Managing Organization Change and Innovation. 17.

Managing Human Resources in Organizations. Part VI: THE LEADING PROCESS. 18. Basic Elements Of Individual Behavior in Organizations. 19. Managing Employee Motivation and Performance. 20. Managing Leadership and Influence Processes. 21. Managing Interpersonal Relations and Communication. 22. Managing Work Groups and Teams.

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PRINCIPLES OF MANAGEMENT, INTERNATIONAL EDITION, 12E

Carlene M. Cassidy, Anne Arundel Community College; Robert Kreitner, Arizona State University

PRINCIPLES OF MANAGEMENT, 12E, International Edition takes a practical, student-oriented approach toward teaching management with an emphasis on current topics, including issues of diversity, ethics, and technology. The student-friendly content features references to pop culture and cites current publications of interest to students. In addition to providing the management framework and introducing students to contemporary management topics, the text provides experiential activities to get students thinking and acting like real-life managers. A robust network of supplements helps students to understand the hands-on, real-world application of chapter concepts.

NEW TO THIS EDITION

- Currency is key in the new edition, which is why the authors have made every effort to address the “hot topics” today’s instructors have asked for: the 2008-09 recession, managing in turbulent times, sustainability and environmental issues, the latest technology, and the future of business and management. To address these and many more important issues, the authors have included numerous new sources of current data,

recent U.S. laws, contemporary interviews, and just completed research.

- Nearly all of the text examples and cases have been replaced to keep the content fresh. Students will learn about new aspects of companies they’re already familiar with, such as Apple, Google, Wal-Mart, Yahoo!, Intel, IBM, Pfizer, UPS, Siemens, Facebook, AT&T, Amazon.com, Coca-Cola, Hewlett-Packard, Starbucks, Boeing, Nike, Xerox, and Chanel. In addition, students will discover less-familiar businesses around the world, including Southern Ohio Medical Center, Dominion Farms, Vodafone, DM Bicycle Company, Teva Pharmaceuticals, Boots Drugstores, Quality Float Works, The Sky Factory, Workday, and Rackspace.
- Since “going green” has become such an important trend in today’s society, the authors have added a new type of boxed feature on Green Management. These sidebars cover such topics as managing limited resources, energy usage as a competitive advantage, waste management, biodegradable products and packaging, alternate energy sources, “greenwashing,” community planning, decreasing airplane usage for business, sustainable HR practices, and more.
- To enhance the book’s focus on Ethics, and to provide more opportunities to engage in active learning, the authors have added a new end-of-chapter group exercise called the Ethics Exercise. Working in teams, students will explore ethical management dilemmas like offshoring, unemployment, the accommodation of religious customs in the workplace, censorship, ethics instruction in colleges, overtime, privacy in the workplace, executive compensation, and more.
- Due to the popularity of video cases, this edition now features one video case per chapter, including background information and discussion questions. The new set of videos features Numi Teas, Evo Gear, Preserve by Recycline, Flight 001, Gold + Williams, and several other notable companies grappling with the application of common management functions.
- In addition to the standard update of all instructor ancillaries, the new edition’s Test Bank will be upgraded to contain more applications-oriented questions as well as fact-recall questions.
- **NEW COURSEMATE (WITH eBook) PREMIUM WEBSITE, INCLUDING A ROBUST SET OF ENGAGEMENT & STUDY TOOLS:** Provide your

students with a robust array of learning tools to enrich their course experience. Students gain immediate access to videos with quizzing and PowerPoint slides, as well as helpful interactive quizzes and engaging games. The Engagement Tracker tool, when used, provides you with the ability to identify at-risk students while it's still early enough to help, and also allows you to see what resources your student find most valuable.

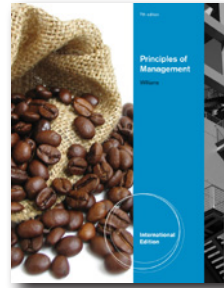
FEATURES

- PRINCIPLES OF MANAGEMENT, 12E, International Edition offers a distinctive mix of contemporary management theory and application. The skills-centered approach encourages hands-on problem solving, which helps students understand how concepts relate to real-world practice.
- The lively, dynamic “magazine” looks of the design makes reading more engaging and entertaining.
- The Interactive Annotations scattered throughout the book help to re-engage readers' interest and also encourage them to explore additional, relevant information available from other sources, including the Internet.

CONTENTS

Part I: THE CHALLENGE OF MANAGEMENT. 1. Introduction to Management. 2. Management's Changing Environment: Globalization and Technology. 3. Management Thought: An Evolution. 4. Social and Ethical Responsibilities. 5. Cross-Cultural Competence when Managing Internationally. Part II: HUMAN RESOURCES, ORGANIZATION, AND COMMUNICATION. 6. Managing Human Resources. 7. The Design of Effective Organizations. 8. Modern Communications. Part III: STRATEGY AND PLANNING. 9. Project Management and Planning. 10. Strategizing for Success. 11. Problem Solving and Decision Making. Part IV: LEADERSHIP AND MOTIVATION. 12. Performance and Motivation. 13. How Groups Work Together. 14. Leadership, Power, and Influence. 15. Managing Change and Conflict. Part V: ORGANIZATIONAL CONTROL. 16. Managing Quality and Control.

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PRINCIPLES OF MANAGEMENT, INTERNATIONAL EDITION, 7E

Chuck Williams, Butler University

Make today's management theories and applications meaningful, memorable, and engaging for your students with PRINCIPLES OF MANAGEMENT, 7E, International Edition. Master storyteller, award-winning educator, and accomplished author Chuck Williams uses a captivating narrative style to illuminate today's most important management concepts and to highlight practices that really work in today's workplace. Because students retain and better understand information that is personally relevant, Dr. Williams weaves more than 50 detailed, unforgettable examples and stories into each chapter in this edition. Proven learning features and self-assessments keep concepts intriguing and applicable to students' daily lives. In addition, fresh scenarios, new cases, and new video cases reflect the latest management innovations at work in well-known organizations throughout the world. The book's comprehensive support package further helps you prepare each student for managerial success.

NEW TO THIS EDITION

- NEW CengageNOW™ FOR PRINCIPLES OF MANAGEMENT, 7E, International Edition GIVES YOU MORE CONTROL IN LESS TIME AND DELIVERS BETTER STUDENT OUTCOMES. This online course management system includes book-specific resources and numerous multimedia tools for students. Flexible assignments, automatic grading, and an exportable gradebook with reports save you time. The Personalized Study Plan diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. An integrated eBook provides flexibility in price. CengageNOW™ can be integrated with a variety of Learning Management

Systems, such as Blackboard®.

- **NEW APLIA™ PREMIUM STUDENT ENGAGEMENT TOOL ENCOURAGES STUDENTS TO “THINK LIKE MANAGERS.”** This leading online assignment solution for management is fully integrated with the text. Problem sets provide calculated combinations of both lower order and higher order thinking skills exercises. Engaging video cases and interactive charts and graphs seamlessly integrate with self-assessments and vivid examples. You can easily hold students accountable for their own engagement. A flexible grading system offers grade analytics and gradebook export tools to work with any learning management system. Aplia can be integrated with a variety of Learning Management Systems, such as Blackboard®.
- **NEW MANAGEMENT WORKPLACE VIDEOS DEMONSTRATE MANAGEMENT CONCEPTS IN ACTION.** Nothing helps students master management concepts like seeing them put into practice in the real world. New Management Workplace videos take an in-depth look into the inner workings of intriguing, successful companies, such as Mitchell Gold + Bob Williams, Holden Outerwear, Camp Bow Wow, and others.
- **“WHAT’S NEW COMPANIES” DIRECTS ATTENTION TO THE LATEST EXAMPLES IN THIS EDITION.** This edition keeps you and your students up to date on the latest developments in management with numerous memorable, current examples. Now you can easily direct your attention to the latest examples in this new edition with the unique “What’s New?” icon. This callout highlights dozens of new examples that bring stories from today’s business section of the newspaper into your classroom for engaging discussion.
- **ALL-NEW “WHAT WOULD YOU DO?” CHAPTER-OPENING CASES PLACE STUDENTS IN MANAGEMENT ROLES.** Each chapter opens with an all-new engaging case that explores actual management problems within a well-known company, such as Netflix, DuPont, Delta Airlines, and Louis Vuitton. Questions following the case challenge students to determine what they would do if they were the managers in each situation. This personalizes the dilemma as students apply their skills to common managerial problems. Solution to these chapter-opening cases—called “What Really Happened?”—appear in the Instructor’s Manual.

- **NEW MANAGEMENT TREND AND MANAGEMENT FACT BOXES.** Through the text, new feature boxes highlight cutting-edge research into management studies, as well as the innovative management practices that leading companies use in everyday business.
- **NEW ASSIGNMENTS HELP KEEP YOUR COURSE UP TO DATE.** Many new “Management Decision” and new “Management Team Decision” assignments put students in contemporary management positions and ask them to resolve organizational situations. Resolutions to these engaging cases are available in the Instructor’s Manual, providing you with strong discussion tools or assignments to verify student mastery of chapter concepts. Additional new “Management Team Decision” cases for select chapters are specifically designed for group assignments.

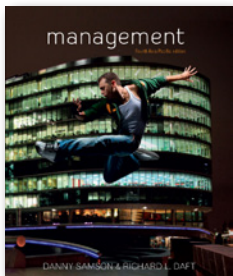
FEATURES

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- **DETAILED STUDY TIPS DIRECT STUDENTS’ EFFORTS.** Knowing how to study effectively is not an innate talent. Realizing this, author Chuck Williams has provided a new, useful Study Tip as part of each chapter opener. Eighteen different Study Tips give students many proven options for effectively reviewing key manager concepts and mastering chapter content.
- **CHAPTERS ORGANIZED INTO MANAGEABLE SECTIONS AND CLEAR OUTLINES ENABLE STUDENT STUDY.** Detailed outlines with numbered sections at the beginning of each chapter correspond with clear Learning Objectives to assist today’s busy student in reading and study. Because students are often unable to read an entire chapter in one sitting, these numbered headings help the reader easily locate their place within the chapter. Detailed chapter reviews at the end of the book relate back to each section further reinforcing learning.

CONTENTS

PART I: INTRODUCTION TO MANAGEMENT. 1. Management. 2. History of Management. 3. Organizational Environments and Culture. 4. Ethics and Social Responsibility. PART II: PLANNING. 5. Planning and Decision Making. 6. Organizational Strategy. 7. Innovation and Change. 8. Global Management. PART III: ORGANIZING. 9. Designing Adaptive Organizations. 10. Managing Teams. 11. Managing Human Resource Systems. 12. Managing Individuals and a Diverse Work Force. PART IV: CONTROLLING. 13. Control. 14. Managing Information. 15. Managing Service and Manufacturing Operations. PART V: LEADING. 16. Motivation. 17. Leadership. 18. Communication.

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eBook

MANAGEMENT, 4E FOURTH ASIA PACIFIC EDITION

Danny Samson, *University of Melbourne*; Richard L. Daft, *Vanderbilt University*

This 4th Asia-Pacific edition of Management maintains its comprehensive theoretical base while bringing the challenges of management to life with hundreds of real-world examples.

NEW TO THIS EDITION

- Sustainable development integrated throughout, each chapter includes coverage of the aspects of sustainability relevant to the chapter topic
- Increased coverage of not-for-profit organisations, social enterprises, technological advances, business intelligence, intelligence teams, crisis planning, network approach, the social contract, diversity management, personality and behaviour, stress management, leadership theories, followership, work engagement, organisational communications, gender

communications, effective teams, virtual teams, budget controls, corporate governance

- Raft of new and up to date examples. Companies include Brumby's, Nortel, Toyota, Google, Toll Holdings, Facebook, Dodo, Qantas, Caterpillar, Ted's Cameras, eHarmony, Kimberley Clark, Sun Microsystems, Nokia, Qld Flood crisis, Dell
- Each Chapter opens with a self test that encourages students to assess their own skills and attitudes as related to each chapter topic. The self tests provoke student to consider their strengths or weaknesses in different areas, and how these may influence the way to approach or experience various opportunities and difficulties in the workplace
- Management Challenge vignette that encourage students to evaluate how key chapter concepts apply in real-life scenarios
- Management in Practice boxed feature relates theory to practice by exploring practical applications of management in the real world by profiling businesses, people and projects
- 'Innovative Way' boxed feature highlights companies and managers at the forefront of innovation in management practice
- Capstone Chapter Making Effective Management Happen: contains material covering core principles and practices of successful companies and poor practices that lead companies to underperform or fail. It holistically brings together theory, integrating it into effective practical concepts to show outcomes in real action in the real world
- End of Chapter 'Group Challenge' engages students in point/counterpoint debates about the tensions that exist in all levels of management

FEATURES

- Case studies strategically placed throughout the chapters to illustrate the application of management concepts to specific companies. These in-text examples cover a range of well-known local and international companies that put students in touch with the real world of organisations so that they can appreciate the value of management concepts

CONTENTS

Part I: Introduction to management 1. The changing world of management 2. The evolution of management thinking Part II: The environment of management 3.

The environment and corporate culture 4. Managing in a global environment 5. Ethics, social responsibility and sustainable development 6. The environment of entrepreneurship and small-business management Part III: Planning 7. Organisational planning and goal setting 8. Strategy formulation and implementation 9. Managerial decision making Part IV: Organising 10. Fundamentals of organising 11. Managing change to achieve performance 12. Human resource management 13. Managing diversity Part V: Leading 14. Dynamics of behaviour in organisations 15. Leading in organisations 16. Motivation 17. Communication in organisations 18. Teamwork in organisations Part VI: Controlling 19. Managerial and quality control 20. Managing the Value Chain, Information Technology and e-business Capstone Chapter: Making effective management happen

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eBook

MANAGEMENT ESSENTIALS, INTERNATIONAL EDITION, 9E

Andrew J. DuBrin, Rochester Institute of Technology

Focus on the fundamental principles and practices of effective management today with DuBrin's comprehensive, yet concise, MANAGEMENT ESSENTIALS, 9E, International Edition. This brief but thorough new edition functions both as a solid introduction for new students or an in-depth review of core concepts and the latest research and applications for working professionals. Written from the first edition as an essentials text, this book is not a condensation of a larger text, but provides concise, complete coverage that clearly translates the latest research, theories, and management experiences into actual practice. The author's proven functional approach introduces the role of a manager and today's managerial environment before exploring critical topics in planning, organizing,

leading, and control. This edition addresses emerging issues, such as sustainability and environmental concerns, management in difficult times, employee morale, diverse workforces, and teamwork.

NEW TO THIS EDITION

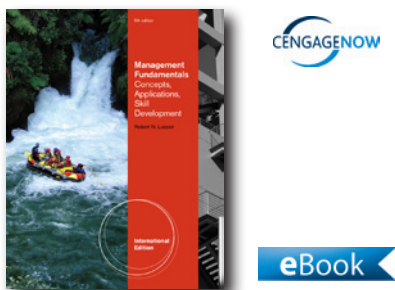
- **NEW COVERAGE OF EMERGING TOPICS PREPARES STUDENTS TO MANAGE IN DIFFICULT AND CHANGING TIMES.** All of the chapters reflect the latest developments, management research, and today's most current management trends. This edition now discusses key emerging topics that instructors and students have requested most, including sustainability and environmental concerns, managing in difficult and changing times, dealing with employee morale, managing a diverse workforce, working in teams, and other topics of growing importance.
- **NEW EMPHASIS ON ETHICS SHOWS STUDENTS HOW TO HANDLE TODAY'S MOST CHALLENGING ETHICAL DILEMMAS.** New coverage throughout Chapter 3 examines unethical decisions and moral issues; discusses ethical temptations such as extraordinary compensation; and reviews of ethics involved when deceiving investors, using the memorable example of Bernard L. Madoff.
- **NEW DISCUSSION OF INTERNATIONAL TRADE ISSUES PREPARES STUDENTS FOR GLOBAL BUSINESS CHALLENGES.** New coverage in Chapter 2 demonstrates how future managers can cope with the dangerous and defective products involved in international trade.
- **NEW COVERAGE OF CORPORATE SOCIAL RESPONSIBILITY OFFERS STUDENTS MEMORABLE PERSPECTIVES.** New discussion within this edition thoroughly explores the cognitive, linguistic, and conative components of corporate social responsibility. Expanded coverage also addresses environmental protection as a social responsibility.
- **NEW MATERIAL ON SOCIAL MEDIA EQUIPS STUDENTS TO USE THIS GROWING TOOL IN BUSINESS.** This edition highlights the use of social media as a communication channel within the organization (Ch. 12) as well as an important tool in customer relationships (Ch. 14).
- **NEW PERSPECTIVES ON CREATIVITY, INNOVATION AND TECHNOLOGY PREPARE STUDENTS TO PERFORM AT THEIR BEST.** This edition explores the latest developing technology, such as cloud

computing (Ch. 14), and its impact on management and the inner workings of organizations today. Additional coverage highlights tips on increasing creativity (Ch. 5) and demonstrates how controls can limit innovation (Ch. 15).

CONTENTS

BRIEF CONTENTS PART 1: INTRODUCTION TO MANAGEMENT. 1. What Is the Manager's Job? 2. Cultural Diversity and International Management. 3. Social Responsibility and Ethics. Part I: CASES. PART II: PLANNING. 4. Planning Essentials. 5. Decision Making and Problem Solving. 6. Techniques for Planning and Decision Making. Part II: CASES. PART III: ORGANIZING. 7. Work Schedules and Job Design. 8. Structure, Culture, and Change in Organizations. 9. Talent and Human Resource Management. Part III: CASES. PART IV: LEADING. 10. Leadership. 11. Motivation. 12. Communicating within Organizations. 13. Working In Teams and Work Groups. Part IV CASES. PART V: CONTROLLING. 14. Technology and e-Commerce. 15. Control Essentials. 16. How to Manage Ineffective Performers. Part V: CASES. PART VI: MANAGING FOR PERSONAL EFFECTIVENESS. 17. Managing Stress and Enhancing Personal Productivity. Part VI: CASES. Glossary. Index.

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MANAGEMENT FUNDAMENTALS, 5E CONCEPTS, APPLICATIONS, SKILL DEVELOPMENT, INTERNATIONAL EDITION

Robert N. Lussier, Springfield College

Using a three-pronged approach of concepts, applications, and skill development, **MANAGEMENT FUNDAMENTALS: CONCEPTS, APPLICATIONS, SKILL DEVELOPMENT, International Edition** gives students a solid foundation of management concepts and skills they can use in the workplace. Through a variety of

thought-provoking applications, Lussier challenges students to think critically and apply concepts to their own experiences. Proven skill-building exercises, behavioral models, self-assessments, and group exercises throughout the text help students realize their managerial potential. The 14-chapter format is comprehensive enough for a one-term course, yet flexible enough to allow for additional readings, activities, or discussions.

NEW TO THIS EDITION

- Updated Ideas on Management opening vignettes are included (four are new; the rest have been revised to include up-to-date information and topics).
- Added margin notes throughout the chapters show where answers to Review Questions and Communication Skills questions are discussed in the chapter.
- New video case options are provided: BixFlix and On the Job.

FEATURES

- Ideas on Management chapter-opening vignettes are used in each chapter. They examine a company that is familiar to students, such as the Gap clothing store, and link this company to the chapter topic. Throughout the chapter, the opening vignette is revisited, further linking the chapter material to a well-known company.
- Learning Outcomes: At the beginning of each chapter, conceptual priorities—stated as learning outcomes—are highlighted. Later, as chapters unfold, learning outcomes are repeated so that students are aware of the pedagogical support underlying each outcome, ensuring that they stay connected to the chapter's core concepts.
- Skill-Builder Exercises: True to the text's drill-and-practice approach, these end-of-chapter skill-building exercises provide hands-on experiments in the practice and application of management skills. Students work through the exercises on their own, but options for in-class debriefing and group work are provided in the accompanying Instructor's Manual.
- Video Cases provide students with another relevant link from the chapter topic and material to a popular movie, as well as to real-life companies.
- Applying the Concept Boxes: Several short multiple-choice exercises appear in each chapter to gauge student understanding of key concepts as they

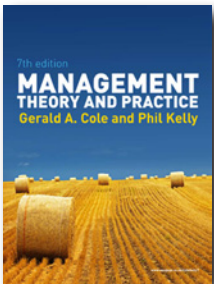
continue their reading.

- **Work Applications:** A unique self-study tool, these short applications ask students to take a quick inventory of their experiences and relate them to managerial roles, resources, functions, and decisions.
- **In-Text Self-Assessments:** These student-centered and practice-oriented assessments are designed to reinforce the students' growing management skills and insight.

CONTENTS

Part I: THE GLOBAL MANAGEMENT ENVIRONMENT. 1. Management and Entrepreneurship. Appendix A: A Brief History of Management. 2. The Global Environment: Culture, Ethics, Social Responsibility, and Sustainability. Part II. PLANNING. 3. Creative Problem Solving and Decision Making. 4. Strategic and Operational Planning. Appendix B: Time Management. Part III. ORGANIZING. 5. Organizing and Delegating Work. 6. Managing Change: Innovation and Diversity. 7. Human Resources Management. Appendix C: Career Management and Networking. Part IV: LEADING. 8. Organizational Behavior: Power, Politics, Conflict, and Stress. 9. Leading with Influence. 10. Communicating and Information Technology. Appendix D: Written Communication. 11. Motivating for High Performance. 12. Team Leadership. Part V: CONTROLLING. 13. Control Systems: Financial and Human. 14. Operations, Quality, and Productivity. Endnotes. Index.

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MANAGEMENT, 7E THEORY AND PRACTICE

Gerald A Cole; Phil Kelly

This classic textbook provides an accessible and authoritative introduction to the whole subject of management, both in theory and in practice. Now in

its seventh edition, the text includes new case studies, an updated glossary and a wide range of additional pedagogical features designed to support learning and encourage reflective thinking. Deliberately arranged in concise chapters for easier comprehension, *Management: Theory and Practice* encompasses all topics commonly taught on business courses at undergraduate and post experience levels, including organization theory, strategy, operations management, logistics, information systems, marketing, human resource management and finance. Reference is made to both historical and contemporary management paradigms, emphasising key themes such as gender, sustainability, globalization, and corporate social responsibility. All the text's theoretical coverage is grounded in numerous real life examples. *Management: Theory and Practice* draws on its authors' wide experience of both teaching management and being managers, to bring this complex and constantly evolving subject to life. Links to video case studies (as well as other web links) encourage readers to extend their knowledge beyond the text and end of chapter reference lists indicate the essential books written by key management theorists.

NEW TO THIS EDITION

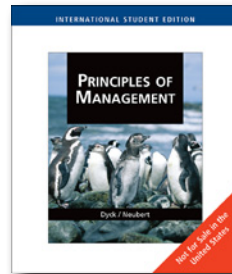
- Updated pedagogical tools, including chapter learning objectives, numerous figures and a glossary which links back to the text, provides unparalleled support to the learning process
- End of chapter features including discussion questions, web links and extensive references, encourage further reading and critical engagement with the topics
- Eight contemporary case studies and links to 77 video cases ensure that key management concepts are actualised in real life worldwide examples
- Extensive online support materials, including MP3 Revision Notes, PowerPoint slides, an instructor's manual and an ExamView testbank are available at www.cengage.co.uk/colekelly7

CONTENTS

Part One – Management Theory Section 1. Introduction 1. Developments in Management Theory 2. Definitions of Management Section 2. Classical Theories of Management 3. The Search for Principles of Management 4. Max Weber and the Idea of Bureaucracy Section 3. Human Relations and Social Psychological Theories 5.

Motivation- The Early Theorists 6. Motivation- Later Theorists Section 4. Theories of Leadership and Group Behaviour 7. Leadership- Theory and Practice 8. Groups and Group Behaviour Section 5. Systems and Contingency Approaches to Management Theory 9. Organisations as Systems 10. Contingency Approaches to Management Section 6. Modern Approaches to Management Theory 11. Modern Approaches to Management Part Two – Management in Practice Section 7. The Context of Management 12. Business Organisations and Corporate Governance 13. Developing an Organisation Culture 14. Women in Management 15. The International Context of Management Section 8. Management Planning 16. Strategic Aspects of Management 17. Objectives, Policies and Organisational Ethics 18. Performance Standards in Management 19. Decision-making in Organisations 20. Human Resource Planning 21. Work Structuring, Job Design and Business Process Re-engineering Section 9. Organizing for Management 22. Organisation Structures 23. Delegation and Empowerment 24. Managing Change: Key Concepts 25. Implementing Change 26. Communication in Organisations 27. Time Management and Personal Effectiveness Section 10. Control in Management 28. Controlling Performance 29. Quality Standards and Management 30. The Role of Information Technology Part Three – Functional Management: Marketing, Production, Personnel and Financial Section 11. Marketing Management 31. The Marketing Concept, Competitiveness and the Global Dimension 32. The Marketing Mix: Product and Price 33. The Marketing Mix: Promotion 34. The Marketing Mix: Distribution 35. Marketing Research 36. Marketing Organisation 37. Customer Services and Consumer Protection Section 12. Production Management 38. Production Planning and Control 39. Types of Production 40. Aids to Production 41. New Technology in Manufacturing Section 13. Personnel Management 42. Human Resource Management 43. Recruitment and Selection 44. Employee Development and Training 45. Performance Appraisal, Discipline and Grievances 46. Developing Managerial Competencies 47. Stress Management and Employee Counselling 48. Job Evaluation 49. Employee Relations and Collective Rights 50. Legal Aspects of Employment- Individual Rights Section 14. Financial Aspects of Management 51. Company Accounts 52. Budgets, Forecasts and Business Plans

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eBook

PRINCIPLES OF MANAGEMENT, INTERNATIONAL EDITION

Bruno Dyck, *University of Manitoba*; Mitchell J. Neubert, *Baylor University*

Unlike any other text available today, Dyck/Neubert's *PRINCIPLES OF MANAGEMENT, 1E, INTERNATIONAL EDITION* blends the strengths of two management perspectives. Now you can choose a truly unique management text that establishes a strong traditional management foundation while addressing the issues that today's millennial students will face in their future careers. The authors' solid mainstream approach in each chapter addresses the traditional four main functions of management. The authors then take management a step further by closely examining multistream topics that other books only mention, such as social justice and concern for the natural environment. The authors build upon the multistream understanding that effective management involves balancing a broad set of criteria, ranging from community enhancement and ecological sustainability to meaningful work and financial viability. Throughout the text, captivating experiences and stories from actual managers and leading organizations demonstrate managers making a difference. With a practical, hands-on focus, the text equips students with the knowledge and theoretical tools to further their own decision-making abilities. Dyck/Neubert's unique blend of traditional management strengths and the best of multistream management theories and practices promises to educate, inspire, and empower your students now and throughout their management futures.

FEATURES

- Chapter-opening case studies inspire students: Each chapter opens with a captivating story of an actual manager practicing mainstream, traditional

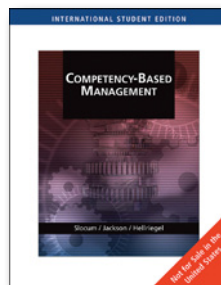
management or addressing multistream management issues for today's millennium. Students experience real-life successes and failures first-hand as each of these managers, who represent a variety of industries and organizations, large and small, make a difference that will both educate and inspire.

- Road Maps provide quick reference and guide learning: Effective Road Maps begin each chapter, helping readers anticipate the direction of the chapter and provide a quick point of reference to assist in navigating the mainstream and multistream topics covered. This overarching view of the chapter also provides an effective tool for review.
- Management in Practice boxes connect actual practices to chapter concepts: Students see management as it actually happens in business today with these candid inserts that connect engaging real-world anecdotes with the management principles presented in each chapter.
- Digging Deeper boxes emphasize practical applications for students: Students better understand and remember the management principles within each chapter as Digging Deeper features demonstrate, first-hand, how the chapter's concepts can apply to their personal lives.
- What Do You Think? Features encourage critical thinking and class discussion: These thought-provoking scenarios challenge students to form their own opinions about specific management situations and provide an excellent jump-start for class discussions and individual critical thinking.

CONTENTS

Part I: MANAGEMENT BASICS. 1. Introduction to Management. 2. A Short History of Management Theory and Practice. Part II: THE ENVIRONMENT AND CONTEXT OF MANAGEMENT. 3. The Task and Macro Environments of Management. 4. The International Environment. 5. Ethics. 6. Entrepreneurship. Part III: PLANNING. 7. The Decision-Making Process. 8. Setting Goals and Making Plans. 9. Strategic Management. Part IV: ORGANIZING. 10. Fundamentals of Organizing. 11. Organization Design. 12. Human Resource Management. 13. Organizational Change. Part V: CONTROLLING. 14. Control. Part VI: LEADING. 15. Motivation. 16. Leadership. 17. Groups and Teams. 18. Communication.

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COMPETENCY-BASED MANAGEMENT, INTERNATIONAL EDITION, 11E

John W. Slocum Jr., Southern Methodist University; Susan E. Jackson, Rutgers University; Don Hellriegel, Texas A&M University

Equip your students with the confidence and management competence to maximize their professional management potential with the latest edition of this unique, competency-based management text. Slocum/Jackson/ Hellriegel's COMPETENCY-BASED MANAGEMENT combines a strong foundation in management principles with six core managerial competencies critical for success--self-management, strategic action, planning and administration, global awareness, teamwork, and communication. These six competencies, developed from the input of hundreds of managers in all types and sizes of businesses, now closely align with AACSB standards so you can ensure student proficiency in these important areas. Proven, competency-based learning features, the latest cases, and new ethical challenges promote active learning as the authors display their unique ability to blend theory and applications with innovation throughout this new edition. Numerous examples drawn from familiar organizations show the relevance of the managerial competencies to today's business world, while integrated, self-assessments help students better understand and develop their own management potential for early career success. New videos and the innovative CengageNOW online course management and learning system further engage students and demonstrate the importance of managerial competencies that foster excellence. With the new strengths found throughout this edition, you can rely on Management to equip your students with the competence to manage and the confidence to do it well.

NEW TO THIS EDITION

- **New Ethical Challenge features**-- While ethics have always received significant coverage, this new Ethical Challenge within each chapter highlights specific ethical dilemmas based on actual business situations and emphasizes the significant impact of ethical issues on today's managerial topics.
- **Stronger alignment with AACSB Standards**--The authors now align this edition's competency-based approach even more closely with the core competencies identified by the AACSB. You can easily monitor student proficiency in AACSB core competencies with Test Bank questions that are identified by their corresponding AACSB standards to help you evaluate student progress in these key areas.
- **New integrated CengageNOW online teaching and learning system**--Discover the ultimate flexibility and control as this innovative online course management and learning system saves you valuable time. CengageNOW combines the best of current technology to help you efficiently plan your course, easily manage and assign homework, automatically grade assignments, teach with built-in technology, and test using a customized test bank tagged to AACSB standards with the ability to generate reports that compare class progress to AACSB requirements. In addition, personalized learning paths for each student reinforce comprehension with a variety of interactive, multimedia tools, including interactive class assignments and an integrated e-book. CengageNOW operates seamlessly with WebCT™ and Blackboard® and other course management tools. For more information on this powerful resource, visit academic.cengage.com/cengagenow.
- **New Challenge of Managing chapter openers**--These current real-world events--with all-new content in this edition, feature managers using the managerial competencies within well-known companies, such as Xerox, Symantec, MTV, and Lowe's. These intriguing openers set the stage for chapter topics and are effective for launching class discussions or whetting students' appetites for concepts that follow.
- **New Video Package**--Two sets of videos for each chapter include unique BizFlix Video Cases that highlight clips from popular Hollywood films, such as 8 Mile, Casino, or Apollo 13 to illustrate and connect management concepts from the text to situations

familiar to students. On the Job Videos focus on real businesses, such as Pepsi, Lonely Planet and PF Chang's and detail how they apply management principles with behind-the-scenes insights into decisions and actions. Teaching notes and recommended exercises included in the Instructor's Manual give you flexibility in assigning.

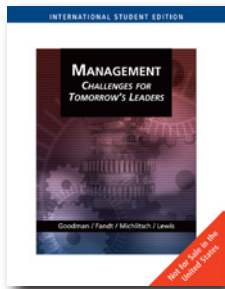
FEATURES

- **Focus on six Core Managerial Competencies**--This book's unique, competency-based approach presents the foundation of management principles while highlighting six core managerial competencies--self-management, strategic action, multicultural, teamwork, planning and administration, and communication--developed based on input from hundreds of managers in all types and sizes of businesses. This approach, strengthened with each edition, encourages students to develop and demonstrate their personal managerial competencies through a student-oriented, integrated learning system, organizational example and concise scenarios that illustrate the use of the competencies, discussion questions, experiential exercises and intriguing cases.

CONTENTS

Part 1: AN OVERVIEW OF MANAGEMENT. 1. Developing Managerial Competencies. 2. Learning from the History of Management Thought. Part 2: MANAGING IN TURBULENT ENVIRONMENTS. 3. Ethics and Social Responsibility. 4. Assessing the Environment. 5. Managing Globally. 6. Fostering Entrepreneurship. Part 3: PLANNING AND CONTROL. 7. Formulating Plans and Strategies. 8. Fundamentals of Decision Making. 9. Using Planning and Decision Aids. 10. Achieving Organizational Control. Part 4: LEADING. 11. Motivating Employees. 12. Dynamics of Leadership. 13. Communicating Effectively. 14. Working in Teams. 15. Understanding Organizational Culture and Cultural Diversity. Part 5: ORGANIZING. 16. Designing Organizations. 17. Guiding Organizational Change and Innovation. 18. Managing Human Resources.

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MANAGEMENT, 5E CHALLENGES FOR TOMORROW'S LEADERS, INTERNATIONAL EDITION

Pamela S. Lewis, *Queens University of Charlotte*; Stephen H. Goodman, *University of Central Florida*; Patricia M. Fandl, *University of Washington, Tacoma*; Joseph Michlitsch, *Southern Illinois University, Edwardsville*

Succeeding as a leader in the organization of today and tomorrow requires a special set of management skills and competencies. Organizations are being restructured and redesigned to be lean, flexible, and adaptable to change; leaders in all areas and at all levels of the organization are expected to be proactive, team-oriented, and focused on results; and diversity in the workforce has become the rule rather than the exception. **MANAGEMENT: CHALLENGES FOR TOMORROW'S LEADERS** exposes students to these new challenges and contemporary issues that the leaders of today and tomorrow will continually face. This book includes a number of features designed to prepare students to be leaders in this new millennium: (1) meeting the challenges inherent in a dynamic, rapidly changing business environment, (2) developing the competencies and skills that leaders will need in the future, (3) bridging the gap between management theory and practice, and (4) responding to the contemporary management trends that will affect both organizations and managers in the 21st century.

NEW TO THIS EDITION

- We've added a new supplement--Service Learning Guide--for instructors who want to include a service learning component to their courses. Many schools are now requiring students to do community service as a part of their education. This guide shows instructors and students how to get involved in activities where students can put their skills and knowledge acquired in the classroom to work for the greater good.

- All of the chapter-opening and closing vignettes (Facing and Meeting the Challenge) have been updated with current, interesting examples. These boxes set up each chapter with a real-world challenge and close the chapter with the problem's resolution. They work to frame the chapter material in the world of contemporary business.
- The book has been streamlined into 17 chapters with a new design and softcover format.
- Each chapter includes a video case; 7 of these are new to this edition. The new cases feature companies that will be of particular interest to students--companies like Timbuk2, P.F. Chang's, and Lonely Planet.

FEATURES

- **Leadership in Action:** Leaders in Action boxes in every chapter capture "the voice of leadership" in today's organizations from a variety of angles.
- **Now Apply It:** "Now Apply It" boxes throughout the text, provide short experiential applications whereby students can "try out" chapter content.
- **At the Forefront:** At the Forefront boxes report on contemporary, often provocative, business trends.
- **Updated End of Chapter Exercises:** New cases, 7 new video cases, review questions, experiential exercises, and discussion questions help students review and apply the chapter objectives.
- **Ethics "Take a Stand":** The "Take A Stand" feature presents students with ethical dilemmas. Students are asked to evaluate various courses of actions in terms of their ethical implications and select the alternative that best meets the organization's needs.
- **Thinking Critically: Debate the Issue:** Each chapter includes a debate topic related to the content of the chapter. Students must learn to develop and support an argument.

CONTENTS

PART 1: MEETING THE CHALLENGES OF THE 21ST CENTURY. 1. Management and Managers. 2. Evolution of Management Thought. 3. Social Responsibility and Ethics. **PART 2: PLANNING CHALLENGES IN THE 21ST CENTURY.** 4. Strategic Management and Planning in a Global Environment. 5. Planning in the Contemporary Organization. 6. Managerial Decision Making. **PART 3: ORGANIZING CHALLENGES IN THE 21ST CENTURY.** 7. Organizing for Effectiveness and Efficiency?. 8. Organizational Design. 9. Strategic Human Resource

Management. 10. Organizational Culture and Change . PART 4: LEADERSHIP CHALLENGES IN THE 21ST CENTURY. 11. Communicating Effectively within Diverse Organizations. 12. Leading in a Dynamic Environment. 13. Exploring Individual Differences and Team Dynamics. 14. Motivating Organizational Members. PART 5: CONTROL CHALLENGES IN THE 21ST CENTURY. 15. Organizational Control in a Complex Business Environment. 16. Productivity and Quality in Operations 17. Information Technology and Control.

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SMALL BUSINESS MANAGEMENT



NEW EDITION!



eBook

SMALL BUSINESS, 9E AN ENTREPRENEUR'S BUSINESS PLAN, INTERNATIONAL EDITION

Gail Hidue, Saddleback College; J.D. Ryan, Irvine Valley College

Guide students in their first steps toward small business success as they transform their business ideas into powerful, functional business plans with the latest edition of **SMALL BUSINESS: AN ENTREPRENEUR'S BUSINESS PLAN, 9e, International Edition**. This indispensable guide to small business enterprise by accomplished educators and entrepreneurs Gail Hidue and J. D. Ryan helps students refine their business talents as they learn to effectively identify business opportunities, market needs, and target customers. Students will gain firsthand glimpses into the challenges and successes that other passionate entrepreneurs face. The text's practical action-step approach focuses on developing and writing a business plan from the ground up using a variety of timely tools and contemporary resources with ongoing links to the latest small business information available on the

Internet. In addition, students will have the opportunity to produce professional-grade business plans using LivePlan software, available via CourseMate. LivePlan from Palo Alto Software, is proven web-based business plan software used by real entrepreneurs. CourseMate with LivePlan offers a dynamic way to bring course concepts to life with interactive learning, study, and exam preparation tools that support the text. Whether students plan to purchase a franchise or an existing business or pursue a start-up, you can help them sharpen their business focus and develop the confidence critical for small business success with Hidue/Ryan's **SMALL BUSINESS: AN ENTREPRENEUR'S BUSINESS PLAN, 9E, International Edition**.

NEW TO THIS EDITION

- New resources and Web sites added throughout the chapters. Approximately 40 percent of the entrepreneurial vignettes, Incredible Resources, Passionate Entrepreneurs, and Global Village highlights have been updated or replaced with new information. To reflect the changes in our society, social and hybrid entrepreneurs are highlighted throughout the book such as Gabrielle Palermo, one of the founders of G3Box, whose firm focuses on "the conversion of steel shipping containers into low-cost, modular, and mobile medical clinics".
- Chapters 2 and 3 highlight many new trends and opportunities for entrepreneurs, including such hot topics as water shortages, rising natural resource prices, and the mobile generation. The new edition also explores such large and forceful markets as aging baby boomers, millennials, and the iGeneration.
- Chapters 4 and 6 expand the use of data for product positioning and location decisions.
- Competitive analysis and strategy have been expanded in Chapter 5, allowing the reader to utilize the research information gained in Chapters 2 through 4 and develop more thorough, competitive plans and strategies to meet his or her Target Customers' needs. New material discusses the melding of promotion, distribution, and location decisions as the Web's impact is part of almost all entrepreneurial decisions today.
- Chapter 10 has the most current information available on patents, trademarks, and copyrights.
- Chapters 13 and 14 recognize and address the large number of entrepreneurs who decide to purchase an

ongoing business or franchise. These chapters contain more in-depth information on franchise brokers, as well as social networking franchising Web sites.

FEATURES

- **ACTION STEPS GUIDE STUDENTS THROUGH EVERY PHASE OF A START-UP:** More than 70 Action Steps direct readers through every phase of a start-up, from the initial dreams to development of marketing to the building and implementation of the completed business plan.
- **ENTREPRENEURIAL VIGNETTES PROVIDE INSIGHTS INTO BUSINESS-FOCUSED MINDS:** Brief case studies full of strategies and real-world applications provide firsthand insights into today's entrepreneurial minds and ventures. Modified for simplicity and clarity, these intriguing Entrepreneurial Vignettes reflect compiled case studies and experiences from entrepreneurs the authors have known.
- **FEATURED BUSINESS PLANS HIGHLIGHT VARIED APPROACHES:** Concepts become actions in practice with the examples of full business plans featured in this edition. Appendix A, "Fast-Start Business Plan" is ideal for a small business requiring minimal capital. Appendix B provides a more in-depth business plan proposal for a chocolate store located at Sea World.
- **COMMUNITY RESOURCES PROVIDE SUPPORT:** To counter the isolation and concern that can accompany entrepreneurial life, this book encourages future entrepreneurs to gain support, guidance, and direction through community resources, including entrepreneurial organizations, entrepreneurial podcasts, and other professional associations. The book clearly demonstrates the value of networking with individuals pursuing similar dreams.

CONTENTS

1. Your Great Adventure. 2. Spotting Trends and Opportunities. 3. Opportunity Selection. 4. Profiling Your Target Customer. 5. Reading and Beating the Competition. 6. Location and Distribution. 7. Marketing Promotions Overview. 8. Start-Up Concerns and Financial Projections. 9. Shaking the Money Tree. 10. Legal Concerns. 11. Build, Maintain, and Thrive with a Winning Team. 13. Buying a Business. 14. Investigating Franchising. 15. Pull Your Plan Together. Appendix A: Fast-Start Business Plan. Appendix B: Annie's Business Plan Proposal. Appendix : Forms, Forms, Forms. Index.

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SMALL BUSINESS MANAGEMENT, 17E

Justin G. Longenecker, Baylor University; J. William Petty, Baylor University; Leslie E. Palich, Baylor University; Frank Hoy, Worcester Polytechnic Institute

Help your students realize their dreams of small business success with Longenecker's market-leading text **SMALL BUSINESS MANAGEMENT: LAUNCHING AND GROWING ENTREPRENEURIAL VENTURES, 17E**. This popular text continues to lead with its comprehensive approach, precedent-setting coverage, innovative tools, engaging examples, and integrated resource package. **SMALL BUSINESS MANAGEMENT, 17E** delves into the fundamentals of business management with an emphasis on how to start a business as well as how to manage, grow, and harvest one--the full business cycle. The book's thorough emphasis on building the business plan offers a full complement of chapters plus a full business plan that gives you flexibility in assignment options. All-new cases, proven exercises, and online activities place students in the role of decision makers to sharpen their understanding of concepts. Unforgettable examples, exciting video cases, and coverage of the most current developments in business management today keep this engaging text as current and practical now as it was when it led the market in its first edition 50 years ago. Each edition builds upon past strengths with new innovations and breakthrough developments. **SMALL BUSINESS MANAGEMENT, 17E** provides the valuable resources your students will reference and rely upon throughout their entire business careers. Available with InfoTrac® Student Collections <http://gocengage.com/infotrac>.

NEW TO THIS EDITION

- **NEW, EXPANDED CONTENT ADDRESSES TIMELY GLOBAL ISSUES, BREAKING TECHNOLOGY, AND FAMILY BUSINESS:** Now you can give your students a solid understanding of multi-level marketing, e-business, and legal and global issues affecting entrepreneurs in tough economic times. Content

updates include: increased coverage of social media and social marketing; more information on Internet businesses; more examples of problems running a business; condensed coverage of ethics material; discussion of the effects of the ongoing recession on small businesses; more on building customer relationships; and updated coverage of promotional planning.

- Revised STARTUP features throughout provide direction/guidance on entrepreneurial Skills, Tools, Actions, Resources, and Transforming. For this edition, we've reduced them in length to make them more direct and useful.
- NEW and REVISED CASES ALLOW STUDENTS TO EXPLORE TIMELY ENTREPRENEURIAL OPPORTUNITIES: Careful thought has gone into preparing new thought-provoking cases at the end of the text that highlight student friendly companies and organizations. Students apply concepts they learn in each chapter to these realistic entrepreneurial situations.

FEATURES

- CLEARLY PRESENTED FINANCE CHAPTERS KEEP IMPORTANT FINANCIAL INFORMATION UNDERSTANDABLE AND PRACTICAL: Understanding and using financial information is frequently a challenge for both students and today's small business owners. The authors continue to hone in on these challenging chapters, fine tuning them based on student and reviewer feedback. The revised material should help create a level playing field for the "non-accounting" student.
- SMALL BUSINESS AND ENTREPRENEURSHIP RESOURCE CENTER EXERCISES HIGHLIGHT BREAKING RESEARCH AND ENTREPRENEURIAL CONCEPTS: Dynamic Exercises at the end of each chapter and on the CourseMate Web site direct students to the Small Business and Entrepreneurship Resource Center with more than 900,000 business articles and company information on various exciting entrepreneurial ventures. Students examine how chapter topics apply to each situation as they examine intriguing companies.
- FULL SECTION DEVOTED TO DEVELOPING A THOROUGH BUSINESS PLAN ENSURES SUCCESS: This book includes a full complement of chapters devoted to the essential tasks associated with

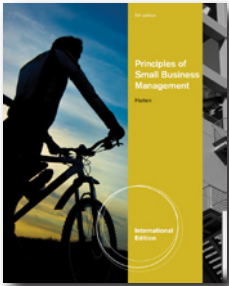
developing a business plan. The authors ensure that students answer all of the tough questions in developing a business plan. Targeted questions within the chapters in Part 3 lead students through the process of building their own plans by ensuring that they focus on the pertinent, not the peripheral. An in-text sample business plan gives students a finished product to dissect and analyze. LivePlan Pro helps take students to the next level by completing their business plans online.

- INTEGRATED LEARNING SYSTEM COORDINATES TEXT AND SUPPLEMENTS FOR WINNING APPROACH: Beginning with the learning objectives that open each chapter, this book organizes information into distinct, focused, and comprehensible segments. Numbered icons in the text margins indicate where coverage related to each objective appears. All relevant content related to learning objectives is recapped in end-of-chapter summaries.
- WEALTH OF ONLINE RESOURCES TO ASSIST IN CASE ANALYSIS AND WRITING BUSINESS PLANS: Enrich your students' learning experience with the wealth of resources. Students gain instant access to the popular "StartUp Stories" videos, useful business plan templates, exercises to accompany the Small Business and Entrepreneurship Resource Center as well as helpful interactive quizzes and e-lectures. You will have the ability to track student progress and identify at-risk students while it's still early enough to help.

CONTENTS

1. The Entrepreneurial Life. 2. Entrepreneurial Integrity and Ethics. 3. Getting Started. 4. Franchising and Buyouts. 5. The Family Business. 6. The Business Plan: Visualizing the Dream. 7. The Marketing Plan. 8. The Human Resource Plan: Managers, Owners, Allies, and Directors. 9. The Location Plan. 10. Understanding a Firm's Financial Statements. 11. Forecasting Financial Requirements. 12. A Firm's Sources of Financing. 13. Planning for the Harvest. 14. Building Customer Relationships. 15. Product and Supply Chain Management. 16. Pricing and Credit Decisions. 17. Promotional Planning. 18. Global Opportunities for Small Business. 19. Professional Management in the Entrepreneurial Firm. 20. Managing Human Resources. 21. Managing Operations. 22. Managing the Firm's Assets. 23. Managing Risk in the Small Business.

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PRINCIPLES OF SMALL BUSINESS MANAGEMENT, INTERNATIONAL EDITION, 5E

Timothy S. Hatten, Mesa State College

Principles of Small Business Management, 5e, International Edition provides a balanced introduction to both entrepreneurship and small business management with a focus on achieving and maintaining a sustainable competitive advantage as a small organization. Current issues including global opportunities, service, quality and technology are highlighted throughout the text. The streamlined format allows instructors to cover the entire text of 18 chapters within a standard semester timeline without sacrificing important topics. The Fifth Edition features a special focus on the impact of the financial crisis on small business management. The online Business Plan Guide and templates provide some of the most extensive information available on business planning.

NEW TO THIS EDITION

- Manuscript is significantly updated to reflect recent developments in the field, and specifically to discuss the impact of the financial crisis on small business management.
- Learning Objectives are now numbered and keyed to the end-of-chapter summary, providing a clear roadmap for study.
- All opening vignettes are new.
- Most boxed inserts are either new or revised.
- Most end of chapter cases are new.
- End of chapter features have been updated, with some features from the previous edition now online.
- The end-of-chapter summary is keyed back to the chapter-opening learning objectives.

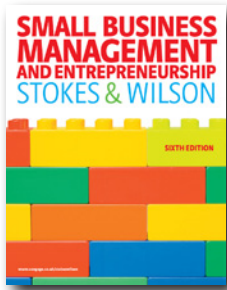
FEATURES

- New Chapter Opening Vignettes highlight how entrepreneurs approach small business opportunities and challenges. New topics and entrepreneurs include: Elon Musk of Tesla Motors, John Goscha, Morgen Newman, and Jeff Avallón--founders of IdeaPaint, Craig Bramscher of Brammo motorcycles, Eden Clark of eDivvy, among many others.
- Entrepreneurial Snapshot features introduce the people behind some of today's most interesting and innovative businesses. Profiles include Jim Koch of Boston Beer Company; Katie Shea and Susie Levitt, who invented Citisoles; and Norm Brodsky of CitiStorage.
- Manager's Notes include specific tips, tactics and action used by successful small business owners.

CONTENTS

Part I: INTRODUCTION TO SMALL BUSINESS MANAGEMENT. 1. An Overview of Small Business. 2. Management, Entrepreneurship, and Ownership. Part II: SMALL BUSINESS PLANNING. 3. Focusing on Ethical Issues and Strategy. 4. Creating the Business Plan. 5. Deciding to Franchise. 6. Buying a Business. 7. Creating a Business. Part III: FINANCIAL AND LEGAL MANAGEMENT. 8. Accounting Basics. 9. Financing Your Business. 10. Legal Issues. Part IV: MARKETING. 11. Strategy and Research. 12. Product. 13. Place. 14. Price and Promotion. Part V: MANAGEMENT. 15. The Global Environment. 16. Small Business Management. 17. Human Resource Management. 18. Managing Operations. Appendix: Cases

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SMALL BUSINESS MANAGEMENT AND ENTREPRENEURSHIP, 6E

David Stokes, Kingston University; Nicholas Wilson

Understand the latest global developments in small business management and entrepreneurship with this new edition of the market-leading textbook by David Stokes and Nick Wilson. Starting with the broader socio-economic role of small business, the proven author team walk you through the key stages of creating and managing small businesses to show you how value is generated within a diverse range of enterprise settings. From how to plan a business, through franchising, small business marketing, and on to exits and realizing value, Stokes & Wilson is also supported by a host of online resources (accessible at: www.cengage.co.uk/stokeswilson) to provide the complete introduction for modern courses.

FEATURES

- A fully global emphasis introduced throughout the new edition, with new main text examples and international case studies from the public, private and non-profit sectors
- Carefully refined chapter coverage, based on recent market feedback, including coverage of hot topics such as social enterprise, intellectual property, family businesses and financing
- Boosted theoretical coverage, based on market feedback, with new coverage of entrepreneurial cognition and intent and a new section on effectuation theory
- A substantially revised chapter on business planning now includes a real-life business plan that helps introduce theory and practice more fully for students

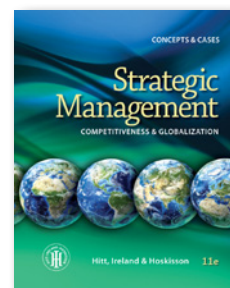
CONTENTS

Part 1: Understanding small business and

entrepreneurship. 1 Small business in the economy. 2 Entrepreneurship, the entrepreneur and the owner-manager. 3 The small business and entrepreneurial environment. 4 Innovation and the marketplace. 5 Information and help Part 2: Creating the entrepreneurial small business. 6 Business planning. 7 Successful small business strategies. 8 Start-ups and franchises. 9 Buying an existing business. 10 Forming and protecting a business. Part 3: Managing the entrepreneurial small business. 11 Management of people and resources. 12 Marketing. 13 Money. 14 Business exits and realizing value. Glossary of terms. Index.

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STRATEGIC MANAGEMENT



NEW EDITION!

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STRATEGIC MANAGEMENT: CONCEPTS, 11E COMPETITIVENESS AND GLOBALIZATION

Michael A. Hitt, Texas A&M University; R. Duane Ireland, Texas A&M University; Robert E. Hoskisson, Rice University

Introduce your students to strategic management with the market-leading text that sets the standard for the most complete, relevant presentation. Written by highly respected experts and prestigious instructors, Hitt, Ireland, and Hoskissons, STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION, CONCEPTS AND CASES, Eleventh Edition, provides an intellectually rich, yet thoroughly practical, analysis of strategic management today. This unique text is the only one that integrates the classic industrial organization model with a resource-based view of the firm to give students a complete understanding of how today's businesses use strategic management to establish a sustained competitive advantage. The authors

combine the latest cutting-edge research and strategic management trends with ideas from some of today's most prominent scholars. A strong global focus and carefully selected examples from more than 600 emerging and established companies place ideas into context within an inviting, practical presentation. A wealth of learning features, experiential exercises, and more than 30 all-new compelling cases examine a broad range of critical issues confronting managers today. Engaging video cases, CengageNOW™ online teaching and learning tools, and a complete electronic business library help keep issues current and relevant. STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION provides the solid understanding your students need to effectively apply strategic management tools and techniques to increase performance and their organization's competitive advantage.

NEW TO THIS EDITION

- **NEW CHAPTER OPENING CASES.** These new cases set the stage for the engaging chapter topics.
- **NEW “STRATEGIC FOCUS” FEATURES SCRUTINIZE REAL STRATEGY LEADERS IN ACTION.** Fresh new “Strategic Focus” segments in this edition instantly emphasize the relevance of key concepts as students examine interesting, international strategy leaders from today's business world and the actual decisions they've implemented. Students explore how these decisions have impacted business strategy.
- **NEW “EXPERIENTIAL EXERCISE.”** Each chapter features a new experiential exercise that asks students to apply what they've learned in the chapter.
- **NEW “STRATEGY RIGHT NOW” HIGHLIGHTS STRATEGIC MANAGEMENT IN USE TODAY.** “Strategy Right Now” features in each chapter highlight how companies are effectively using a strategic management tool, technique, or concept examined in the chapter. There are now four per chapter focused on the company or topics covered in the opening case, “Strategic Focus” boxes, and another major section of the chapter. Students link to the most current research and information about these organizations and topics using the Business Company and Resource Center (BCRC).

FEATURES

- **Revised “VIDEO CASE.”** Each chapter features a video

case that illustrates chapter concepts.

- **CengageNOW™ online course management system** gives you more control in less time and delivers better student outcomes. CengageNOW™ includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignment options include BizLX simulations, Video Cases, and Experiential Exercises. Automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. CengageNOW™ can work with your current course management system, and in many cases can be integrated with your current course management system to provide a thorough experience for your students!
- **WRITE EXPERIENCE FOR STRATEGIC MANAGEMENT.** Cengage Learning's Write Experience is a new technology that is the first in higher education to offer students the opportunity to improve their writing and analytical skills without adding to your workload. Offered through an exclusive agreement with Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students' answers to a select set of assignments for writing for voice, style, format, and originality. For more information about this unique course solution, contact your local sales representative or visit <http://www.cengage.com/writeexperience>. Better Writing. Better Outcomes. Write Experience.
- **THIS EDITION EXAMINES THE IMPACT OF CURRENT GLOBAL EVENTS AND STRATEGIC TRENDS.** Give your students a better understanding of today's important current trends, contemporary events, and their impact on strategic management. Expanded coverage addresses the recent global economic climate, environmental sustainability, emerging markets, ethics and social responsibility, global strategy, cultural diversity, and similar topics, prompting dynamic class discussion and a practical focus that engages students. This continues to be the only book in the market with a separate chapter devoted to strategic entrepreneurship.
- **EXPERT AUTHOR TEAM OFFERS FIRST-HAND INSIGHTS INTO TODAY'S MANAGEMENT.** As

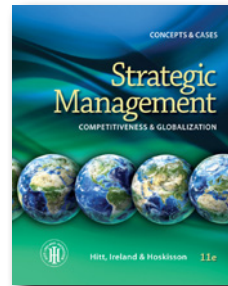
prestigious, active instructors and widely acknowledged experts in strategic management, these authors are able to share unique, first-hand insights into the use of strategic management tools, techniques, and concepts in business today. The authors use their experience to build a strong foundation from classic as well as contemporary research.

- **PROVEN LEARNING FEATURES AND READABLE PRESENTATION INSPIRES LEARNING.** This edition establishes a new standard for presenting strategic management knowledge. Fresh content throughout numerous learning features, such as “Strategic Focus” examples from leading international companies and “Strategy Right Now” callouts, clearly connect insightful research with applications. Learning aids, including Knowledge Objectives, Chapter Summaries, and Review Questions, further ensure student comprehension.

CONTENTS

Part 1: STRATEGIC MANAGEMENT INPUTS. 1. Strategic Management and Strategic Competitiveness. 2. The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis. 3. The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages. Part 2: STRATEGIC ACTIONS: STRATEGY FORMULATION. 4. Business-Level Strategy. 5. Competitive Rivalry and Competitive Dynamics. 6. Corporate-Level Strategy. 7. Merger and Acquisition Strategies. 8. International Strategy. 9. Cooperative Strategy. Part 3: STRATEGIC ACTIONS: STRATEGY IMPLEMENTATION. 10. Corporate Governance. 11. Organizational Structure and Controls. 12. Strategic Leadership. 13. Strategic Entrepreneurship.

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STRATEGIC MANAGEMENT: CONCEPTS AND CASES, 11E COMPETITIVENESS AND GLOBALIZATION

Michael A. Hitt, Texas A&M University; R. Duane Ireland, Texas A&M University; Robert E. Hoskisson, Rice University

Introduce your students to strategic management with the market-leading text that sets the standard for the most complete, relevant presentation. Written by highly respected experts and prestigious instructors, Hitt, Ireland, and Hoskisson's STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION, CONCEPTS AND CASES, Eleventh Edition, provides an intellectually rich, yet thoroughly practical, analysis of strategic management today. This unique text is the only one that integrates the classic industrial organization model with a resource-based view of the firm to give students a complete understanding of how today's businesses use strategic management to establish a sustained competitive advantage. The authors combine the latest cutting-edge research and strategic management trends with ideas from some of today's most prominent scholars. A strong global focus and carefully selected examples from more than 600 emerging and established companies place ideas into context within an inviting, practical presentation. A wealth of learning features, experiential exercises, and more than 30 all-new compelling cases examine a broad range of critical issues confronting managers today. Engaging video cases, CengageNOW™ online teaching and learning tools, and a complete electronic business library help keep issues current and relevant. STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION provides the solid understanding your students need to effectively apply strategic management tools and techniques to increase performance and their organization's competitive advantage.

NEW TO THIS EDITION

- **30 NEW CASES AND THE MOST RECENT RESEARCH REFLECT TODAY'S CURRENT DEVELOPMENTS.** Up-to-date research and current findings as well as 30 new cases focus on a variety of topics, organizational settings, and industries to ensure course material is directly relevant to students. Companies and organizations highlighted include e*Trade, Sirius XM, Boyds Black Canyon Coffee, Herman Miller, Krispy Kreme, and many more. Cases exemplify how actual national and international organizations use strategic management processes to outperform rivals. Exceptionally detailed Case Notes, including full financial analyses and tutorials for many cases, ensure dynamic instruction.
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FEATURES

- **CengageNOW™** online course management system gives you more control in less time and delivers better student outcomes. CengageNOW™ includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignment options include BizLX simulations, Video Cases, Experiential Exercises, and Case Analysis questions (including full cases). Automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. CengageNOW™ can work with your current course management system, and in many cases can be integrated with your current

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- **WRITE EXPERIENCE FOR STRATEGIC MANAGEMENT.** Cengage Learning's Write Experience is a new technology that is the first in higher education to offer students the opportunity to improve their writing and analytical skills without adding to your workload. Offered through an exclusive agreement with Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students' answers to a select set of assignments for writing for voice, style, format, and originality. For more information about this unique course solution, contact your local sales representative or visit www.cengage.com/writeexperience.
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STRATEGIC MANAGEMENT: THEORY, 11E AN INTEGRATED APPROACH

Charles W. L. Hill, University of Washington; Gareth R. Jones, Texas A&M University; Melissa A. Schilling, New York University

This leading strategy text presents the complexities of strategic management through up-to-date scholarship and hands-on applications. Highly respected authors Charles Hill, Gareth Jones, and Melissa Schilling integrate cutting-edge research on topics including corporate performance, governance, strategic leadership, technology, and business ethics. Based on real-world practices and current thinking in the field, the eleventh edition of STRATEGIC MANAGEMENT features an increased emphasis on the changing global economy and its role in strategic management.

NEW TO THIS EDITION

- New “Focus on Wal-Mart” feature puts the spotlight on Wal-Mart’s strategic operations throughout every chapter.

FEATURES

- CengageNOW™: This robust, online course management system gives you more control in less time and delivers better student outcomes. CengageNOW™ includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignment options include BizLX simulations, Video Cases, Experiential Exercises, and Case Analysis questions (including full cases). Automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. CengageNOW™ can work with your current course management system, and in many cases can be integrated with your current course management system to provide a thorough experience for your students!
- Write Experience: Cengage Learning’s Write Experience is the first in higher education to offer students the opportunity to improve their writing and analytical skills without adding to your workload. Offered through an exclusive agreement with Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students’ answers to a select set of assignments for writing for voice, style, format, and originality. For more information about this unique course solution, contact your local sales representative or visit <http://www.cengage.com/writeexperience>. Better Writing. Better Outcomes. Write Experience.
- A focus on technology with the “Strategy Sign-On” end-of-chapter feature allows students to complete research projects and maintain a Strategic Management portfolio.
- Opening Cases begin each chapter and build the foundation for student comprehension in each chapter.
- “Strategy in Action” features highlight key organizations implementing chapter-specific strategic management processes.

- Ethical exercises provide a comprehensive look at the chapter concepts and ask students to consider ethical ramifications of management decisions.
- Closing Cases end each chapter and provide in-class discussion opportunities.

CONTENTS

Part I: INTRODUCTION TO STRATEGIC MANAGEMENT. 1. Strategic Leadership: Managing the Strategy-Making Process for Competitive Analysis. 2. External Analysis: The Identification of Opportunities and Threats. Part II: THE NATURE OF COMPETITIVE ADVANTAGE. 3. Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability. 4. Building Competitive Advantage Through Functional-Level Strategy. Part III: STRATEGIES. 5. Building Competitive Advantage Through Business-Level Strategy. 6. Business-Level Strategy and the Industry Environment. 7. Strategy and Technology. 8. Strategy in the Global Environment. 9. Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing. 10. Corporate-Level Strategy: Related and Unrelated Diversification. Part IV: IMPLEMENTING STRATEGY. 11. Corporate Performance, Governance, and Business Ethics. 12. Implementing Strategy in Companies that Compete in a Single Industry. 13. Implementing Strategy in Companies that Compete Across Industries and Countries.

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STRATEGIC MANAGEMENT: THEORY & CASES, 11E

AN INTEGRATED APPROACH

Charles W. L. Hill, *University of Washington*; Gareth R. Jones, *Texas A&M University*; Melissa A. Schilling, *New York University*

This leading strategy text presents the complexities of strategic management through up-to-date scholarship and hands-on applications. Highly respected authors

Charles Hill, Gareth Jones, and Melissa Schilling integrate cutting-edge research on topics including corporate performance, governance, strategic leadership, technology, and business ethics through both theory and case studies. Based on real-world practices and current thinking in the field, the eleventh edition of **STRATEGIC MANAGEMENT** features an increased emphasis on the changing global economy and its role in strategic management. The high-quality case study program contains 31 cases covering small, medium, and large companies of varying backgrounds.

NEW TO THIS EDITION

- The eleventh edition of **STRATEGIC MANAGEMENT** adds difficulty levels to the cases to eliminate trepidation on the part of the student. Additionally, there is a greater use of international cases. Content on ethics and corporate responsibility has been heavily revised, and there is an increased emphasis on finance and accounting.
- New “Focus on Wal-Mart” feature puts the spotlight on Wal-Mart’s strategic operations throughout every chapter.

FEATURES

- **CengageNOW™**: This robust, online course management system gives you more control in less time and delivers better student outcomes. CengageNOW™ includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignment options include BizLX simulations, Video Cases, Experiential Exercises, and Case Analysis questions (including full cases). Automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class. CengageNOW™ can work with your current course management system, and in many cases can be integrated with your current course management system to provide a thorough experience for your students!
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Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students' answers to a select set of assignments for writing for voice, style, format, and originality. For more information about this unique course solution, contact your local sales representative or visit <http://www.cengage.com/writeexperience>. Better Writing. Better Outcomes. Write Experience.

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- Opening Cases begin each chapter and build the foundation for student comprehension in each chapter.
- “Strategy in Action” features highlight key organizations implementing chapter-specific strategic management processes.
- Ethical exercises provide a comprehensive look at the chapter concepts and ask students to consider ethical ramifications of management decisions.
- Closing Cases end each chapter and provide in-class discussion opportunities.
- The end-of-text cases selected for this edition will appeal to students and professors alike, both because these cases are intrinsically interesting and because of the number of strategic management issues they illuminate. The organizations discussed in the cases range from large, well-known companies, for which students can do research to update the information, to small, entrepreneurial businesses that illustrate the uncertainty and challenge of the strategic management process. The selections include many international cases, and most of the other cases contain some element of global strategy.

CONTENTS

Part I: INTRODUCTION TO STRATEGIC MANAGEMENT. 1. Strategic Leadership: Managing the Strategy-Making Process for Competitive Analysis. 2. External Analysis: The Identification of Opportunities and Threats. Part II: THE NATURE OF COMPETITIVE ADVANTAGE. 3. Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability. 4. Building Competitive Advantage Through Functional-Level Strategy. Part III: STRATEGIES. 5. Building Competitive Advantage Through Business-Level Strategy. 6. Business-Level Strategy and the Industry Environment. 7. Strategy

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NEW EDITION!

eBook

FOUNDATIONS IN STRATEGIC MANAGEMENT, INTERNATIONAL EDITION, 6E

Jeffrey S. Harrison, *University of Richmond*; Caron H. St. John, *Clemson University*

Introduce the most important theories and views in strategic management today using this concise, yet fully complete, text. Harrison/St. John's FOUNDATIONS IN STRATEGIC MANAGEMENT, 6e, International Edition addresses the most recent changes in today's business environment, including many topics that other strategic management texts often miss. This valuable text builds on a traditional theoretical foundation by using engaging examples from many of today's leading firms to demonstrate principles and applications. This edition continues to highlight strategizing in the global arena and the contemporary challenges of increased globalization while offering additional coverage of the increasingly important topic of stakeholder management. The book's streamlined content corresponds closely with the way you teach, while providing the flexibility for you to customize your course to the needs of your students with cases, exercises, simulations and readings. The book utilizes a

traditional strategic management process model while building on core ideas from industrial organization economics, the resource-based perspective, and stakeholder theory. Rely on **FOUNDATIONS IN STRATEGIC MANAGEMENT, 6e, International Edition** to offer an indispensable resource that your students need for immediate and long-term success in strategic management.

NEW TO THIS EDITION

- **GLOBALIZATION:** This edition includes the latest information on strategizing in today's global arena, with additional emphasis on global forces, including technological innovation, global interconnectedness, and hypercompetition. The book helps students understand the importance of these forces in the global economy and how to effectively deal with them in the strategic planning process.
- **STAKEHOLDER THEORY:** Stakeholder theory and the stakeholder perspective are given much more prominence, with emphasis on how to manage ethically and responsibly while creating more value for shareholders, customers, employees, suppliers, and other important stakeholders.
- **CORPORATE SUSTAINABILITY:** Corporate sustainability issues are highlighted in Chapter 4 on Strategic Leadership and Strategic Direction. In addition, "green" strategies are discussed in several places in the book.
- **ECONOMIC CYCLES:** This edition provides increased treatment of economic cycles and how they can be effectively managed. Strategic management during tough times is a recurring theme throughout the book. In addition, Chapter 8 has a separate section devoted to how to cope effectively with economic cycles.
- **COOPERATIVE STRATEGIES:** Increased emphasis on cooperative strategies and social networks (Chapter 2) highlights how to maximize these potential resources. The authors now emphasize how to best use cooperative strategies to achieve competitive advantage.

FEATURES

- **CONCISE, STREAMLINED APPROACH OFFERS FLEXIBILITY FOR ADDITIONAL COVERAGE:** This book's streamlined coverage leaves ample time for you to customize and tailor your course to the needs of your students with experiential exercises and relevant

readings, simulations, and cases of your choice.

- **MULTIPLE PERSPECTIVES ON STRATEGIC MANAGEMENT EQUIP STUDENTS WITH BROAD OPPORTUNITIES FOR SUCCESS:** This book covers resource-based, industrial organization economic, and stakeholder models, drawing from these multiple perspectives on the strategic management process to prepare your students for management success more thoroughly.
- **SUCCINCT, YET THOROUGH, TEXT OFFERS ONGOING ECONOMICAL VALUE:** This well-rounded text provides the insights your students need into today's strategic management principles and practices while remaining concise to keep the book both accessible and economical for today's learners.
- **ENGAGING EXAMPLES FROM LEADING FIRMS ILLUSTRATE MAJOR POINTS:** Students further develop their decision-making and analysis techniques as they review intriguing examples drawn from familiar organizations that demonstrate the text's principles in practice.
- **CHAPTER OPENERS AND CLOSERS FURTHER EMPHASIZE THE VALUE OF STRATEGY:** Each chapter opens with a captivating "Strategy in Focus" that highlights the chapter's principles in practice. Chapters conclude with useful "Key Points Summary" that provide an ideal tool for review and test preparation.

CONTENTS

1. The Strategic Management Process. 2. The External Environment. 3. Organizational Resources and Competitive Advantage. 4. Strategic Leadership and Strategic Direction. 5. Business-Level Strategies. 6. Corporate Strategies. 7. Strategy Implementation. 8. Control, Restructuring and Economic Cycles. Appendix: Preparing a Strategic Analysis. Index.

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NEW EDITION!

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GLOBAL STRATEGIC MANAGEMENT, INTERNATIONAL EDITION, 3E

Mike W. Peng, University of Texas at Dallas

GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition is the first textbook of its kind specifically written for the Capstone Management course for International Business programs and Strategic Management courses with a global emphasis. Whereas the few other available international strategy texts focus on how to manage larger multinational enterprises, Mike Peng's GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition offers several new perspectives. These include a broadened definition of "global strategy," comprehensive and innovative coverage, in-depth and consistent explanations of cutting-edge research, and an interesting and accessible way to engage students. The text uses the "strategy tripod"--analyzing strategy from the industry-, institution-, and resource-based views--to answer the question: What determines the success or failure of firms around the globe?

NEW TO THIS EDITION

- **Increased Focus on Emerging Markets:** GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition has a newly intensified focus on emerging markets, both the countries that are considered to be emerging markets for multinational firms and the often newer, younger firms that are arising and expanding from those emerging economies. Examples feature such companies as GE, De Beers diamonds, Citroen automobiles, Foxconn communications, and the Dubai airport.
- **New Integrative Cases:** Of the 16 Integrative Cases at the back of the book, 15 are new to this edition. This edition's set of cases focus on global businesses headquartered all over the world and highlight emerging markets in particular. The cases include such familiar names as Texas Instruments, Bank of America, and Disney, and perhaps less familiar emerging

multinationals such as TeliaSonera, Wikimart, Jobek do Brasil, Ryanair, Baosteel, and more.

- **New Chapter Cases:** At least half of the opening and closing cases in every chapter are new. This expansive, real-world coverage features such organizations as Apple, Samsung, Hewlett-Packard, Pearl River Pianos, and HTC, and addresses such topics as patent disputes and retailing in India.
- **Current Examples:** As always, the "Strategy in Action" boxes provide additional glimpses into strategies used by real multinational firms. New topics covered in these boxed features include the cruise industry, the oil industry, private military companies, and website moderators.
- **New Videos:** A new selection of BBC videos is included with GLOBAL STRATEGIC MANAGEMENT, 3E, International Edition. The videos relate directly to chapter concepts and bring the latest global business challenges from all over the world into your course. These short and powerful videos featuring companies in China, India, Brazil, and many more again provide real-world examples of chapter concepts applied in the global business environment.
- **New EOC Feature, Topics for Expanded Projects:** Because instructors are always looking for fresh and exciting ways to assess their students' learning, we have added a new feature to the end-of-chapter materials: Topics for Expanded Projects. At the end of every chapter, instructors will find three or four interesting ideas for activities, experiential exercises, and research and writing assignments that can be assigned to individuals or small groups.

FEATURES

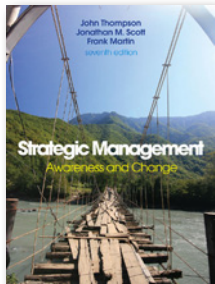
- **Strategy Tripod:** The text uses the "strategy tripod"--analyzing strategy from the industry-, institution-, and resource-based views--to answer the question: What determines the success or failure of firms around the globe?
- **Interesting and Accessible:** The author's writing style is engaging, somewhat casual, with a multitude of interesting examples and thought-provoking questions.
- **Real-World Examples:** The "Strategy in Action" sidebars, as well as the opening and closing cases, provide up-to-the-minute, real-world examples of the material presented in the book.
- **Cases:** The Integrative Cases at the end of the book

vary in length but always allow students to dig into the background details of a variety of companies and industries so that students can understand the strategies used.

CONTENTS

Part 1: FOUNDATION OF GLOBAL STRATEGY. 1. Strategizing Around the Globe. 2. Managing Industry Competition. 3. Leveraging Resources and Capabilities. 4. Emphasizing Institutions, Cultures, and Ethics. Part 2: BUSINESS-LEVEL STRATEGIES. 5. Growing and Internationalizing the Entrepreneurial Firm. 6. Entering Foreign Markets. 7. Making Strategic Alliances and Networks Work. 8. Managing Global Competitive Dynamics. Part 3: CORPORATE-LEVEL STRATEGIES. 9. Diversifying, Acquiring, and Restructuring. 10. Strategizing, Structuring, and Learning Around the World. 11. Governing the Corporation Around the World. 12. Strategizing With Corporate Social Responsibility. Integrative Cases.

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NEW EDITION!



STRATEGIC MANAGEMENT, 7E AWARENESS & CHANGE (WITH COURSEMATE AND EBOOK ACCESS CARD)

John L. Thompson, University of Huddersfield; Jonathan M. Scott, Teeside University; Frank Martin, University of Stirling

Bringing a sharp awareness of the turbulence of global business and change, Thompson, Scott and Martin present a comprehensive introduction to modern strategy. Secure your understanding of tomorrow's business world using this established yet forward-looking textbook and its host of dynamic learning features.

FEATURES

- Cutting-edge case studies from across the globe ensure that learning is constructively applied to real-

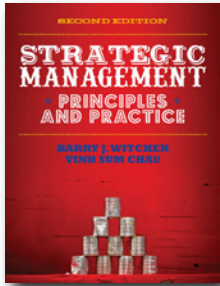
world business problems.

- A plethora of feature boxes including Research Snapshot, Critical Reflection and Strategy in Action review and synthesize contemporary cutting-edge research studies on most chapters' topics, define key concepts and develop and contextualize the theories presented.
- Brief quotations from a variety of senior managers in the private and the public sectors illustrate a spectrum of opinions, which are ideal for stimulating individual thinking and discussion.
- Finance in Action and Analytical Frameworks supplements expand on points covered in the text and enhance key aspects of strategic analysis.
- Every copy of this book comes with access to premium online platform which includes a wealth of additional case material, questions, games, an integrated eBook and more.

CONTENTS

Part One Understanding Strategy 1. What is strategy and who is involved? 2. The business model and the revenue model 3. Strategic purpose Part Two Strategic Analysis and Positioning 4. The business environment and strategy 5. Resource-led strategy 6. The dynamics of competition 7. Culture and values 8. A summary of strategy frameworks Part Three Strategic Decision Making 9. Strategy creation and planning 10. Strategic leadership, entrepreneurship and intrapreneurship 11. Strategic alternatives, strategy evaluation and strategy selection Part Four Issues in Strategic Growth 12. Strategic control and measuring success 13. Issues in strategic and international growth 14. Failure, consolidation and recovery Part Five Strategy Implementation and Strategic Management 15. Strategy implementation 16. Leading change 17. Managing strategy in the organisation 18. Final thoughts and reflections

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NEW EDITION!



STRATEGIC MANAGEMENT, 2E PRINCIPLES & PRACTICE (WITH COURSEMATE AND EBOOK ACCESS CARD)

Barry J. Witcher, *Norwich Business School, University of East Anglia* ;
Vinh Sum Chau, *Norwich Business School, University of East Anglia*

What purpose does Strategic Management serve in modern businesses? Why do different businesses have different strategies? Is traditional strategic thinking still relevant for today? This dynamic textbook looks at strategy from a local to a global level, and uses real-life examples of businesses and individuals to provide an up-to-date view of Strategic Management in the current economic environment. In this new edition of Strategic Management: Principles and Practice, Barry J. Witcher and Vinh Sum Chau offer a practical and thought-provoking analysis of what Strategic Management is and how it can be put to good use.

FEATURES

- Highlighted 'key debates' ensure students see through the gloss and grasp the real issues academic, industry, or governmental leaders are facing today.
- Global examples from companies such as Alibaba, FedEx, Google, Toyota and many more to put the theories into context.
- 'Principles in Practice' and 'Business Vignettes' designed to give real life examples of strategic management.
- Coverage of hot topics such as ethics and strategy, dynamic capabilities, and strategy as practice.
- Every copy of this book comes with access to premium online platform which includes a wealth of additional case material, questions, games, an integrated eBook and more.

CONTENTS

Part 1 Strategic Management and its Purpose 1. Overview Of Strategic Management 2. Purpose Part 2 Strategic

Objectives and Analysis 3. Objectives 4. The External Environment 5. The Internal Environment Part 3 Strategy 6. Business-Level Strategy 7. Corporate-Level Strategy 8. Global-Level Strategy Part 4 Managing Strategy in Action 9. Implementation: Organizing Strategy 10. Execution: Strategic Performance Management 11. Strategic Leadership

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NEW EDITION!

eBook

STRATEGIZE!, 4E EXPERIENTIAL EXERCISES IN STRATEGIC MANAGEMENT, INTERNATIONAL EDITION

C. Gopinath, *Suffolk University*; Julie I. Siciliano, *Western New England University*

STRATEGIZE!, 4e, International Edition allows learners to try out the strategy models and concepts and get feedback regarding their understanding and application of strategic management theory. The book presents a number of experiential exercises and projects for use in and out of class. Because the exercises include thought, action, and feedback-assessment components, they promote an understanding of strategic management through comprehensive active learning. All exercises and scenarios have been thoroughly updated to provide accurate and relevant information that ensure consistency with changing strategic management concepts.

NEW TO THIS EDITION

- All exercises have been updated to provide accurate and relevant scenarios, and include several new cases for analysis and discussion.

FEATURES

- Brief summary readings throughout each section provide reviews of highlighted theories or concepts.
- STRATEGIZE! contains a variety of exercises to be

completed by individuals or groups, either in or out of class, depending on the instructor's preference.

- Part V includes two semester-long projects that cater to those looking for more intensive exercises.

CONTENTS

PART I: UNDERSTANDING STRATEGIC MANAGEMENT.

Strategy Session 1. Decision Making at the Strategic and Operational Level. Exercise: Innkeepers of America.

Strategy Session 2. Understanding the Concept of Strategy. Exercise: How Do You Define Strategy?

Strategy Session 3. Communicating Purpose Through Mission Statements. Exercise 1: How Well Do These Organizations Communicate Their Purpose? Exercise

2: Video—Create a Mission Statement for Caribou Coffee. Exercise 3: Video—Create a Mission Statement for Fossil, Inc.

Strategy Session 4. The Board's Role in Corporate Governance. Exercise: Translating the Board's Role into Guidelines for Practice.

Strategy Session 5. Viewing Strategy from the Stakeholder Perspective. Exercise: 1: Wal-Mart and Banking 30. Exercise 2: Role

Playing Global Chemical Stakeholders' Interests and Power. PART II: DESIGNING STRATEGY.

Strategy Session 6. Forces Affecting Competitive Strategy. Exercise: Intensity of Competition in the Casino

Gambling Industry. Strategy Session 7. Generating a Plan of Action: SWOT (TOWS) Analysis. Exercise 1: An

Action Plan for Robin Hood. Exercise 2: Video—Kropf Fruit Company—Future Strategy.

Strategy Session 8. Developing Generic Strategy. Exercise 1: Choosing How to Compete in the Lodging Industry

Exercise 2: Video—The Generic Strategy of Fossil, Inc.

Strategy Session 9. Build Competitive Advantage. Exercise: Build Your Intended Strategy.

Strategy Session 10. Viewing Corporate Strategy from the Core Competencies Perspective. Exercise: Corporate Strategy at Honda.

Strategy Session 11. Global Strategic Alliances. Exercise: Renewing the General Motors–Toyota Alliance.

Strategy Session 12. Identifying Transnational Strategies. Exercise: Global Operations of Bata Shoe and Nike.

Strategy Session 13. Understanding Turnaround Management. Exercise: The Decline–Turnaround

Sequence. Strategy Session 14. Scenario Planning: Innovative Approaches for the Future. Exercise: Develop

Some Scenarios. PART III: IMPLEMENTING STRATEGY.

Strategy Session 15. Succeeding in Strategy Formulation and Implementation. Exercise: Diagnosing Problems at

Hewlett-Packard. Strategy Session 16. Structuring to

Support Strategy. Exercise: Designing Organizational Structures for Club Ed.

Strategy Session 17. Strategy Implementation Using the 7-S Model. Exercise: Transition at PeopleSoft.

Strategy Session 18. Corporate Sustainability. Exercise: Video—BP's Level of Corporate Sustainability.

Strategy Session 19. Monitoring Strategy Implementation Through the Balanced Scorecard.

Exercise: Everyone Knows the Score When a Major League Baseball Team Ties Performance to Its Mission.

PART IV: INDUSTRY ANALYSIS. Lodging Industry Profile. Template for Industry Survey.

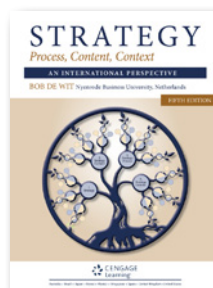
Assessing Strategic Performance Through Financial Analysis. Case Study 1 Strategic Alternatives at Mercury Telecom.

Case Study 2 Caffeine Satisfaction: Rivalry Among the Coffee Shops. PART V: SEMESTER PROJECTS.

Team Projects A and B. Project A: Comparing Two Organizations in the Same Industry.

Project B: Identifying Strategic Issues at Local Business Organizations. MICA Method of Case Analysis and Discussion. References and Sources. Index.

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NEW EDITION!

STRATEGY, 5E PROCESS, CONTENT, CONTEXT

Bob de Wit, The Open University and Maastricht School of Management, The Netherlands

Now in its fifth edition, *Strategy* takes a truly global perspective. Retaining the unique 'paradox' approach of the previous editions whereby a series of contrasting viewpoints, readings and cases are provided to invite student and professional discussion and debate, this new edition takes the approach one step further to acknowledge the developmental role which China and India have had in the business world, and includes strategic thinking philosophies from these countries. Unlike many other books on the subject, the philosophy at the heart of Bob de Wit's *Strategy* text is that an understanding of the topic of strategy

can only be gained by grappling with a wider diversity of insights from many prominent thinkers, and the clear recognition that there is no simple answer to the question of what strategy is. This new edition bridges West and East, North and South, with readings, cases, quotes, and insights from around the globe.

NEW TO THIS EDITION

- Fully acknowledges the developmental role which China and India have had in the business world and provides a clear bridge between 'traditional' strategy thinkers in the West, and both the 'upcoming' Western strategy thinkers and the strategy thinkers in the East.
- Addresses the paradox of exploration and exploitation as one of the most important new topics in the strategy field.
- New short cases, readings and long cases replaced throughout which include culturally diverse examples ranging from Sony in Japan to Zambeef in Africa.
- Emphasized status on organizational purpose.

FEATURES

- Presents multiple strategy perspectives to give a broad range of differing, and often opposing, perspectives and theories reflecting the richness of current debate among academics and practitioners in the field of strategic management.
- Provides an issue-based structure with each chapter focusing on a key strategic issue, which is discussed from a variety of angles, leaving readers to draw their own conclusions.
- Includes original readings and cases to offer readers a first-hand account of the ideas and theories of influential strategy thinkers.
- Offers a strong international orientation at the very core of this book, reflected in the choice of topics, theories, readings, examples and cases.

CONTENTS

Section 1. Strategy 1. Introduction 2. Strategizing 3. Missioning and visioning Section 2. Strategy Content 4. Business level strategy 5. Corporate level strategy 6. Network level strategy Section 3. Strategy Process 7. Strategy formation 8. Strategic change 9. Strategic innovation Section 4. Strategy Context 10. Industry context 11. Organizational context 12. International context Section 5. Cases

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NEW EDITION!

STRATEGY SYNTHESIS, 4E

Bob de Wit, The Open University and Maastricht School of Management, The Netherlands

Now in its fourth edition, Strategy Synthesis takes a truly global perspective. Retaining the unique 'paradox' approach of the previous editions whereby a series of contrasting viewpoints are provided to invite student and professional discussion and debate, this new edition takes the approach one step further to acknowledge the developmental role which China and India have had in the business world, and includes strategic thinking philosophies from these countries. Unlike many other books on the subject, the philosophy at the heart of Bob de Wit's Strategy Synthesis text is that an understanding of the topic of strategy can only be gained by grappling with a wider diversity of insights from many prominent thinkers, and the clear recognition that there is no simple answer to the question of what strategy is. This new edition bridges West and East, North and South, with examples, short cases, quotes, and insights from around the globe.

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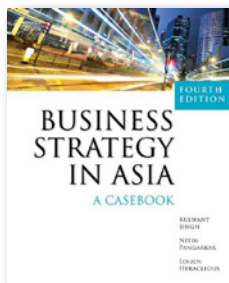
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BUSINESS STRATEGY IN ASIA, 4E A CASEBOOK

*Kulwant Singh, National University of Singapore Business School ;
Nitin Pangarkar, National University of Singapore Business School ;
Loizos Heracleous, Warwick Business School*

This book fills an important underserved niche in the strategy arena. Written by expert researchers on Asian business, it presents a broad selection of cases addressing a range of current and important issues in

business strategy. The cases have been carefully chosen to represent all the different dimensions of diversity within Asia: geographic (countries), industries, and firm types. More than half of them are either new to or revised for this edition. The cases present an array of large and small firms, high-technology and new-economy firms, and those in emerging as well as mature industries, achieving success and suffering failure in a variety of business environments. The diversity of cases, firms, and strategy situations in this book makes it an invaluable resource for teachers, students, and strategists. It can be used by faculty to teach in undergraduate, graduate, and executive education sessions. The book can also serve as a valuable guide for business managers interested in understanding how to compete in Asia.

FEATURES

- A comprehensive collection of 33 cases on firms and their strategies in major economies in Asia, such as China, India, Singapore, Indonesia, Japan, and South Korea. Six of them are new to this edition.
- Features diverse industry contexts including old and new economy, manufacturing and service industries, and consumer and industrial products.
- Illustrates key concepts and theories in strategic management, such as industry analysis, firm competencies, diversification strategy, and strategic change.
- Also exemplifies contemporary and interdisciplinary concepts such as globalization, alliances, acquisitions, market entry, and corporate governance within the Asian context through exploration of firms' strategies.
- Enables students and educators to simulate the decisionmaking process in organizations by immersing them into the complex environments faced by business leaders in a variety of situations.

CONTENTS

Case 1. Singapore Telecoms: Strategic Challenges Case 2. AirAsia: Now Everyone Can Fly Case 3. Strategic Choices at the Singapore Airlines Group Case 4. Singapore Airlines: Aligning Strategy and Organization Case 5. Business and Corporate Strategy at The Hour Glass Case 6. Jollibee Foods Corporation Case 7. The Asian Airline Industry Case 8. The Liner Shipping Industry Case 9. The Chinese Beer Industry (A): Demise of Foreign Competitors Case 10. The Chinese Beer Industry (B):

Renewed Optimism Case 11. Toward Maturity in the Chinese Beer Industry and Heineken's Bid for Market Penetration Case 12. AirAsia: A Second Decade of Exceptional Growth? Case 13. Asia Pacific Breweries' Regionalization Strategy Case 14. Asia Pacific Breweries in China: A Profitable Strategy at Last? Case 15. Osim's Brookstone Acquisition: When Local Realities Clashed with Global Dreams Case 16. HSBC's Internationalization and Growth Strategy Case 17. Asian Paints: Asian Origins, Global Dreams Case 18. Cycle & Carriage: From Crisis to Astra Case 19. Tata Motors (A): Acquisition of Daewoo Commercial Vehicle Company Case 20. Tata Motors (B): Integration of Daewoo Commercial Vehicle Company Case 21. NOL and APL (A) Case 22. NOL and APL (B) Case 23. The Volkswagen–Suzuki Alliance: Starting and Stalling Case 24. Singapore Airlines: Responding to the Crises Case 25. McDonald's in India: A Case of Strategic Adaptation Case 26. Thakral Corporation in China Case 27. Sony Corporation (A): The Vision of Tomorrow Case 28. Sony Corporation (B): Back to the Future? Case 29. Sony on the Verge? Case 30. Corporate Social Responsibility at Sony Corporation Case 31. Fonterra and the Milk Contamination Crisis in China Case 32. Toyota: Building Competitive Advantage through Uniqueness Case 33. Usha Martin: Competitive Advantage through Vertical Integration

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eBook

COMPETING FOR ADVANTAGE, INTERNATIONAL EDITION, 3E

Robert E. Hoskisson, *Rice University*; Michael A. Hitt, *Texas A&M University*; R. Duane Ireland, *Texas A&M University*; Jeffrey S. Harrison, *University of Richmond*

Discover what it takes to create a lasting competitive advantage in management and business today with this straightforward, powerful strategic management

resource. *COMPETING FOR ADVANTAGE, 3E, International Edition* focuses specifically on the issues most important to today's current or future practitioner. The book details the processes and tools you need to better understand and effectively contribute to your organization's strategic management process. Applied examples illustrate the latest thinking, practices, and research in strategic management today with in-depth discussions that examine critical topics such as innovation, professional service and crisis management. Access to relevant cases, a focus on the emerging issues such as ethics, and an emphasis on technology throughout prepare you for success in the fast-paced, ever-changing global economy in which today's firms compete. Take your students to a new level of understanding strategic management concepts and practices with *COMPETING FOR ADVANTAGE, 3E, International Edition*. Straightforward, focused, and concise, this edition presents the latest strategic management research and practices, now with more in-depth discussions of the most current strategic topics in business today. Detailed real-life examples and instant access to relevant cases keep the book focused on issues most important to current or future practitioners. Crafted to meet the special needs to MBA and executive MBA students, the book details the processes and tools used in strategic analysis to create a sustainable competitive advantage. Full chapters on strategic leadership, corporate governance, and a new chapter on real options examine issues most critical in today's business environment. Comprehensive new instructor support with electronic solutions helps you effectively prepare a powerful course that addressed traditional and relevant emerging topics that are shaping strategic management today.

NEW TO THIS EDITION

- New text author, Jeffrey S. Harrison, brings a wealth of strategic management experience and years of teaching and consulting success to this edition.
- A brand new chapter on Strategic Flexibility and Real Options Analysis provides useful insights for practicing business today and thought-provoking discussions relating to finance.
- Three key themes woven throughout the text--value creation, globalization, and technology--clearly detail the enormous impact of these critical areas on strategy today.

- New hot topics: innovation, professional service and crisis management.
- Improved teaching supplements with effective electronic solutions--including an enhanced text companion website, immediate access to relevant cases, and stronger videos--correlate directly with the text to save you time in preparation and assessment.

FEATURES

- New highlights are included for examples throughout the text for quick reference.
- Cutting-edge topics address the latest areas of strategic management with full chapters covering strategic leadership, entrepreneurship, and corporate governance.
- Concise, straightforward text offers the flexibility and time to add your own cases and focused exercises to meet the specific needs of your course.
- Excellent figures and tables help summarize and further clarify key topics.
- Ethics, highlighted throughout the text and emphasized with special ethics questions at the end of each chapter, examine the ethical dimension of today's business decisions and management actions and offer valuable practice for students.

CONTENTS

PART 1. STRATEGIC THINKING. 1. Introduction to Strategic Management. 2. Strategic Leadership. PART 2. STRATEGIC ANALYSIS. 3. The External Environment. 4. The Internal Organization. PART 3. CREATING COMPETITIVE ADVANTAGE. 5. Business-Level Strategy. 6. Competitive Rivalry and Competitive Dynamics. 7. Cooperative Strategy 8. Corporate-Level Strategy. 9. Acquisition and Restructuring Strategies. 10. International Strategy. PART 4. MONITORING AND CREATING ENTREPRENEURIAL OPPORTUNITIES. 11. Corporate Governance. 12. Strategic Entrepreneurship. 13. Strategic Flexibility and Real Options Analysis.

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STRATEGIC MANAGEMENT ESSENTIALS, INTERNATIONAL EDITION, 3E

Gareth R. Jones, *Texas A&M University*; Charles W. L. Hill, *University of Washington*

Thorough yet concise, STRATEGIC MANAGEMENT ESSENTIALS, 3rd Edition, International Edition is a brief version of the authors' market-leading text STRATEGIC MANAGEMENT, International Edition. Following the same framework as the larger book, ESSENTIALS helps students identify and focus on core concepts in the field in a more succinct, streamlined format. Based on real-world practices and current thinking, the text's presentation of strategic management features an increased emphasis on the "business model" concept as a way of framing the issues of competitive advantage. Cutting-edge research, new strategic management theory, and a hands-on approach allow students to explore major topics in management, including corporate performance, governance, strategic leadership, technology, and business ethics. In addition, a high-quality case program examines small, medium, and large companies—both domestic and international—so that students gain experience putting chapter concepts into real-world practice in a variety of scenarios.

NEW TO THIS EDITION

- New "Ethical Dilemma" features real-world ethical concerns facing today's business managers and asks students to make managerial decisions while considering chapter concepts and business integrity on such topics as management restructuring, outsourcing, talent recruiting, achieving corporate objectives, and maintaining competitive advantage.
- New "Strategy in Action" cases contain up-to-date topics and research and help students see the business concepts in action at real-world companies.

- Ten new author-written cases at the end of the text feature companies such as Apple, McDonald's, GM, Dell, and IBM.

FEATURES

- A running case featuring Wal-Mart illustrates key topics in the context of the company's strategy and performance. The ongoing case enables students to continue building on their knowledge and skills as they apply chapter concepts to an organization with which they are familiar.
- "Strategy in Action" boxes examine how the management theory covered in the text can be applied to real-world situations—enabling students to immediately apply what they learn to actual organizations.
- Practicing Strategic Management, found online, is a guided two-pronged project aimed at enhancing student group collaboration and researching capabilities. The first activity is a group exercise asking students to explore and report on such concepts as developing effective competitive strategies, control systems, acquisition planning, and managerial structures. Then, Exploring the Web activities ask students to research online and report on specific companies such as 3M, Boeing, Google, and Motorola.
- Closing Cases conclude each chapter with a brief case that can be used for further analysis of chapter issues. Each case has been chosen to reflect contemporary issues and problems in strategic management. Accompanying discussion questions encourage students to consider how managers approach real problems in today's market.
- Ten expanded end-of-text cases focus on specific strategic management topics and present extensive applicable teaching opportunities. Students can collect additional information on the companies in these cases as a way to add up-to-the-minute currency to the analysis and to understand how managers use data to increase competitive advantage and performance.

CONTENTS

Part I: INTRODUCTION TO STRATEGIC MANAGEMENT.
1. Developing the Competitive Strategic Process. 2. Governing Stakeholders and Business Ethics. Part II: THE NATURE OF COMPETITIVE ADVANTAGE.
3. Identifying Opportunities and Threats through

External Analysis. 4. Building Competitive Advantage. Part III: BUILDING AND SUSTAINING LONG-RUN COMPETITIVE ADVANTAGE. 5. Positioning for Competitive Business-Level Strategy. 6. Global Strategy. 7. Long-Run Profitability through Corporate-Level Strategy. Part IV: STRATEGY IMPLEMENTATION. 8. Strategic Change. 9. Implementing Strategy through Organizational Design. Part V: CASES. SGI versus Dell. The Home Video Game Industry. The Global Auto Industry. IKEA. Rise of IBM. Fall of IBM. IBM in 2009.

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eBook

UNDERSTANDING BUSINESS STRATEGY CONCEPTS PLUS, 3E

R. Duane Ireland, Texas A&M University; Robert E. Hoskisson, Rice University; Michael A. Hitt, Texas A&M University

Introduce the knowledge and tools that today's most successful firms use to build business and consistently outperform the competition with the latest edition of Ireland/Hoskisson/Hitt's UNDERSTANDING BUSINESS STRATEGY CONCEPTS PLUS, Third Edition. This book clearly demonstrates to your students what today's most successful firms already know--how solid management strategy equals the decisive actions necessary to create sustainable competitive advantage. Written by strategy leaders recognized for their reliability and currency, this concise text's strong conceptual foundation highlights the latest strategic management research and cutting-edge practices. Students learn from both successes and failures in this action-oriented book as they examine the impact of business strategy in familiar firms and learn from the mistakes of those who failed to apply the strategic process. This edition's unique applied learning approach guides students, step-by-step, through creating strong strategy, planning for success, implementing responsive action, competing effectively

with strategy, analyzing the environment and firm, and improving upon results. Students develop practical workplace skills as UNDERSTANDING BUSINESS STRATEGY CONCEPTS PLUS, Third Edition's powerful cases, experiential exercises, and videos from world business leaders reinforce how solid strategy leads to responsive actions that separate successful firms from those that fail.

NEW TO THIS EDITION

- **CengageNOW:** This robust, online course management system gives you more control in less time and delivers better student outcomes — NOW. CengageNOW includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignments, online case library, automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class.
- **Online Case Library:** In this edition a full selection of new and updates case studies are available for you to assign to your class through CengageNOW, our dynamic online homework system. With cases delivered through CengageNOW, your students only see the cases that you have selected to use in your course.

FEATURES

- **Present today's most current business strategy on every page:** This edition's distinguished business authors have reviewed and updated each chapter with the latest business research so you can guide your students through the creation, implementation, and evaluation of the strategic process using the most accurate and up-to-date business strategy information available today.
- **Analyze familiar organizations with fresh new teaching cases:** An up-to-date selection of full teaching cases available for your assign within CengageNOW, our online homework system, draws from a variety of well-known organizations, such as Apple, eBay, Mattel, Nintendo, Toyota, and familiar industries, giving students an opportunity to formulate, execute, and evaluate all parts of the strategic management process.

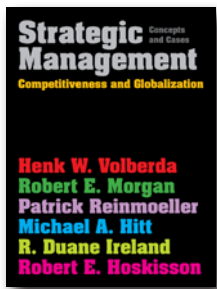
- **Hone student skills with updated, powerful Mini-Cases:** This edition's numerous new and updated end-of-chapter Mini-Cases allow students to hone personal strategic management skills as they conduct a brief analysis, practice critical thinking, and implement actual strategy within each succinct case.
- **Ensure thorough understanding with Experiential Exercises:** Two Experiential Exercises at the end of each chapter give students the opportunity to participate in the actual strategic management process--from the formulation of strategy and implementation of action through the final analysis--for a more thorough understanding of the chapter's topics.
- **Highlight global business leaders and challenges with new 50 Lessons videos:** Bring the latest business challenges into your course with this powerful selection of 10 brief videos by 50 Lessons. Some of the world's most successful business leaders share their business acumen and outline guiding principles behind their most important business decisions and career progression on the Instructor's Resource DVD.
- **Ensure understanding with student-focused, step-by-step presentation:** This book's unique applied approach presents concepts in easily digestible chunks using inviting colorful graphics and informative figures to help students retain information as they walk through the creation, planning, execution, and evaluation of the strategic management process.
- **Trust the text's accurate, reliable presentation:** The text's distinguished authors continue to provide the most accurate, reliable presentation available in this new edition. You can teach with confidence, knowing your students are learning from the most accurate, up-to-date business strategy text on the market.
- **Provide in-depth, brief, and customized analysis with a variety of cases:** Help students practice strategic management and critical-thinking skills with a wide selection of Full Teaching Cases that reflect today's latest developments and fresh Mini-Cases drawn from familiar industries. Cases allow students to plan, execute, and evaluate strategies in action and within context. You can even choose additional cases from Harvard, Ivey, and Darden through Cengage Learning Custom Solutions.

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1. The Foundations of Strategic Management.
2. Leading Strategically.
3. Analyzing the External Environment.

4. Analyzing the Firm. 5. Business-Level Strategy. 6. Multi-Product Strategies. 7. Acquiring and Integrating Businesses. 8. Competing Across Borders. 9. Creating and Maintaining Alliances. 10. Innovating through Strategic Entrepreneurship.

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STRATEGIC MANAGEMENT COMPETITIVENESS & GLOBALIZATION: CONCEPTS & CASES

Henk W. Volberda, Rotterdam School of Management, Erasmus University; Robert E. Morgan, Cardiff Business School, Cardiff University; Patrick Reinmoeller, Cranfield School of Management, Cranfield University; Michael A. Hitt, Texas A&M University

Volberda, Morgan and Reinmoeller have joined with Hitt, Ireland and Hoskisson to develop a truly landmark strategic management textbook that is ideally suited for courses in Europe, the Middle East and Africa as well as other global markets. With a new process perspective to supplement the text's trademark integrated approach, Strategic Management: Competitiveness and Globalization provides the most comprehensive and thorough coverage of strategic management now available in the market. Whilst maintaining the strengths and hallmark features of the original work, this new strategy text has been specially prepared to match the modern EMEA curriculum with boosted coverage of implementation issues, analysis of how firms use strategic management tools, techniques and concepts, a balanced emphasis on economics and resource-based perspectives and expanded coverage of comparative governance and organizational renewal. Strategic Management has been shortlisted for the 2011/12 CMI Management Book of the Year awards in the ebook and Management and Leadership Textbook categories. More information about the CMI and the competition can be found here <http://yearbook.managers.org.uk/index5.htm>.

[managers.org.uk/index5.htm](http://yearbook.managers.org.uk/index5.htm).

FEATURES

- A rich variety of original real world case studies that illustrate how strategy works in practice
- A new Key Debate feature highlighting the controversial aspects of each chapter enhances critical coverage throughout the text
- Experiential exercises that place the reader in situations that require application of some part of the strategic management process
- Uses the most current examples and references as well as the latest events in the international business world, such as the global economic crisis and recent media coverage
- Use of thoroughly international examples, covering EMEA and further afield, particularly China and India
- Extensive online resources for lecturers and students include: Instructor's Manual, Power Point Slides, ExamView Testbank, Case Study Maps, Video Content, Online Case Bank all available on a variety of VLE cartridges including Blackboard/WebCT and Moodle
- CengageNOW course management system accompanies the text, providing students and lecturers with a powerful online learning program

CONTENTS

PART I: STRATEGIC MANAGEMENT INPUTS 1 Strategic management and strategic competitiveness 2 The external environment 3 The internal organization 4 Integrating internal and external resources PART II: REFINING THE STRATEGIC ACTIONS 5 Business-level strategy 6 Competitive rivalry and competitive dynamics 7 Corporate-level strategy 8 Strategic acquisition and restructuring 9 International strategy 10 Cooperative strategy PART III: IMPLEMENTATION OF STRATEGIC ACTIONS 11 Strategic leadership 12 Corporate governance 13 Organizational structure and controls 14 Strategic entrepreneurship 15 Strategic renewal PART IV: INTEGRATIVE CASES List of in-text opening and closing cases CHAPTER 1 Opening Case Airbus + Boeing Closing Case The Nano within Tata Group: Tata Motors' rise and a revolution in the global automotive industry CHAPTER 2 Opening Case Indian Oil Corporation Closing Case Does Google have the market power to ignore external pressures? CHAPTER 3 Opening Case Gazprom: Strong pipelines Closing Case RIM at the Edge: Privacy, Protection, Policy and

Company Performance CHAPTER 4 Opening Case Muji: Designing with Markets Closing Case Japanese Manga, Publishers and Innovation Models CHAPTER 5 Opening Case Acer Group: Using a “Bare Bones” Cost Structure to Succeed in Global PC Closing Case BMW differentiates with MINI CHAPTER 6 Opening Case Vodafone Group PLC & Competition in the U.K. mobile phone network Closing Case GlaxoSmithKline: finding a balance between GSK’s strategic change with tactical implications CHAPTER 7 Opening Case Fosters’ Group Diversification into the Wine Business Closing Case The British Broadcasting Corporation (BBC) and Diversification Limits CHAPTER 8 Opening Case Cross-Border Acquisitions: Trends and Patterns Closing Case DaimlerChrysler is Now Daimler AG—The Failed Merger with Chrysler Corporation CHAPTER 9 Opening Case Entry into China by Foreign Firms and Chinese Firms Reaching for Global Closing Case Al Jazeera—Successful Transformation from a Regional to Global Channel CHAPTER 10 Opening Case Using Cooperative Strategies at IBM Closing Case BT and HP—Pursuing a successful strategic alliance CHAPTER 11 Opening Case Selecting a New CEO: The Importance of Strategic Leaders Closing Case Robert Polet, the ice cream man who made Gucci hot again CHAPTER 12 Opening Case Siemens Bribery Closing Case Europe’s Enron - Parmalat CHAPTER 13 Opening Case Restructuring Nestlé Closing Case Oticon’s ‘Spaghetti Organization’. CHAPTER 14 Opening Case The continuing innovation revolution at Nokia; The case of car navigation Closing Case The case of the Dutch Life Sciences sector CHAPTER 15 Opening Case Sustained strategic renewal at Royal Dutch Shell plc 1907-2009 Closing Case Novotel’s Transformational Renewal Journey

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eBook

STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION, INTERNATIONAL EDITION, 2E

Garry D. Bruton, *Texas Christian University*; Margaret A. White, *Oklahoma State University*

THE STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION, 2e, International Edition explores the fundamental connections linking core business strategy, technology, and innovation. The text illustrates how these functions intertwine to play a central role in process layout, systems, structural design, and product development, as well as supporting an organization’s overall success. An integrated approach and reader-friendly style make the material accessible for students of all backgrounds, and the text strikes an ideal balance between essential business theory and extensive practical insights and real-world applications. In addition, the Second Edition has been thoroughly updated to incorporate the latest trends and research, abundant current examples and cases, and a useful set of new tools students can use to support effective strategic decision-making.

NEW TO THIS EDITION

- Each section within the text features an entirely new, integrated case focusing on a high-profile company, including General Electric, GlaxoSmithKline, Acer, and Google. The cases provide memorable, highly relevant examples to help students understand the practical applications of key concepts and appreciate their real-world relevance.
- A new appendix dedicated to ethics and corporate social responsibility provides an in-depth look at these topics of widespread current interest in the business world, including their relation to “green” technology.
- The Second Edition features expanded coverage of numerous topics students will need to explore for success in today’s dynamic global business

environment, including ethics, corporate social responsibility, sustainability, and internal management processes.

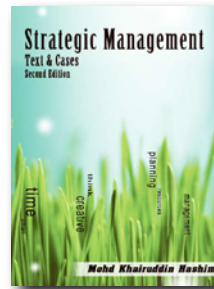
FEATURES

- Each chapter concludes with a variety of exercises designed to engage students and help them effectively review and absorb the material. Examples include mini-cases, Web exercises, discussion questions, and application exercises.
- Managerial checklists and guidelines at the end of each chapter give students insight into the real-world considerations managers face when attempting to apply key concepts to common business challenges and opportunities.
- An appendix at the end of each section discusses useful analytical tools and additional concepts to help students build on what they have learned and increase their understanding of technology and innovation management.
- This robust text includes substantial instructor resources to help you plan and manage your course for outstanding results, including a Test Bank, Instructor's Manual, Microsoft® PowerPoint® presentations, and Web resources.

CONTENTS

Part I: LAYING THE FOUNDATION. General Electric: Changing with the Times. 1. Management of Technology and Innovation: An Overview. 2. Strategy Process and the Management of Technology and Innovation. Appendix 1: Social Responsibility and the Management of Technology and Innovation. Part II: INNOVATION: INTERNAL STRATEGY. GlaxoSmithKline: Successful Internal Innovation. 3. Innovation: Planning. 4. Internal Innovation: Implementation. 5. Innovation: Evaluation and Control. Appendix 2: Innovation: Project Management and New Product Development. Part III: OBTAINING TECHNOLOGY: EXTERNAL STRATEGY. Acer Group: A Family of Brands. 6. Obtaining Technology: Planning. 7. Obtaining Technology: Implementation. 8. Obtaining Technology: Evaluation and Control. Appendix 3: Managing Platforms and Portfolios of Technology. Part IV: BUILDING STRATEGIC MTI SUCCESS. Google: A Pattern of Success. 9. Building Capabilities for MTI Success. 10. Organizational Learning and Knowledge Management. Appendix 4: Waves of Innovation and Predicting the Future.

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STRATEGIC MANAGEMENT, 2E TEXT & CASES

Mohd Khairuddin Hashim, Universiti Utara Malaysia

This book views strategic management as a field of study as well as an important business process. The book emphasizes on strategic management as an important process that affects not only the performance, but also the future of organizations. In doing so, the book focuses on essential issues such as its origin, context, approaches, theories, and addresses each of the important aspects of strategic management processes to help readers better understand the subject, especially those attempting to learn it for the first time.

FEATURES

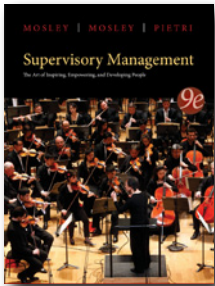
- Additional theories, tools, and techniques to further assist students and managers better understand, as well as practice strategic management.
- Additional chapter on strategic thinking in this edition.

CONTENTS

1: The Origin of Strategic Management. 2: The Context of Strategic Management. 3: Strategic Management Approaches and Theories. 4: Environmental Analysis. 5: Strategic Thinking. 6: Strategic Formulation. 7: Strategy Implementation. 8: Strategy Evaluation and Control. Cases.

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SUPERVISION



NEW EDITION!



eBook

SUPERVISORY MANAGEMENT, 9E

Donald C. Mosley, University of South Alabama; Don C. Mosley, Jr., University of South Alabama; Paul H. Pietri, University of South Alabama

Featuring a practical “hands-on” approach that blends skill-building opportunities with traditional management principles, Mosley, Mosley, and Pietri’s **SUPERVISORY MANAGEMENT, 9e** helps prepare your students to become effective supervisors in today’s workplace. Readable, engaging, and offering a practical focus on developing successful supervisors, the Ninth Edition of **SUPERVISORY MANAGEMENT** inspires students--emphasizing the positive approach of working cooperatively **WITH** people to develop and empower them to better perform in their working roles. The authors consistently adhere to the federal government SCANS (Secretary’s Commission on Achieving Necessary Skills) requirements for workplace competencies, and the chapter-ending Skill Builder exercises clearly demonstrate how they contribute to the students’ development of these skills. Chapter-opening Preview Cases give students real-world examples of chapter concepts. These cases are referred to in chapter narrative and in Self-Check questions, helping students link principle and concept as they progress through each chapter. Chapter-ending cases reinforce concepts with real-world supervisory examples. Including new and updated topics throughout and many course preparation and presentation tools for instructors, the Ninth Edition of this best-selling text is both an essential teaching tool and learning resource that students will turn to even after completing your course.

NEW TO THIS EDITION

- Broader examples of supervisory & organizational settings, including vignettes on the challenges and successes of Mark Zuckerberg.
- Based on faculty and student feedback, chapters 14, 15, and 16 were significantly changed to include coverage of employee training, an emphasis on legal issues, and lean manufacturing principles.
- Greater emphasis on skill development through updated Skill Builder exercises.
- Diversity Coverage: The text covers issues ranging from gender, ethnicity, and race as well as examining issues posed by different generations of workers.

FEATURES

- Focus on SCANS Competencies: A set of five icons that represent the five core areas of SCANS Competencies--Use of Resources, Interpersonal Skills, Information Management, Use of Technology, and Understanding Systems--are now used to indicate how each end-of-chapter Skill Builder helps students meet these five core competencies. A correlation guide is available to instructors to help them choose the exercises that support the competency being taught.
- Emerging Topics: Cutting-edge coverage updates every chapter, including material on critical topics such as emerging technologies, the rising importance of innovation and creativity, new trends in training, and a greater emphasis on ethics and legal issues.
- Diversity of Examples: The authors have added even more examples, applications, and cases that focus on a broader range of companies, industries, and regions.
- Praised by instructors nationwide as an eminently teachable book, as well as an understandable hands-on resource for students, **SUPERVISORY MANAGEMENT, 9e** gives them the right mix of basic management principles and real-world material, including applications that help them develop their supervisory skills.
- Chapter-opening Preview Cases and chapter-ending cases, as well as many examples and applications throughout, illustrate how concepts apply to real-world work environments.
- The Integrated Teaching/Learning System reinforces learning by organizing chapter material according to chapter-opening Learning Objectives and providing Self Check questions throughout each chapter. The Self Check questions function like an internal study

guide--helping students test their understanding of concepts as they progress through the chapter. The Instructor's Manual and Test Bank, which are available to accompany the text, are also organized around the "Integrated Teaching/Learning System."

CONTENTS

Part I: OVERVIEW. 1. Supervisory Management Roles and Challenges. Part II: PLANNING AND ORGANIZING. 2. Fundamentals of Planning. 3. Decision Making, Problem Solving, and Ethics. 4. Fundamentals of Organizing. 5. Delegating Authority and Empowering Employees. Part III: LEADING. 6. Communication. 7. Motivation. 8. Leadership. 9. Group Development and Team Building. Part IV: SKILL DEVELOPMENT. 10. Meetings and Facilitation Skills. 11. Coaching for Higher Performance. 12. Managing Conflict, Stress, and Time. Part V: CONTROLLING. 13. Exercising Control. 14. Controlling Productivity, Quality, and Safety. Part VI: MANAGING HUMAN RESOURCES AND DIVERSITY. 15. Selecting, Appraising, and Disciplining Employees. 16. The Supervisor, Labor Relations, and Legal Issues.

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SUPERVISION, 12E CONCEPTS AND PRACTICES OF MANAGEMENT, INTERNATIONAL EDITION

Edwin C. Leonard, Indiana University

Help students differentiate themselves in a competitive marketplace with SUPERVISION: CONCEPTS AND PRACTICES OF MANAGEMENT, 12E, International Edition. A blend of traditional management concepts and emerging insights, the text draws from the author's firsthand business experience to deliver the leadership skills hiring managers want, but rarely find, in new recruits. This comprehensive single source for

supervisory management expertise addresses the most critical challenges in business today, including globalization, economic turbulence, transitional and temporary workers, virtual employees, technology, outsourcing, downsizing, and much more. Hands-on and practical, SUPERVISION: CONCEPTS AND PRACTICE OF MANAGEMENT, 12E, International Edition complements chapter readings with skill-building techniques and captivating video cases from well-known organizations, which let students experience supervisory roles themselves. Special attention to diversity and ethics also helps students develop a better sense of life beyond the classroom, and enhances the text's thorough coverage of communication, decision-making, conflict resolution, and other essential supervisory skills.

NEW TO THIS EDITION

- **Sensibly Organized Approach:** Long known as instructor-friendly, the SUPERVISION: CONCEPTS AND PRACTICES OF MANAGEMENT, 12E, International Edition now divides chapters into five equal parts, allowing instructors to assess students' progress at regular intervals, rather than randomly or by chapter. The five parts also align with the five standard aspects of management, helping students grasp high-level material more easily.
- **Up-to-the-Minute Content:** New data, research, examples, and cases in the text deal with the most significant trends in business today, such as new technologies, communicating with workers from differing generations, managing off-site or outsourced workers, navigating volatile situations, diversity and an international workforce, the hands-on leadership required in flat organizations, and much more.
- **New "Critical Incidents":** Replacing all cases from the previous edition, these short, accessible case studies challenge students to apply chapter concepts by thinking critically, analyzing information, and problem solving.
- **Revised Testing and Assignments:** Responding to changing needs, the 12th Edition's test bank now includes many more multiple-choice questions, along with a special emphasis on application and critical thinking. Skill-building exercises are divided into Personal Skill Building and Team Skill Building sections too, making it easy to find just the right exercises for students.

- **Exciting Video Cases:** All new with the 12th Edition, exciting video cases show students how real companies grapple with actual management situations. Forward-thinking companies covered in the video set include Numi Teas, Evo Gear, Flight 001, Preserve by Recycline, Gold + Williams, Metropolitan Bakery, and others.

FEATURES

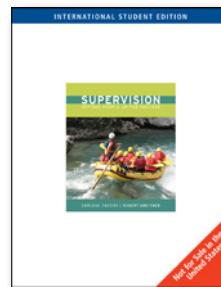
- **Active Learning Feature:** Added in response to instructor requests, several role-playing exercises coordinate with chapters and cases in the text to help reinforce lessons while encouraging class participation. Suggestions in the Instructor's Manual help maximize this learning feature.
- **Chapter-Opening Cases:** These popular vignettes of real business challenges immediately draw students into current supervisory issues, encouraging them to delve deeper into chapter material to solve problem situations.
- **Efficient Course Preparation System:** A hallmark strength of SUPERVISION: CONCEPTS AND PRACTICES OF MANAGEMENT, 12E, International Edition, the integrated learning system organizes the text and supplements around central learning objectives to streamline course preparation and guide students to the right areas of study.
- **Critical-Thinking Applications:** Proven applications in each chapter require students to assess, analyze, and develop supervisory strategies--and develop unexpected yet efficient solutions.
- **Memorable Supervisory Tips:** Drawn from the authors' extensive, firsthand experience, these suggestions highlight some of the most important skills in supervisory management today, providing students with practical skills they can use immediately and in their future careers.

CONTENTS

Part I: SUPERVISORY MANAGEMENT OVERVIEW AND THE ESSENTIAL SKILL. 1. Supervising in Uncertain Times. 2. The Management Functions. 3. Communication: The Key to Supervisory Management. Part II: SUPERVISORY ESSENTIALS. 4. Principles of Motivation. 5. Problem Solving. 6. Positive Discipline. Part III: PLANNING, ORGANIZING, AND STAFFING. 7. Supervisory Planning. 8. Supervisory Organizing at the Department Level. 9. The Supervisor's Role in Preparing Employees for Success. Part IV: LEADING. 10. Supervisory Leadership and the

Management of Change. 11. Managing Work Groups, Teamwork, Morale, and Counseling. 12. Supervising a Diverse Workforce. Part V: CONTROLLING. 13. Fundamentals of Controlling. 14. Improving Employee Performance. 15. Resolving Conflicts in the Workplace.

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eBook

SUPERVISION, INTERNATIONAL EDITION

Carlene Cassidy, Anne Arundel Community College; Robert Kreitner, Ph.D., Arizona State University, Emeritus

Help future and current supervisors reach their full potential and inspire those working for them to achieve their best with Cassidy/Kreitner's SUPERVISION: SETTING PEOPLE UP FOR SUCCESS, INTERNATIONAL EDITION. This much-anticipated text from successful professional Cassidy and experienced author Kreitner emphasizes the skills that are most important for success in today's new economy, including exceptional communication and training skills as well as extraordinary people skills. The book provides a solid foundation in supervision basics, including planning, organizing, staffing, recruitment, decision-making, motivating employees, leading teams, handling conflicts, and much more. To support the book's underlying theme of setting employees up for success, each chapter emphasizes the most effective strategies and techniques for becoming a highly effective supervisor. Students gain a solid understanding of the vast responsibilities today's supervisors face and how to best approach these responsibilities, including the management of diverse and virtual teams. The text's clear presentation weaves engaging interviews, intriguing case studies, and extensive real-world examples throughout each chapter to demonstrate how supervisors can spend more time setting their

employees up for success and less time controlling and disciplining. A unique skills-based Supervisor's Toolkit contains checklists, communication logs, self-assessment tools, and other critical supervision resources. Prepare your students to set people up for success as they achieve their personal best as effective supervisors in business today with Cassidy/Kreitner's unique SUPERVISION: SETTING PEOPLE UP FOR SUCCESS, INTERNATIONAL EDITION.

FEATURES

- **SUPERVISOR'S TOOLKIT PROVIDES EASY ACCESS TO VALUABLE, PRACTICAL RESOURCES**--A unique Supervisor's Toolkit is integrated throughout the book to provide resources that are critical for achieving and inspiring success now and in the future. Students find important forms, checklists, communication logs, self-assessment tools, and experiential activities as well as opportunities to practice techniques.
- **KNOWLEDGE TO ACTION** activities are a unique learning tool containing scenarios and questions designed to allow students to reflect and apply their new knowledge. Through these engaging individual or group activities, students discover why the information is relevant and how it can be used in the workplace. These are outstanding focal points for class discussion.
- **BALANCED CHAPTER CONTENT FOCUSES ON PRACTICAL SKILLS AND REAL EXAMPLES**--Important background information within each chapter offers clear explanations, interviews filled with useful insights, numerous real examples from actual organizations, useful case studies, and tools from the Supervisor's Toolkit. All chapter content supports the book's underlying theme of setting employees up for success as students learn to face challenges to achieve their full potential and create opportunities for employees for attain success.
- **"THEY SAID IT BEST" DIRECTS READERS TO INSIGHTFUL QUOTES FROM RECOGNIZED LEADERS**--Brief "They Said it Best" feature boxes throughout each chapter highlight key comments from well-known business leaders related to chapter content.
- **"STRAIGHT TALK FROM THE FIELD" OPENING VIGNETTES IMMEDIATELY ENGAGE READERS**--Each chapter begins with an intriguing vignette written by a supervisor from with diverse industry experience. These "guest speakers" provide real-world examples

that resonate with students and bring the material to life through their candid personal experiences.

CONTENTS

PART I: INTRODUCTION TO BUSINESS & SUPERVISION BASICS. 1. Business Basics and The Supervisor's Role. PART II: GETTING STARTED. 2. Leading Diverse and Virtual Teams. 3. Planning, Goal Setting, and Achieving Results. 4. Recruitment, Selection, and Retention. 5. Setting Your New Hire up for Success: Orientation. 6. Appraising and Rewarding Performance. PART III: THE KEYS TO SUCCESS: TRAINING, COACHING, CREATIVITY AND COMMUNICATION. 7. Training: Begin with the End in Mind. 8. Motivation and Coaching - It's Okay to Have Some Fun! 9. Creating a Positive, Creative, and Productive Work Environment. 10. Communication: Around the World in 60 Seconds. 11. Behavior in the Workplace: the Bad and the Ugly. PART IV: MANAGING RESOURCES LEGALLY AND ETHICALLY. 12. Staffing: Budgets, Schedules and Outsourcing. 13. Legal and Ethical Issues. 14. Information Systems, the Internet, and Technology. PART V: PEOPLE ARE AT THE HEART OF EVERY SUCCESSFUL ORGANIZATION - GET TO KNOW YOURSELF AND YOUR PEOPLE. 15. It's All About People.

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BUSINESS COMMUNICATION

BUSINESS COMMUNICATION



NEW EDITION!



BCOM 6 (WITH COURSEMATE PRINTED ACCESS CARD), 6E

Carol M. Lehman, *Mississippi State University*; Debbie D. DuFrene, *Stephen F. Austin State University*

Created by the continuous feedback of a “student-tested, faculty-approved” process, BCOM6 delivers a visually appealing, succinct print component, tear-out review and model document cards for students and instructors and a consistent online offering with CourseMate that includes an eBook in addition to a set of interactive digital tools all at a value-based price and proven to increase retention and outcomes. BCOM6 provides expanded coverage on technology and social media, abundant real world examples, and model documents to guide students’ writing practice.

NEW TO THIS EDITION

- Updated coverage of technology and social media has been added throughout the text.
- Most sample documents have been completely revised and updated.
- Most boxed inserts and in-text examples have been thoroughly revised and updated.

FEATURES

- Every 4LTR Press solution comes complete with an engaging print textbook, tear-out review cards, an interactive digital solution (CourseMate), and an eBook all of which were directly influenced from student focus groups and surveys, and from interviews with many faculty and students.

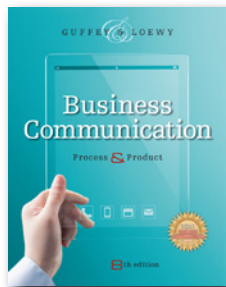
- **Aplia™:** This edition offers Aplia as an optional online interactive tool to complete auto-graded business communication assignments and better understand key concepts. Aplia™ improves learning by increasing student effort and engagement. Aplia™ also offers a grammar and mechanics primer called Aplia’s Preparing for Business Communication.
- **Write Experience:** Write Experience uses artificial intelligence to score your writing instantly and accurately. It also provides students with detailed revision goals and feedback on student writing to help improve written communication and critical-thinking skills.
- **Shorter, comprehensive chapters** in a modern design present content in a more engaging and accessible format without minimizing coverage for your course.
- **Tear-Out Review Cards, Model Documents, and Style Cards** at the back of the Student Editions provide students a portable study tool containing all of the pertinent information for class preparation.
- **Instructor Prep Cards** at the back of the Instructor’s Edition make preparation simple with detachable cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint and video resources, additional examples, and suggested assignments and discussion questions to help you organize chapter content efficiently.
- Every 4LTR Press solution comes with CourseMate, the interactive digital component that offers a full suite of unique learning tools that appeal to different learning styles. CourseMate for BCOM6 includes a wealth of interactive learning tools, including quizzes, flashcards, games, videos, PowerPoint notes, language art reviews, and more.

CONTENTS

1. Establishing a Framework for Business Communication.
 2. Focusing on Interpersonal and Group Communication.
 3. Planning Spoken and Written Messages.
 4. Preparing Spoken and Written Messages.
 5. Communicating Electronically.
 6. Delivering Good- and Neutral-News Messages.
 7. Delivering Bad-News Messages.
 8. Delivering Persuasive Messages.
 9. Understanding the Report Process and Research Methods.
 10. Managing Data and Using Graphics.
 11. Organizing and Preparing Reports and Proposals.
 12. Designing and Delivering Business Presentations.
 13. Preparing Résumés and Application Messages.
 14. Interviewing for a Job and Preparing Employment.
- Grammar and Usage Appendix.

References. Index. Review Cards. (Student Edition). Prep Cards (Instructor Edition). Model Docs. Style Cards.

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NEW EDITION!



eBook

BUSINESS COMMUNICATION, 8E PROCESS AND PRODUCT (WITH MEGUFFEY.COM PRINTED ACCESS CARD)

Mary Ellen Guffey, Los Angeles Pierce College; Dana Loewy, California State University, Fullerton

A trusted market leader, **BUSINESS COMMUNICATION: PROCESS AND PRODUCT** presents the most innovative coverage of workplace communication skills with an expanded emphasis on digital writing. Trusted and respected among business communication instructors, this edition also offers breakthrough digital resources versions, including MindTap, and digital resources, such as Aplia, and Write Experience. Compelling, new infographics and a vibrant new design appeal to today's visual learners. Most importantly, the hallmark features that made Guffey the market leader – abundant model documents, the 3x3 writing process, case studies, and an efficient 16-chapter format – continue to enhance student learning and comprehension. Vast instructor resources, including new video-enhanced PowerPoint slides, help new and veteran instructors plan and manage their courses.

NEW TO THIS EDITION

- **NEW!** MindTap is a new personal learning experience that combines all your digital assets -- readings, multimedia, activities, and assessments -- into a singular learning path to improve student outcomes. MindTap offers complimentary web-apps known as MindApps. MindApps range from ReadSpeaker (which reads the text out-loud to students), to Kaltura (allowing you to insert your own video and audio into your curriculum) to ConnectYard (allowing you to create digital “yards” through social media -- all

without “friending” your students). www.cengage.com/mindtap

- **NEW!** Chapter 1, Business Communication in the Digital Age, introduces communication foundations with an emphasis on social media in today's technology-based workplace. This chapter also describes significant trends in today's networked work environment and how social media and other new communication technologies require excellent communication skills, particularly in an uncertain economy.
- **NEW!** Chapter 7, Short Workplace Messages and Digital Media, presents the professional use of digital messages in today's hyperconnected workplace. In addition to explaining how to compose professional instant messages, blogs, and wikis, this chapter also explains the professional standards for email usage, structure, and format in the digital-era workplace.
- **NEW!** The eighth edition's groundbreaking design, with its colorful, magazine-like graphics, will appeal to today's visual learners. New infographics and figures present business communication concepts in a graphically appealing format that will strengthen student comprehension and reinforce the understanding of concepts.
- **NEW!** New Social Media end-of-chapter activities will help students develop workplace social media skills. These activities will be identified with a “Social Media” icon.
- **NEW!** Intriguing Reality Checks reinforce chapter concepts and demonstrate workplace relevancy. Each Reality Check includes a brief quote from a business professional who shares advice on succeeding in today's competitive workplace.
- New “How-To” videos instruct students on how to prepare workplace messages.

FEATURES

- **Aplia:** The 8th Edition offers faculty the chance to use this online, interactive tool that ensures students review fundamental grammar and mechanics and understand key concepts. Aplia improves learning by increasing student effort and engagement without requiring more work from instructors. Learn more at www.aplia.com/bcomm. Aplia also offers a grammar and mechanics primer called Aplia's Preparing for Business Communication.
- **Write Experience:** Write Experience allows you to help students write effectively without adding to your workload! Write Experience uses artificial intelligence

to score student writing instantly and accurately. It also provides students with detailed revision goals and feedback on their writing, to help them improve written communication and critical thinking skills. www.cengage.com/writeexperience

- The Guffey Premium Web Site gives the instructors and students one convenient place to find downloadable supplements such as the complete Instructor's Manual, PowerPoint slides, transparency masters, test bank, and solutions to most activities. For students, there are online reinforcement exercises, chapter quizzes, self-check diagnostic grammar quizzes, flashcards, PowerPoint reviews, writing help, "Ms. Grammar" activities, and workplace simulations. Instructors will find downloadable supplements and solutions, bonus teaching modules, teaching resources, exercises, and handouts to enrich the classroom experience. www.meguffey.com.

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UNIT I: COMMUNICATION FOUNDATIONS. 1. Business Communication in the Digital Age. 2. Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills. 3. Intercultural Communication. UNIT II: THE WRITING PROCESS. 4. Planning Business Messages. 5. Organizing and Writing Business Messages. 6. Revising Business Messages. UNIT III: WORKPLACE COMMUNICATION. 7. Short Workplace Messages and Digital Media. 8. Positive Messages. 9. Negative Messages. 10. Persuasive and Sales Messages. UNIT IV: Reports, Proposals, and Presentations. 11. Report and Research Basics. 12. Informal Business Reports. 13. Proposals, Business Plans, and Formal Business Reports. 14. Business Presentations. UNIT V: EMPLOYMENT COMMUNICATION. 15. The Job Search, Résumés, and Cover Letters. 16. Interviewing and Following Up. Appendix A. Grammar and Mechanics Guide. Appendix B. Document Format Guide. Appendix C. Documentation Guide. Appendix D. Correction Symbols.

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NEW EDITION!

CourseMate MindTap

aplia

eBook

BUSINESS COMMUNICATION, 9E IN PERSON, IN PRINT, ONLINE

Amy Newman, Cornell University

BUSINESS COMMUNICATION: IN PERSON, IN PRINT, ONLINE, 9E offers a realistic approach to communication in today's organizations. The text covers the most important business communication concepts in detail and thoroughly integrates coverage of today's social media and other communication technologies. Building on core written and oral communication skills, the ninth edition helps students make sound medium choices and provides guidelines and examples for the many ways people communicate at work. Students learn how to create PowerPoint® decks, use instant messaging and texting effectively at work, engage customers using social media, lead web meetings and conference calls, and more.

NEW TO THIS EDITION

- **NEW!** MindTap™ is a personal learning experience that combines all of your digital assets--readings, multimedia, activities, and assessments--into a singular learning path to improve student outcomes. MindTap™ offers complimentary web-apps known as MindApps. MindApps range from ReadSpeaker (which reads the text aloud to students) to Kaltura (allowing you to insert your own video and audio into your curriculum) to ConnectYard (allowing you to create digital "yards" through social media--all without "friending" your students). www.cengage.com/mindtap.
- **BUSINESS COMMUNICATION: IN PERSON, IN PRINT, ONLINE, 9E** has been completely updated with current examples of business communication in the news, 75 percent new chapter introductions, 75 percent new 3Ps in Action and 3Ps in Practice features to link with new chapter introductions, 15 percent new end-of-chapter exercises, and Write Experience

incorporated into relevant end-of-chapter exercises. New content also includes the following:

- Updated communication research from contemporary sources includes new information on social media in business, updated information about intranets and wikis, the use of instant messaging, and infographics.
- Revised communication model is more strategic and less linear, incorporating the complexity of communication--organizational culture, legal considerations, and ethics--and is more consistent with terms used throughout the text.
- Completely revised content about bad-news messages adds depth around organizational context and audience analysis and describes a continuum approach rather than the indirect/direct dichotomy.
- Updated graphics include a new design to improve readability.
- Streamlined coverage eliminates redundancy and allows for new content and examples of corporate messages, Requests for Proposals, suggestions for managing the back channel during a presentation, online and graphical résumés, and expanded advice for students on how to manage their online reputations.

FEATURES

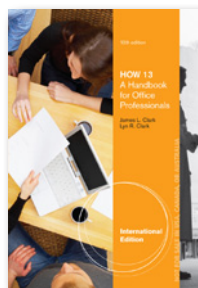
- **Aplia™:** The ninth edition offers faculty the chance to use this online interactive tool that ensures students review fundamental grammar and mechanics and understand key concepts. Aplia™ improves learning by increasing student effort and engagement without requiring more work from you. Learn more at www.aplia.com/bcomm. Aplia™ also offers a grammar and mechanics primer called Aplia's Preparing for Business Communication.
- **Write Experience:** Write Experience allows you to help students write effectively without adding to your workload. Write Experience uses artificial intelligence to score student writing instantly and accurately. It also provides students with detailed revision goals and feedback on their writing to help them improve written communication and critical-thinking skills. www.cengage.com/writeexperience.
- **Thoroughly Updated Coverage of Communication Technology:** The author has thoroughly integrated coverage of today's social media and other communication technologies. Building on core written and oral communication skills, the ninth edition helps

students make sound medium choices and provides guidelines and examples for the many ways people communicate at work. Students will learn how to create PowerPoint® decks, use instant messaging and texting effectively at work, engage customers using social media, lead web meetings and conference calls, and more.

CONTENTS

Part I: FOUNDATIONS OF BUSINESS COMMUNICATION. 1. Understanding Business Communication. 2. Team and Intercultural Communication. 3. Interpersonal Communication Skills. Part II: DEVELOPING YOUR BUSINESS WRITING SKILLS. 4. The Writing Process. 5. Revising Your Writing. Part III: WRITTEN MESSAGES. 6. Neutral and Positive Messages. 7. Persuasive Messages. 8. Bad-News Messages. Part IV: REPORT WRITING. 9. Planning the Report and Managing Data. 10. Writing the Report. Part V: ORAL AND EMPLOYMENT COMMUNICATION. 11. Oral Presentations. 12. Employment Communication. Reference Manual A: Language Arts Basics. Reference Manual B: Formatting Business Documents. Reference Manual C: Common Types of Business Reports. Reference Manual D: Glossary.

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NEW EDITION!

eBook

HOW 13, 13E A HANDBOOK FOR OFFICE PROFESSIONALS, INTERNATIONAL EDITION

James L. Clark, Pasadena City College; Lyn R. Clark, Los Angeles Pierce College

Since 1975, HOW and its subsequent editions have been a prominent reference source for business writers, office personnel, and students. With every new edition, HOW, International Edition has kept pace with changes in our language and the business environment, striving to provide a useful and easy-to-understand

reference manual for all professionals involved in organizational operations. It includes detailed and precise information for writing, formatting, and transmitting communications. Unlike other reference books, HOW 13, International Edition is tailored for writing style, grammar, mechanics, and techniques in a business/office environment. This text can be used as a stand-alone reference or as a supplement.

NEW TO THIS EDITION

- Examples within the text have been thoroughly updated for today's readers.
- Chapter 8 has been reorganized so that content discussing words, sentences, paragraphs, and the entire composition is grouped together.
- New information has been added on Word Processing software review features.
- Chapter 11 content is now updated to reflect Word 2010 formats.
- Formatting in Chapter 12 now reflects the newest editions of the Chicago Manual of Style (2010), the MLA style manual (2009), and the APA (2010) style manual.
- New information has been provided in Chapter 13 on social networking as an employment-seeking tool.
- New topics have been added to Chapter 14 related to Web 2.0 technology, discussing current topics such as blogs, social networking, and cloud computing.
- New criteria for evaluating online web resources has been updated in Chapter 14.
- New information has been added to Chapter 15 discussing Windows 7 file management.

FEATURES

- Examples within the text have been thoroughly updated for today's readers.

CONTENTS

1. Grammar and Usage. 2. Punctuation. 3. Capitalization. 4. Number Formats. 5. Hyphenating and Dividing Words. 6. Abbreviations, Acronyms, and Symbols. 7. Words Often Confused and Misused. 8. Elements of Writing Style. 9. Spelling, Proofreading, and Editing. 10. Address Format and Forms of Address. 11. E-Mail Messages, Business Letters, and Memorandums. 12. Reports and Other Business Documents. 13. Employment Application Documents. 14. The Internet and Its Resources. 15. Manual and Electronic File Management.

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BCOM ASIA PACIFIC EDITION

Carol M. Lehman, Mississippi State University; Debbie D. DuFrene, Stephen F. Austin State University; Joy Cameron-Dow, Bond University; Mary Barrett, University of Wollongong

In today's fast-paced business environment, communicating effectively with multiple audiences is more essential—and more challenging—than ever. BCOM Asia Pacific edition is specifically aimed at business students studying communication skills in a business degree. The blended learning BCOM package of text and online resources combine a strong emphasis on sound writing principles with practical coverage of real-world spoken, electronic, and written communication situations and strategies that play a vital role in modern business. To help students translate communication theory into applied best practices BCOM has an abundance of model documents and local and global examples. A new approach to learning the principles of business communication, BCOM is the Asia-Pacific edition of a proven and innovative blended learning solution. This being a concise and complete text alongside a suite of online learning activities that will ensure student success in business communication.

NEW TO THIS EDITION

- Students see the relevance of business communication through the local and global examples and cases of good communication in their text and online activities
- Students gain a greater understanding of business communication in this region through relevant vocabulary, terminology, style conventions and spelling
- Raise student awareness of cultural issues in business communication through the expanded coverage of cross-cultural material

FEATURES

- An innovative combination of content delivers both

printed and online learning tools. The BCOM core text and website offer a wealth of multimedia teaching and learning assets for both students and instructors.

- Coverage of contemporary technology: BCOM offers coverage of the legal and ethical issues arising from the use of contemporary communication technologies in business, for example instant messaging, text messaging, wiki, blogs, Twitter and much more.
- Includes both Local and global examples of many styles and types of communication to guide students in developing their own business communication skills.
- Helping students improve their business communication skills, the text provides both good and bad examples of communication. BCOM in Practice boxes discuss real world business communication issues, especially legal and ethical implications, helping students to reflect on their learning.
- BCOM Tip boxes provide students with advice about effective business communication
- Chapter review tear-out cards, Model Documents, and Style tear-out cards provide students with a portable study tool containing all of the pertinent information for class preparation and revision.
- The BCOM Coursemate website for students includes a wide variety of resources including flashcards, interactive games, videos, case assignments, audio downloads and more. This website engages students of all learning styles with the theory and practice of Business Communication.

CONTENTS

Part 1: Communication foundations and analysis 1. Establishing a framework for business communication 2. Focusing on interpersonal communication 3. Focusing on group communication 4. Planning written and spoken messages Part 2: Communication through electronic, voice and written messages 5. Communicating electronically 6. Preparing good-and neutral-news messages 7. Preparing bad-news messages 8. Preparing persuasive messages 9. Revising written messages Part 3: Communication through reports and business presentations 10. Understanding the report process and research methods 11. Managing data and using graphics 12. Organising and preparing reports and proposals 13. Designing and delivering business presentations Part 4: Communication for employment 14. Preparing résumés and application messages 15. Interviewing for a job and preparing employment messages Review cards Style cards Model docs Weblinks

© 2013, 392pp, Paperback, 9780170192484



BUSINESS COMMUNICATION (WITH TEAMS HANDBOOK), 16E

Carol M. Lehman, *Mississippi State University*; Debbie D. DuFrene, *Stephen F. Austin State University*

For more than six decades, Lehman and DuFrene's BUSINESS COMMUNICATION has established itself as the authoritative standard in the field. Marked by a concise, coherent writing style; enriched with an abundance of model documents; and organized around a unique and effective Strategic Forces Model that translates communication theory into applied best practices, the text has consistently proven its value to both instructors and students. The new Sixteenth Edition is a dynamic response to ongoing changes in technology, organizations, the business marketplace, and the global economy. In today's fast-paced business environment, communicating effectively with multiple audiences is more essential—and more challenging—than ever. BUSINESS COMMUNICATION, Sixteenth Edition, leads the way in preparing students to rise to this challenge, combining a strong emphasis on sound writing principles with practical coverage of real-world spoken, electronic, and written communication situations and strategies that play a vital role in modern business.

NEW TO THIS EDITION

- The text has been extensively redesigned to create a more appealing, open look that is learner-centered and interactive, while chapter content has been condensed and reorganized to provide comprehensive coverage within a streamlined, reader-friendly structure that is more manageable for students and more flexible for instructors.
- New “Your Turn” features with “Take Action” activities draw students into the content and ask them to respond to, apply, assess, or explore important

communication issues, including the use of profanity, need for discretion, avoidance of plagiarism, giving and interpretation of directions, and preparing elevator speeches.

- Interactive features integrated throughout the text encourage frequent student response and involvement. For example, key communication issues are explored through interesting and relevant chapter-opening Organizational Showcase features, numerous Spotlight Communicator boxes, and chapter-ending cases. In addition, video segments from the hit British sitcom “The Office,” available to show in class, illustrate humorous business communication scenarios and correspond to discussion questions in the text.
- New multimedia PowerPoint® slides for use in class lectures, online lessons, or student study guides include a modern, professional look and audio and visual content designed to enhance student learning, while resource slides provide additional content and solutions for selected end-of-chapter activities.
- The new Aplia Business Communication online learning solution combines compelling, interactive chapter assignments with grammar and writing reviews to help students learn to better communicate their ideas in the business world, while features such as automatic grading, randomized questions, and detailed explanations can simplify teaching for instructors.

FEATURES

- The authors have applied their expertise to develop text-specific content for use with WebTutor™ on WebCT® and Blackboard®, enabling instructors to easily enhance their lesson plans, lectures, and complete course activity. Highlights include PowerPoint® slides, model documents, flashcards, e-lectures, crossword puzzles, quizzes, discussion questions, and videos.
- Authors Carol Lehman and Debbie DuFrene are actively involved in teaching and business communication research, and they have applied their considerable experience to the development of classroom-tested learning materials that capture students’ interest, enhance their skills, and prepare them to become more successful communicators.
- In conjunction with the comprehensive instructor ancillary package, a text-specific instructor website

also provides valuable online resources to enhance instruction in both distance and traditional classrooms.

- This edition integrates coverage of legal and ethical issues, diversity, teams, and technology as prevailing forces in modern business communication, a model that helps students better understand the interrelationship of key communication issues, analyze common business situations, and design appropriate and effective spoken, written, and electronic messages.
- In addition to extensive coverage of team communication within the text, a dedicated Building High-Performance Teams handbook accompanies the text and guides students through the stages and processes of team development.

CONTENTS

Part I: COMMUNICATION FOUNDATIONS. 1. Establishing a Framework for Business Communication. 2. Focusing on Interpersonal and Group Communication. Part II: COMMUNICATION ANALYSIS. 3. Planning Spoken and Written Messages. 4. Preparing Spoken and Written Messages. Part III: COMMUNICATING THROUGH VOICE, ELECTRONIC AND WRITTEN MESSAGES. 5. Communicating Electronically. 6. Delivering Good- and Neutral-News Messages. 7. Delivering Bad-News Messages. 8. Delivering Persuasive Messages. Part IV: COMMUNICATION THROUGH REPORTS AND BUSINESS PRESENTATIONS. 9. Understanding the Report Process and Research Methods. 10. Managing Data and Using Graphics. 11. Organizing and Preparing Reports and Proposals. 12. Designing and Delivering Business Presentations. Part V: COMMUNICATION FOR EMPLOYMENT. 13. Preparing Resumes and Application Messages. 14. Interviewing for a Job and Preparing Employment Messages. Appendix A: Document Format and Layout Guide. Appendix B: Referencing Styles. Appendix C: Language Review and Exercises.

© 2011, 656pp, Hardback, 9780324782172



eBook

COMMUNICATING IN BUSINESS, INTERNATIONAL EDITION, 8E

Karen Schneider Williams, *San Diego Mesa College*; A.C. "Buddy" Krizan, *Murray State University*; Joyce P. Logan, *University of Kentucky*; Patricia Merrier, *University of Minnesota, Duluth*

The new, cutting-edge COMMUNICATING IN BUSINESS, 8e, International Edition helps students take their communication skills to a higher level by combining up-to-date technology to enhance learning with stellar content to give them the foundations they need for success in business. Reflecting today's e-inundated marketplace, this comprehensive text covers the basics for all forms of business communication, from letters to e-mail, business plans to presentations, listening skills to nonverbal messages, diversity to teamwork, visual aids to Web blogs, interpersonal communication to twitter, and everything in between. The features and package of the Williams/Krizan/Logan/Merrier text have long been receiving accolades from instructors across the country.

NEW TO THIS EDITION

- **NEW** Expanded coverage of technological developments in communication in chapter 3, with coverage of Twitter and tweeting, social networking sites, blogs and wikis and how they can be used effectively for business communication.
- **NEW** Coverage of globalization impacts on communication, including outsourcing, offshoring, and impacts of working within multiple cultures.
- **NEW** And updated Writer's Workshop exercises at the end of chapter help students work through sentences to improve basic grammar and writing principles and adds new challenges as the text progresses.
- **NEW** More closely tied to learning outcomes with Test Bank questions correlated to AACSB learning standards.

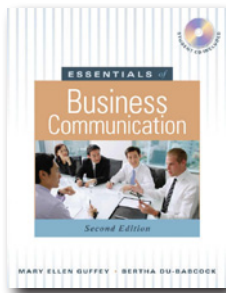
FEATURES

- **YOU BE THE VIRTUAL ASSISTANT CASES:** At the end of each Part, students are asked to apply chapter concepts to a job as a virtual assistant. These virtual assistant cases ask students to complete assignments for and interact with current and prospective clients with whom he/she has contact with only through technology.
- **LET'S TALK BUSINESS:** found at the beginning of each chapter, this feature highlights the experiences of real business people and illustrates the application of the chapter concepts.
- **NEEDS WORK AND LOOKS GOOD:** the authors use an example-based approach which allows students to review letters and other documents that are both "good" and that "need work." Students can then use these examples to model their homework after, ensuring they receive a better grade.

CONTENTS

Part I: COMMUNICATION FUNDAMENTALS. 1. Business Communication Foundations. 2. Multicultural and Global Communication. 3. Technological, Legal, and Ethical Considerations. Part II: EFFECTIVE COMMUNICATION DEVELOPMENT. 4. Principles of Business Communication. 5. Print and Electronic Messages. Part III: CORRESPONDENCE APPLICATIONS. 6. Message Formats. 7. Positive, Neutral, and Social Business Messages. 8. Negative Messages. 9. Persuasive Messages. Part IV: WRITTEN REPORT APPLICATIONS. 10. Business Research and Report Writing. 11. Proposals, Business Plans, and Special Reports. 12. Visual Aids. Part V: ORAL AND NONVERBAL COMMUNICATION. 13. Interpersonal Communication and Teamwork. 14. Listening and Nonverbal Messages. 15. Oral Communication Essentials. Part VI: EMPLOYMENT COMMUNICATION. 16. The Job Search and Resume. 17. Employment Communication and Interviewing.

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ESSENTIALS OF BUSINESS COMMUNICATION, 2E

Mary Ellen Guffey, Los Angeles Pierce College; Bertha Du-Babcock, City University of Hong Kong

This revised Asian adaptation of Guffey's leading textbook retains the winning text/workbook format of the original book. It reinforces basic communication and writing skills for effectively communicating one's messages in various business situations and for writing a variety of winning memos, letters, reports, and résumés. There is also comprehensive coverage of contemporary business communication issues, including oral communication, electronic forms of communication, diversity, and ethics. Four integrative cases, based on real companies and situations in Asia, help students apply the knowledge and skills they have learned from the book to resolve real business issues.

NEW TO THIS EDITION

- More materials, including text and photos, are revised or updated from the perspective of Asian learners.
- New questions are added to the Grammar/Mechanics Checkup section of each chapter to help Asian students avoid frequently made mistakes.
- A Student CD is packaged with the book to provide valuable learning resources such as PowerPoint slides and worksheets.

FEATURES

- A text/workbook format that includes concepts, workbook application exercises, writing problems, and self-teaching grammar/mechanics handbook.
- A full chapter to address the importance of ethics in business communication (Chapter 15).

CONTENTS

UNIT 1: LAYING COMMUNICATION FOUNDATIONS.

1. Facing Today's Communication Challenges. UNIT 2: THE WRITING PROCESS. 2. Writing for Business Audiences. 3. Improving Writing Techniques. 4. Revising and Proofreading Business Messages. UNIT 3: CORRESPONDING AT WORK. 5. E-Mail and Memorandums. 6. Routine Letters and Goodwill Messages. 7. Persuasive Messages. 8. Negative Messages. UNIT 4: REPORTING WORKPLACE DATA. 9. Informal Reports. 10. Proposals and Formal Reports. UNIT 5: DEVELOPING SPEAKING SKILLS. 11. Communicating in Person, by Telephone, and in Meetings 12. Making Oral Presentations. UNIT 6: COMMUNICATION FOR EMPLOYMENT. 13. The Job Search, Resumes, and Job Application Letters. 14. Employment Interviewing and Follow-Up Messages. UNIT 7: COMMUNICATING WITH ETHICS. 15. Ethics in Business Communication. UNIT 8: INTEGRATIVE CASES ON BUSINESS. COMMUNICATION. Case 1—Business Report Writing: Tourism Industry Analysis. Case 2—Persuasive Memo Report Writing: Who to Hire. Case 3—Ethical Decision Making: Communication Strategies for EasyFix. Case 4—Minutes Writing: To Recall or Not to Recall.

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BUSINESS ENGLISH

NEW EDITION!



MindTap™

CENGAGENOW

eBook

BUSINESS ENGLISH (WITH MEGUFFEY. COM PRINTED ACCESS CARD), 11E

Mary Ellen Guffey, Los Angeles Pierce College; Carolyn M. Seefer, Diablo Valley College

BUSINESS ENGLISH, 11th Edition, by Mary Ellen Guffey and Carolyn Seefer makes students into successful communicators in any business arena with its proven grammar instruction and supporting in-text and online

resources. The market leader in grammar and mechanics since its first publication, BUSINESS ENGLISH uses a three-level approach to break topics into manageable units, and gives you flexibility in planning your course. Packed with insights from more than thirty years of classroom experience in business communications, BUSINESS ENGLISH also includes access to the premier website where instructors and students will find a vast array of resources for building language skills. New to the 11th Edition, CengageNow combines the best of technology to help students identify troublesome concepts and practice new skills.

NEW TO THIS EDITION

- **CengageNOW:** CengageNOW reinforces learning and promotes skill-building with innovative digital resources. A diagnostic personalized study plan helps identify troublesome concepts and creates individualized study plans for better class preparation and grades. You also get PowerPoint slides, reinforcement exercises, and an integrated ebook to make studying BUSINESS ENGLISH more effective and convenient.
- **Shorter Book Length:** To better match your course objectives and allow you to cover more topics during your academic term, the authors have reduced the book length from 18 chapters to 14 chapters.
- **Updated Examples, Illustrations, and Bloopers:** Up-to-the-minute references to business events and technology (wikis, e-mail, blogs, browsers, and more) indoctrinate students in today's rapidly changing digital workplace.
- **Coordination to Reference Books:** The authors reviewed every entry to be certain that it coordinated with the most recent editions of Clark and Clark's Handbook for Office Professionals and Sabin's Gregg Reference Manual.
- **More Bloopers:** The authors expanded the popular Spot the Blooper exercises by offering bonus Bloopers at the student website and the Blooper key so students can check their answers.

FEATURES

- **Exclusive Instructor/Student Web Site:** The premier website gives students one convenient place to find textbook support. Chapter quizzes, Spot the Blooper activities, PowerPoint review, "Ms. Grammar," and other resources help students build skills. Instructors

will find downloadable supplements, bonus teaching modules, exercises, and handouts to enrich the classroom experience.

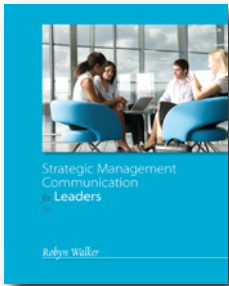
- **Intriguing Trivia Tidbits:** These margin notes offer interesting facts about the English language to stimulate curiosity about chapter topics.
- **"Chat About It" Discussion Questions:** Discussion questions at the end of every chapter offer students the chance to discuss English language skills during class, as well as an online chat room and discussion board, modes of communication that are popular with students today. Some topics also require outside research to help you broaden the scope of your course.
- **Effective Three-level Approach:** A unique and thorough approach to grammar, BUSINESS ENGLISH starts with the basics every student needs, then moves step-by-step through the language building skills they will rely on to communicate effectively in their business careers. Learning aids throughout the text, such as exercises, study tips, and "Spot the Blooper" will challenge students at every level.
- **Enlightening FAQs Answered by the Authors:** Illustrate everyday communication problems encountered in the business world with FAQs, an easy-to-read question-and-answer format that addresses important distinctions in English grammar, usage, style, and vocabulary.

CONTENTS

1. Parts of Speech. 2. Sentences: Elements, Varieties, Patterns, Types, Faults. 3. Nouns: Plurals and Possessives. 4. Pronouns. 5. Verbs. 6. Subject-Verb Agreement. 7. Modifiers: Adjectives and Adverbs. 8. Prepositions. 9. Conjunctions. 10. Commas. 11. Semicolons and Colons. 12. Other Punctuation. 13. Capitalization. 14. Numbers. Appendix A. Developing Spelling Skills. Appendix B. Developing Vocabulary Skills. Appendix C. Document Format Guide. Self-Help Exercises. Answers to Self-Help Exercises. Answers to Unit Reviews.

© 2014, 512pp, Paperback, 9781133627500

MANAGERIAL COMMUNICATION



NEW EDITION!

eBook

STRATEGIC MANAGEMENT COMMUNICATION FOR LEADERS, 3E

Robyn Walker, University of Southern California

STRATEGIC MANAGEMENT COMMUNICATION is based upon an alternative theoretical foundation grounded in theory but with connections to communication in the world of business. STRATEGIC MANAGEMENT COMMUNICATION shows students how various business courses are related and highlights communication as a practice that is applicable to all business situations regardless of the discipline, department, or organizational level at which it takes place.

NEW TO THIS EDITION

- “Focus on Leadership” End-of-Chapter Cases provide students opportunities to analyze real situations and learn how leadership relates to managerial communication.
- Each chapter also includes an additional brief case study highlighting communication at real companies. Featured companies include Microsoft’s Zune, Skype, Johnson & Johnson, Adobe Systems, Starbucks, Wal-Mart, Chrysler, and Aeropostale. Students will easily relate to these well-known companies.

FEATURES

- To make faculty classroom and overall course preparation just a little easier, STRATEGIC MANAGEMENT COMMUNICATION now includes a full comprehensive supplements package.
- The author emphasizes strategic thinking and explores communication as the learning and application of a set of related skills rather than as a discrete collection of

document types and rules for memorization.

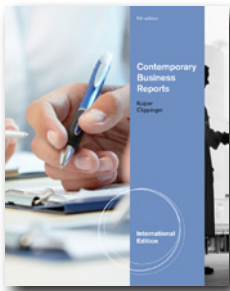
- This text clearly illustrates communication’s applicability for real business purposes, including marketing, management, and corporate goals so the reader readily sees the benefits of good business communication skills.
- This text is concise and logically organized, actually utilizing the principles of communication that are presented within.
- Application-based, STRATEGIC MANAGEMENT COMMUNICATION includes a wealth of assignments so students are able to apply the theory they learn.
- The text begins with an overview of strategy, and then proceeds to discuss the elements of strategy formulation in a business context. Within this discussion, the application of strategy to written, oral presentational, interpersonal, and group communication is addressed.
- To develop higher-level thinking skills and promote long-lasting knowledge acquisition, numerous exercises are provided to enable you to apply, analyze, and evaluate your knowledge and understanding of text concepts and principles.

CONTENTS

1. What is Strategic Communication? PART I: THE STRATEGIC COMMUNICATION PROCESS. 2. Foundations of Communication. 3. Step One: Identify the Purposes of Communication. 4. Step Two: Analyze the Audience. 5. Steps Three and Four: Consider the Context and Select a Channel of Communication. PART II: COMMUNICATION TACTICS FOR DIFFERING CHANNELS AND CONTEXTS. 6. Communicating in Writing. 7. Communicating in Oral Presentations and Managing Meetings. 8. Preparing Employment Messages. 9. Communicating with Employees. 10. Communicating in and Leading Teams. 11. Strategic Organizational Communication. Appendix A: Model Documents. Appendix B: Common Writing Errors: Punctuation, Sentence Structure and Usage. References. Glossary. Index.

© 2015, 432pp, Paperback, 9781133933755

REPORT WRITING



eBook

CONTEMPORARY BUSINESS REPORTS, 5E INTERNATIONAL EDITION, 5E

Shirley Kuiper, University of South Carolina; Dorinda Clippinger

CONTEMPORARY BUSINESS REPORTS, 5E, International Edition guides readers step-by-step through the process of creating business reports such as a feasibility studies, business plans, employee manuals, and more. Starting with writing fundamentals, readers work through the processes of planning and conducting research, then drafting, revising, editing, and producing a simple report. This edition includes new content addressing the impact of and use of electronic technology in the reporting process. Once readers master report preparation and writing, the authors explore presentation techniques and skills that readers can use to effectively communicate the information contained in their reports.

NEW TO THIS EDITION

- New sections have been added to each chapter addressing the impact of and/or use of electronic technology in the reporting process.
- New and updated example illustrations and applications throughout.
- Two online chapters provide coverage of employee manuals, instructions, and procedures (Chapter 17) and business plans (Chapter 18) adding dimensions not included in many basic business communication texts.

FEATURES

- Visual aids and oral presentations are included early in the learning sequence, enabling you to emphasize that even simple reports often are enhanced by visual aids and may be presented orally.
- Dilbert cartoons offer light-hearted commentary on the report-writing function in business.

- Fifty percent of the applications and illustrations are new, enabling instructors who have used previous editions to offer fresh material to their students.
- Collaborative writing and ethical considerations are integrated throughout the text, ensuring readers confront the importance of working responsibly with others in the contemporary business environment.
- The book's organization moves from simple to complex. The fundamental skills of writing, illustrating, and orally presenting a report are covered in Chapters 1-9. Chapters 10-16 cover business research and its presentation in a formal report.
- Both simple and complex reports are described and amply illustrated, providing students with experience in crafting many reports commonly used in business and non-profit organizations.

CONTENTS

1. Report Characteristics.
2. Planning the Report.
3. Writing the Report.
4. Writing Style and Lapses.
5. Illustrating the Report.
6. Formatting the Report.
7. Writing Routine Reports.
8. Writing Nonroutine Reports.
9. Planning and Delivering an Oral Report.
10. Planning Research.
11. Selecting Data Sources.
12. Using Primary Data Sources.
13. Using Secondary Data Sources.
14. Documenting Data Sources.
15. Analyzing Data for Complex Reports.
16. Writing Business Research Reports.

© 2013, 544pp, Paperback, 9781133435334



GENERATING THE FIRST BUSINESS REPORT A STEP-BY-STEP GUIDE

Jane S C Wong, Hong Kong University SPACE Community College

Generating the First Business Report: A Step-by-Step Guide is designed as a supplement to any textbook on Business Communication or Business Reports. The book aims to help university and college students in Asia to

produce their first long business report by providing practical step-by-step guidelines. It is equally useful to those working adults who need practical advice on writing business reports. The book examines the different sections of a typical long business report in detail and suggests concrete steps to guide the learners to produce their own. Inexperienced report writers will find the ample authentic student examples particularly useful for self-study as well as for guided writing.

FEATURES

- Excerpts from outstanding student assignments along with brief annotations provide clear examples and give readers a better understanding of the material.
- Useful phrases help students widen their vocabulary choices.
- Task activities at the end of each unit allow students to apply concepts and provide directed practice.
- Two complete reports included in the appendices provide quick reference to readers.

CONTENTS

1. Pre-Writing Activity: Data Collection. 2. How to Start Writing a Long Business Report. 3. Editing and Proofreading. Appendices: Two Complete Reports.

© 2010, 91pp, Paperback, 9789814314879

INTRODUCTION TO BUSINESS

INTRODUCTION TO BUSINESS



NEW EDITION!



BUSN 7 (WITH COURSEMATE PRINTED ACCESS CARD), 7E

Marcella Kelly, Santa Monica College; Chuck Williams, Butler University

Created through a “student-tested, faculty-approved” review process with over 2,000 students and faculty, BUSN is an engaging and accessible solution to accommodate the diverse lifestyles of today’s learners. BUSN delivers all the topics found in lengthy Introduction to Business texts, but provides this content in a streamlined, riveting, less cluttered design that captivates students and saves you valuable time with powerful integrated resources. CengageNOW is now offered with BUSN. Written by experienced business instructors in touch with the needs of today’s instructors and students, this edition provides a more student-focused, less linear, proven learning model. It addresses all core Introduction to Business topics in only 17 succinct chapters, including a unique chapter on business communication. Students stay on top of the timeliest developments with the book’s well-balanced presentation and wealth of supplements, including CourseMate, an interactive teaching and learning solution. All supplements are tightly integrated with the seventh edition of BUSN to ensure that students master critical communication skills and chapter concepts. Keep all students motivated and excited about business today, no matter what their major, with the powerful, unique approach and resources found in BUSN.

NEW TO THIS EDITION

- New box features and exhibits throughout the text highlight up-to-date business examples in leading companies and provide a real-world understanding of today's business environment. Open any page of BUSN and you will find the most current business statistics, timely quotes, contemporary fun facts, and new examples that make content relevant to today and to the challenges your students will face in today's business world.
- New Career content at the end of each chapter spotlights the careers in virtually all fields of business in the highest growth areas. Students can make the connection from the business content they are learning to the related business career paths available to them.
- New video cases tie all chapter content to real-world companies. In addition to new videos, all of the supplements have been revised to reflect the new material in BUSN.
- All of the content and resources you expect with a new supplements package that is second-to-none, including CourseMate, reinforces skills and promotes mastery of business concepts: The book's interactive website provides time-saving resources available for download with password protection. The resourceful website also reinforces concepts with learning tools such as an interactive eBook, quizzes to help students study and prepare for exams, learning games, flashcards of key terms, and additional content that extends the text material. A database for instructors helps you further develop lectures.

FEATURES

- Every 4LTR Press solution comes complete with an engaging print textbook, tear-out review cards, an interactive digital solution (CourseMate), and an eBook--all of which were directly influenced from student focus groups and surveys and from interviews with nearly 2,000 faculty and students.
- Shorter comprehensive chapters in a modern design present content in a more engaging and accessible format without minimizing coverage for your course.
- Tear-out review cards at the back of the student edition gives students a portable study tool containing all of the pertinent information for class preparation.
- Instructor prep cards at the back of the Instructor's Edition make preparation simple with detachable

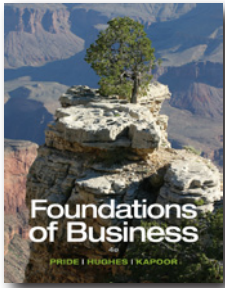
cards for each chapter, offering a quick map of chapter content, a list of corresponding PowerPoint® and video resources, additional examples, and suggested assignments and discussion questions to help you organize chapter content efficiently.

- Every 4LTR Press solution comes with CourseMate, the interactive digital component that offers a full suite of unique learning tools that appeal to different learning styles. Quizzes, audio downloads, video podcasts, and more are only a click away.
- All of the content and resources you expect include a supplements package that is second-to-none, including PowerPoint® slides, a test bank, and an Instructor's Manual.

CONTENTS

Part I: THE BUSINESS ENVIRONMENT. 1. Business Now: Change Is the Only Constant. 2. Economics: The Framework of Business. 3. The World Marketplace: Business Without Borders. 4. Business Ethics & Social Responsibility: Doing Well by Doing Good. 5. Business Communication: Creating & Delivering Messages That Matter. Part II: CREATING A BUSINESS. 6. Business Formation: Choosing the Form That Fits. 7. Small Business & Entrepreneurship: Economic Rocket Fuel. Part III: FINANCING A BUSINESS. 8. Accounting: Decision Making by the Numbers. 9. Finance: Acquiring & Using Funds to Maximize Value. 10. Securities Markets: Trading Financial Resources. Part IV: MARKETING A BUSINESS. 11. Marketing: Building Profitable Customer Connections. 12. Product and Promotion: Creating and Communicating Value. 13. Distribution and Pricing: Right Product, Right Person, Right Place, Right Price. Part V: MANAGING A BUSINESS. 14. Management, Motivation, and Leadership: Bringing Business to Life. 15. HRM: Building a Top-Quality Workforce. 16. Managing Information & Technology: Finding New Ways to Learn and Link. 17. OM: Putting It All Together. Personal Finance Appendix. Online Appendices. Labor Unions & Collective Bargaining. Business Law.

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NEW EDITION!

CourseMate MindTap

CENGAGENOW

FOUNDATIONS OF BUSINESS, 4E

William M. Pride, Texas A&M University; Robert J. Hughes, Richland College, Dallas County Community Colleges; Jack R. Kapoor, College of DuPage

Written by authors who have an extensive track record teaching the Introduction to Business course, the fourth edition of this best-selling text features an up-to-date, comprehensive survey of business, including management and organization, human resource management, marketing, social media and e-business, information systems, accounting, and finance. Core topics highlighted within these areas include ethics and social responsibility, small business concerns and entrepreneurship, and global issues. New coverage in this edition closely examines cutting-edge topics such as the impact of social media on business, the economic crisis, green and socially responsible business, and sustainability. In addition to updating and revitalizing the content, the authors have refined the program to be even more accessible and student-friendly. The fourth edition is also now available as MindTap™, an online personalized learning experience.

NEW TO THIS EDITION

- The fourth edition is now available as MindTap™, an online personalized learning experience: www.cengage.com/mindtap.
- Completely new in-depth coverage of social media has been included in the chapter on e-business.
- Accounting coverage has been streamlined for the introductory business student and covered with the topic of management information systems.
- Each chapter has been thoroughly updated to provide the most recent data and examples. New topics include the current status of the economic crisis, new information about the national debt, the latest news in social media, the flourishing app world, competition in the global environment today, the latest productivity trends and lean manufacturing, new coverage of

the Dodd-Frank Wall Street Reform and Consumer Protection Act, and China's emergence as one of the world's largest economies.

- Each chapter now includes a social media exercise within the "Building Skills for Career Success" section.
- Two Personal App features within each chapter provide visually enhanced student-centered examples to illustrate main text concepts.
- All "Inside Business" cases are new to this edition and introduce the theme of each chapter by focusing on real-world companies such as Starbucks, Google, Intel, Cisco, Coca-Cola, and Amazon.
- All boxed features are new but continue to emphasize the theme of success: Striving for Success, Ethical Success or Failure, Entrepreneurial Success, and Career Success. Two additional features focus on hot-off-the-press information about sustainability and social media.
- New end-of-chapter video cases highlight contemporary situations facing well-known companies such as Zappos, Lenovo, and The Container Store.

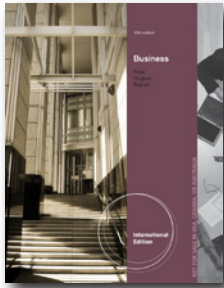
FEATURES

- The theme of success is highlighted throughout the text to give students insight into best practices for attaining business and career goals.

CONTENTS

Part I: THE ENVIRONMENT OF BUSINESS. 1. Exploring the World of Business and Economics. 2. Being Ethical and Socially Responsible. 3. Exploring Global Business. Part II: BUSINESS OWNERSHIP AND ENTREPRENEURSHIP. 4. Choosing a Form of Business Ownership. 5. Small Business, Entrepreneurship, and Franchises. Part III: MANAGEMENT AND ORGANIZATION. 6. Understanding the Management Process. 7. Creating a Flexible Organization. 8. Producing Quality Goods and Services. Part IV: HUMAN RESOURCES. 9. Attracting and Retaining the Best Employees. 10. Motivating and Satisfying Employees and Teams. Part V: MARKETING. 11. Building Customer Relationships Through Effective Marketing. 12. Creating and Pricing Products That Satisfy Customers. 13. Distributing and Promoting Products. Part VI: INFORMATION FOR BUSINESS STRATEGY AND DECISION MAKING. 14. Understanding Social Media and e-Business. 15. Using Management Information Systems and Accounting Information. 16. Mastering Financial Management.

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Coming Soon!



BUSINESS, INTERNATIONAL EDITION, 12E

William M. Pride, Texas A&M University; Robert J. Hughes, Richland College, Dallas County Community Colleges; Jack R. Kapoor, College of DuPage

Written by authors who have an extensive track record teaching the Introduction to Business course, the twelfth edition of this best-selling text features an up-to-date, comprehensive survey of the functional areas of business: management and organization, human resource management, marketing, information systems and accounting, and finance and investment. Core topics highlighted within these areas include ethics and social responsibility, small business concerns and entrepreneurship, and global issues. New coverage in this edition closely examines cutting-edge topics like the impact of social media on business, the economic crisis, green and socially responsible business, and sustainability. In addition to updating and revitalizing the content, the entire supplemental package has been revised so it is the most accessible and instructor and student friendly in the market.

NEW TO THIS EDITION

- Completely new, in-depth coverage of social media has been included within the chapter on e-business.
- Accounting coverage has been streamlined for the introductory business student and covered together with the topic of management information systems.
- Each chapter has been thoroughly updated to provide the most recent data and examples. New topics include the current status of the economic crisis, new information about the national debt, the latest news in social media, the flourishing app world, competing in the global environment today, the latest productivity trends and lean manufacturing, and new coverage of the Dodd-Frank Wall Street Reform and Consumer

Protection Act, among many others.

- Each chapter now includes a social media exercise within the “Building Skills for Career Success” section.
- Two new Personal Apps features within each chapter provide student-centered examples to illustrate main text concepts.
- All “Inside Business” cases are new to this edition and introduce the theme of each chapter by focusing on real-world companies such as Zynga, Chobani, PricewaterhouseCoopers, Umpqua Bank, and Linked In.
- All boxed features are new but continue to emphasize the theme of success: Going for Success, Career Success, Entrepreneurial Success, and Ethical Success or Failure?
- New end-of-chapter cases and video cases cover well-known companies and contemporary situations.

FEATURES

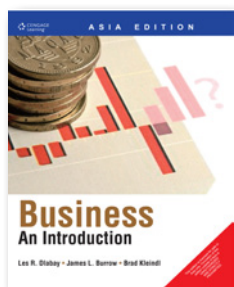
- The theme of success is highlighted throughout the text to give students an insight into best practices for attaining business and career goals.
- The text provides a comprehensive and up-to-date look at all facets of business, from the basics of economics, the importance of ethics and social responsibility, and global business, through forms of business, entrepreneurship and small business, and ultimately through the fundamentals of management, marketing, information systems, and finance.

CONTENTS

PART I: THE ENVIRONMENT OF BUSINESS. 1. Exploring the World of Business and Economics. 2. Being Ethical and Socially Responsible. 3. Exploring Global Business. PART II: BUSINESS OWNERSHIP AND ENTREPRENEURSHIP. 4. Choosing a Form of Business Ownership. 5. Small Business, Entrepreneurship, and Franchises. PART III: MANAGEMENT AND ORGANIZATION. 6. Understanding the Management Process. 7. Creating a Flexible Organization. 8. Producing Quality Goods and Services. PART IV: HUMAN RESOURCES. 9. Attracting and Retaining the Best Employees. 11. Enhancing Union-Management Relations. PART V: MARKETING. 12. Building Customer Relationships Through Effective Marketing. 13. Creating and Pricing Products that Satisfy Customers. 14. Wholesaling, Retailing, and Physical Distribution. 15. Developing Integrated Marketing Communications.

PART VI: INFORMATION FOR BUSINESS STRATEGY AND DECISION MAKING. 16. Social Media and e-Business. 17. Using Management Information Systems and Accounting Information. PART VII: FINANCE AND INVESTMENT. 18. Understanding Money, Banking, and Credit. 19. Mastering Financial Management. 20. Understanding Personal Finances and Investments.

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BUSINESS AN INTRODUCTION, ASIA EDITION

Les Dlabay, Ed.D., Lake Forest College; James L. Burrow, North Carolina State University; Brad Kleindl, Park University

Business: An Introduction by Dlabay, Burrow, and Kleindl provides an abundance of practical applications that connect students to the business world and allows them to explore the foundations of business operations. The text's survey like approach is ideal for the first course for business students, as it introduces students to the concepts and skills required for success in today's marketplace.

FEATURES

- Planning a Career in... features link to Career clusters and present the necessary skills, education, and experience for a variety of career paths.
- Features such as Business Outside the Box, Life-Span Plan, A Question of Ethics and Focus on Real Life provide the link between theory and the real world.
- Work as a Team allows students to experience dynamic that enhance the learning process and learn the benefits and concerns of shared decision making.
- Technology in Action and E-Commerce in Action explore the impact and use of technology in today's businesses.

- Doing Business in... provides a basic knowledge of international business activities that are vital for living and working in the global economy.

CONTENTS

UNIT 1: BUSINESS IN THE GLOBAL ECONOMIC ENVIRONMENT 1: Economic Decisions and Systems. 2: Economic Activity. 3: Business in the Global Economy. 4: Social Responsibility of Business and Government. UNIT 2: BUSINESS ORGANIZATION AND MANAGEMENT. 5: Business Organization. 6: Entrepreneurship and Small Business Management. 7: Management and Leadership. 8: Human Resources, Culture, and Diversity. 9: Career Planning and Development. UNIT 3: BUSINESS OPERATIONS AND TECHNOLOGY 10: Marketing. 11: Business and Technology. 12: Financial Management. 13: Production and Business Operations. 14: Risk Management. UNIT 4: PERSONAL FINANCIAL MANAGEMENT 15: Consumers in the Global Economy. 16: Money Management and Financial Planning. 17: Banking and Financial Services. 18: Consumer Credit. 19: Savings and Investment Strategies. 20: Insurance.

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DECISION SCIENCES

BUSINESS MATHEMATICS



NEW EDITION!



CONTEMPORARY MATHEMATICS FOR BUSINESS AND CONSUMERS (WITH PRINTED ACCESS CARD), 7E

Robert Brechner, Miami-Dade College; George Bergeman, Northern Virginia Community College

Now you can help even your most uncertain students overcome math anxiety and confidently master key mathematical concepts and their business applications

with Brechner/Bergeman CONTEMPORARY MATHEMATICS FOR BUSINESS AND CONSUMERS, 7E. This unique modular approach invites students into a successful, interactive learning experience with numerous real-world business examples and integrated teaching technology. Refined and enhanced over seven editions, this text continues to incorporate a proven step-by-step instructional model that allows you and your students to progress together one topic at a time without being intimidated or overwhelmed. This new edition offers a fresh, reader-friendly design with a wealth of revised and engaging learning features that connect the latest business news to chapter topics and provide helpful personal money tips. Students immediately practice concepts to reinforce learning and hone essential skills with this edition's more than 2,000 new, revised, and proven exercises. To further model solution strategies, Jump Start problems introduce each new topic in the section exercise sets and provide a worked-out solution to help students get started. A complete suite of supplemental teaching and learning technology offers the CengageNOW course management system integrated with the exceptional MathCue™ software. Created by text coauthor, George Bergeman, MathCue™ now offers more than 15,000 homework and test questions with complete step-by-step solutions for each problem to provide targeted help and remediation for students. As a result, each assignment provides both assessment and learning. CengageNOW with MathCue™ works with this engaging new edition of CONTEMPORARY MATHEMATICS FOR BUSINESS AND CONSUMERS to give students the support and confidence they need for success in business math today.

NEW TO THIS EDITION

- A streamlined design makes it easier for students to focus on key concepts and take advantage of the text's time-tested, potent pedagogy.
- Numerous problem and example updates reflect current business and economic trends.
- More powerful than ever, CengageNOW featuring MathCue.Business™ builds on its success with the previous edition and now offers improved integration with Blackboard®, Desire2Learn, and other popular course management systems. Step-by-step solutions to homework and test questions allow students to pinpoint and correct areas of weakness by performing

their own error analysis. Every homework, quiz, and test can deliver both assessment and learning.

FEATURES

- **A UNIQUE MODULAR APPROACH DELIVERS STRONG SUPPORT FOR STUDENTS AT ALL SKILL LEVELS.** Each chapter is divided into discrete performance objectives. For each objective, the text guides students to mastery by way of a carefully designed learning system that includes these components: (1) a discussion of the topic, (2) a step box clearly describing the solution steps, (3) an example with a complete step-by-step solution, and (4) a Try-It Exercise with solution so that students can immediately test their understanding.
- **SECTION REVIEW EXERCISES IMMEDIATELY REINFORCE LEARNING AND INCLUDE JUMP START PROBLEMS TO HELP STUDENTS GET STARTED.** Each new topic set in every Section Review includes a worked-out solution for the first question. Students have the advantage of reviewing this completed problem to help them get started before they continue.
- **SPECIAL FEATURES ENGAGE STUDENTS AND CONNECT BUSINESS MATH TOPICS TO ISSUES AND CONCERNS ENCOUNTERED IN EVERYDAY LIFE AS WELL AS IN BUSINESS SETTINGS.** This new edition is reader-driven with a striking visual format designed to appeal to today's student. "Business Math Journal" and "In the Business World" features stimulate student curiosity as they highlight the most current news and statistics related to chapter topics. Numerous captivating real-life examples illustrate each chapter's key concepts, whereas all-new "Dollars and Sense" features provide helpful personal finance and business money tips.
- **BUSINESS DECISION EXERCISES INTEGRATE MULTIPLE CONCEPTS.** Business Decision Exercises in each section give students the opportunity to apply multiple concepts within a detailed, realistic business scenario. These proven exercises sharpen students' critical-thinking skills, provide a solid review of topics, and help students see the usefulness of the concepts they are learning.
- **CENGAGENOW WITH MATHCUE™ DELIVERS BOTH ASSESSMENT AND LEARNING FOR ALL HOMEWORK AND TEST ASSIGNMENTS.** This powerful package delivers proven online homework

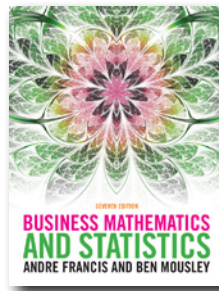
and testing in a full-featured course management system. You can use all of MathCue's more than 15,000 homework and test questions to offer complete step-by-step solutions in the way that best enhances students' learning experience. The package provides precise, targeted help for students as they complete homework, quizzes, and tests. CengageNOW with MathCue™ integrates seamlessly with Blackboard®, WebCT™, and other leading platforms. In addition to the MathCue™ problem sets, this package includes all even-numbered problems from the text as well as the ExamView® test bank questions.

- **EXCEL® EXERCISES INTRODUCE STUDENTS TO SPREADSHEETS AND REINFORCE BUSINESS MATH TOPICS.** Exercises provide three levels of difficulty: beginner, intermediate, and advanced. Regardless of students' previous experience with spreadsheets, these realistic business scenarios help them learn about or refine their knowledge of spreadsheets while sharpening their business math skills.

CONTENTS

1. Whole Numbers. 2. Fractions. 3. Decimals. 4. Checking Accounts. 5. Using Equations to Solve Business Problems. 6. Percents and Their Applications in Business. 7. Invoices, Trade and Cash Discounts. 8. Markup and Markdown. 9. Payroll. 10. Simple Interest and Promissory Notes. 11. Compound Interest and Present Value. 12. Annuities. 13. Consumer and Business Credit. 14. Mortgages. 15. Financial Statements and Ratios. 16. Inventory. 17. Depreciation. 18. Taxes. 19. Insurance. 20. Investments. 21. Business Statistics and Data Presentation.

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NEW EDITION!

BUSINESS MATHEMATICS AND STATISTICS, 7E

Andre Francis, Queens Medical Centre, University of Nottingham; Ben Mousley, Corvinus University of Budapest

This seventh edition of Business Mathematics and Statistics provides a thorough grounding in basic mathematical and statistical techniques, helping students to learn how to make decisions when presented with incomplete information. Comprehensive coverage of statistical methods, management mathematics and probability and extensive examples and questions make this essential reading for students on business and accounting courses and also students studying economics.

FEATURES

- Numerous examples in each chapter bring the maths to life and apply theory to context.
- Self-review and exercise sections at the end of every chapter allow students to test their knowledge of what they have just learned.
- Provides an accessible and practical foundation in the mathematical and statistical techniques used in business and management.
- Examination examples and worked solutions at the end of each part help support effective preparation for examinations.
- The seventh edition also comes with a companion website of useful resources including additional questions and answers.

CONTENTS

1 Introduction to Business Mathematics and Statistics
Part 1. Data and their presentation 2. Sampling and Data Collection 3. Data and their Accuracy 4. Frequency Distributions and Charts 5. General Charts and Graphs
Examination questions Part 2. Statistical measures

6. Arithmetic Mean 7. Median 8. Mode and Other Measures of Location 9. Measures of Dispersion and Skewness 10. Standard Deviation 11. Quantiles and the Quartile Deviation Examination example and questions Part 3. Regression and correlation 12. Linear Functions and Graphs 13. Regression Techniques 14. Correlation Techniques Examination examples and questions Part 4. Time series analysis 15. Time Series Model 16. Time Series Trend 17. Seasonal Variation and Forecasting Examination example and questions Part 5. Index numbers 18. Index Relatives 19. Composite Index Numbers 20. Special Published Indices Examination questions Part 6. Compounding, discounting and annuities 21. Interest and Depreciation 22. Present Value and Investment Appraisal 23. Annuities Examination examples and questions Part 7. Business equations and graphs 24. Functions and Graphs 25. Linear Equations 26. Quadratic and Cubic Equations 27. Differentiation and Integration 28. Cost, Revenue and Profit Functions Examination examples and questions Part 8. Probability 29. Set Theory and Enumeration 30. Introduction to Probability 31. Conditional Probability and Expectation Examination examples and questions Part 9. Further probability 32. Combinations and Permutations 33. Binomial and Poisson Distributions 34. Normal Distribution Examination example and questions Part 10. Specialised business applications 35. Linear Inequalities 36. Matrices 37. Inventory Control 38. Network Planning and Analysis Examination example and questions

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eBook

CONTEMPORARY BUSINESS MATHEMATICS FOR COLLEGES, INTERNATIONAL EDITION (WITH BIND IN PRINTED ACCESS CARD), 16E

James E. Deitz, Past President of Heald Colleges; James L. Southam, San Francisco State University

CONTEMPORARY BUSINESS MATH FOR COLLEGES, 16E, International Edition presents a basic, arithmetic-based approach to business math. It emphasizes practical skill-building to prepare students for careers in business through step-by-step development of concepts, numerous practice exercises, and real-world application of techniques. The text progresses from the most basic to more complex business math topics. Additional assets to help students gain confidence in mathematics such as tutorials, video clips, and more are available on the companion website.

NEW TO THIS EDITION

- The material has been refined throughout and reorganized when necessary to enhance learning.
- New! Chapter 4, International Weights and Measures.
- New! Expanded coverage in Chapter 3, Word Problems and Equations.
- New! Appendix C, Fundamental Processes.
- New! Enhanced Chapter 9, Banking.

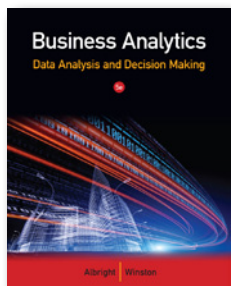
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1. Fractions.
2. Decimals.
3. Word Problems and Equations.
4. International Weights and Measures.
5. Percents.
6. Commissions.
7. Discounts.
8. Markup.
9. Banking.
10. Payroll Records.
11. Taxes.
12. Insurance.
13. Simple Interest.
14. Installments Purchases.
15. Promissory Notes and Discounting.
16. Compound Interest.
17. Inventory and Turnover.
18. Depreciation.
19. Financial Statements.
20. International Business.
21. Corporate Stocks.
22. Corporate and Government

Bonds. 23. Annuities. 24. Business Statistics. Appendix A: Answers to Odd-Numbered Problem. Appendix B: Answers to Self-Check Review Problems. Appendix C: Fundamental Processes.

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BUSINESS STATISTICS



NEW EDITION!

CENGAGE
TECHNOLOGY
EDITION

Coming Soon!

eBook

BUSINESS ANALYTICS, 5E DATA ANALYSIS & DECISION MAKING (WITH DATA SETS PRINTED ACCESS CARD)

S. Christian Albright, Indiana University, Kelley School of Business (Emeritus); Wayne L. Winston, Indiana University, Kelley School of Business (Emeritus)

Students will master data analysis, modeling, and spreadsheet use with BUSINESS ANALYTICS: DATA ANALYSIS AND DECISION MAKING, 5E! This quantitative methods text provides users with the tools to succeed with a teach-by-example approach, student-friendly writing style, and complete Excel 2013 integration. It is also compatible with Excel 2010 and 2007. Problem sets and cases provide realistic examples to show the relevance of the material. The Companion Website includes: the Palisade DecisionTools Suite (@ RISK, StatTools, PrecisionTree, TopRank, RISKOptimizer, NeuralTools, and Evolver); SolverTable, which allows you to do sensitivity analysis; data and solutions files, PowerPoint slides, and tutorial videos.

NEW TO THIS EDITION

- **Business Analytics Focus:** The term business analytics is now in the title of the book. This term is now ubiquitous in our area, being extremely popular with both academics and businesspeople, and we are pleased that our methods are now so highly regarded.
- **Updated to Office 2013:** As we were creating this

edition of the book, Microsoft released Office 2013. Therefore, all of the screenshots in the book are from this newer version. However, the changes from 2010 to 2013, or even from 2007 to 2013, are not that extensive, at least for our purposes. Therefore, if you are still using Office 2007 or 2010, this book should work fine for you.

- **Data Mining Coverage:** Chapter 17 on data mining is completely new. The topic itself is huge, with many books of various mathematical levels devoted entirely to it, and it is impossible to cover it adequately in a single chapter. However, we believe this new chapter provides an exciting, hands-on introduction to data mining.
- **Content Reductions:** Based on user surveys, we deleted portions of various chapters, particularly Chapter 4 (Probability and Probability Distributions), that were used least often.
- **Advanced Statistical Coverage:** There are three online chapters available: Chapter 18 (Importing Data into Excel), Chapter 19 (Analysis of Variance and Experimental Design), and Chapter 20 (Statistical Process Control).
- **Tutorial Videos:** To help students learn, we created more than 50 videos that explain concepts and work through examples. Students can access the videos for free on the textbook companion website. A complete list of videos is available on the website, and video icons appear in the margins of the textbook next to relevant topics.
- **Updated Problems:** We modified a number of problems, usually to update their data, and we added several brand-new problems. We also created a file, essentially a database of problems, that is available to instructors. This file, DADM 5e Problem Database.xlsx, indicates the context of each of the problems and shows the correspondence between problems in this edition and problems in the previous edition.
- **Suggested Solutions for Conceptual Questions:** In addition to Problems, each chapter also includes Conceptual Questions to assess student comprehension of concepts on a broad level. New for this edition, suggested solutions for these Conceptual Questions have been provided.

FEATURES

- **Access to the Academic Version of the DecisionTools® Suite by Palisade Corporation:** This suite includes six

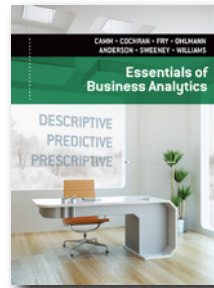
separate add-ins: @RISK, an add-in for simulation; StatTools, an add-in for statistical data analysis; PrecisionTree, a graphical-based add-in for creating and analyzing decision trees; TopRank, an add-in for performing what-if analyses; NeuralTools®, an add-in for estimating complex, nonlinear relationships; and Evolver™, an add-in for performing optimization (an alternative to Excel's Solver). The DecisionTools Suite is available for instructors and students on the textbook website.

- Practical Technical Tips. Integrated throughout the chapters, these tips range from general technical tips to application-specific tips regarding Excel®, pivot tables, StatTools, Solver, and @RISK.

CONTENTS

1. Introduction to Data Analysis and Decision Making. Part 1: EXPLORING DATA. 2. Describing the Distribution of a Single Variable. 3. Finding Relationships among Variables. Part 2: PROBABILITY AND DECISION MAKING UNDER UNCERTAINTY. 4. Probability and Probability Distributions. 5. Normal, Binomial, Poisson, and Exponential Distributions. 6. Decision Making under Uncertainty. Part 3: STATISTICAL INFERENCE. 7. Sampling and Sampling Distributions. 8. Confidence Interval Estimation. 9. Hypothesis Testing. Part 4: REGRESSION ANALYSIS AND TIME SERIES FORECASTING. 10. Regression Analysis: Estimating Relationships. 11. Regression Analysis: Statistical Inference. 12. Time Series Analysis and Forecasting. Part 5: OPTIMIZATION AND SIMULATION MODELING. 13. Introduction to Optimization Modeling. 14. Optimization Models. 15. Introduction to Simulation Modeling. 16. Simulation Models. Part 6: ADVANCED DATA ANALYSIS. 17. Data Mining. Part 7: BONUS ONLINE MATERIAL. 18. Importing Data into Excel. 19. Analysis of Variance and Experimental Design. 20. Statistical Process Control. Appendix A. Statistical Reporting.

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NEW!

CENGAGENOW

eBook

ESSENTIALS OF BUSINESS ANALYTICS

Jeffrey D. Camm, University of Cincinnati; James J. Cochran, Louisiana Tech University; Michael J. Fry, University of Cincinnati; Jeffrey W. Ohlmann, University of Iowa

ESSENTIALS OF BUSINESS ANALYTICS provides coverage over the full range of analytics--descriptive, predictive, prescriptive--not covered by any other single book. It includes step-by-step instructions to help students learn how to use Excel and powerful but easy to use Excel add-ons such as XL Miner for data mining and Analytic Solver Platform for optimization and simulation. Extensive solutions to problems help instructors master material and grade student assignments.

NEW TO THIS EDITION

- InfoTrac® Student Collections are specialized databases expertly drawn from the Gale Academic One library. Each InfoTrac® Student Collection enhances the student learning experience in the specific course area related to the product. These specialized databases allow access to hundreds of scholarly and popular publications - all reliable sources - including journals, encyclopedias, and academic reports. Learn more and access at: <http://gocengage.com/infotrac>.

FEATURES

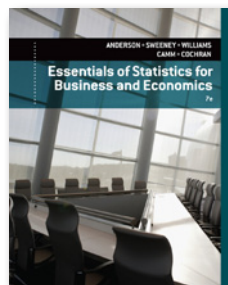
- This book offers topical coverage over the full range of analytics--descriptive, predictive, and prescriptive. It integrates several important analytics topics not covered by any other single book. It integrates a traditional quantitative methods curriculum with the concepts of data visualization and data mining that are of growing importance to students who will work in a world inundated with data. The coverage we provide is an elementary introduction accessible to an undergraduate, but rooted in practicality.

- Excel is completely integrated throughout the book, so students learn the latest methods for solving practical problems. It includes step-by-step instructions to help students learn how to use Excel to apply material in the book. It also includes by-hand calculation approaches to convey insights when this is appropriate.
- Step-by-step instructions show students how to use various software programs to perform the analyses discussed in the text. It uses easy-to-use but powerful Excel add-ons such as XL Miner for data mining and Analytic Solver Platform for optimization and simulation.
- Appendices provide valuable coverage of data management including the use of Microsoft Excel and Access.
- Practical, relevant problems at a variety of difficulty levels help students learn the material. Applications are drawn from all functional business areas: finance, marketing, operations, etc. Data sets are available for most exercises and cases.
- Detailed, step-by-step solutions for the problems help instructors master the material and grade student assignments.
- There is a wide range of problems to select for assignments.
- Clear exposition and excellent examples have been written for each topic.

CONTENTS

1. What Is Business Analytics? 2. Descriptive Statistics. 3. Data Visualization. 4. Linear Regression. 5. Time Series Analysis and Forecasting. 6. Data Mining. 7. Spreadsheet Models. 8. Linear Optimization Models. 9. Integer Linear Optimization. 10. Nonlinear Optimization Models. 11. Monte Carlo Simulation. 12. Decision Analysis. Appendix A: Basics of Excel. Appendix B: Data Management and Microsoft Access.

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NEW EDITION!



eBook

ESSENTIALS OF STATISTICS FOR BUSINESS AND ECONOMICS (WITH DATA SET PRINTED ACCESS CARD), 7E

David R. Anderson, University of Cincinnati; Dennis J. Sweeney, University of Cincinnati; Thomas A. Williams, Rochester Institute of Technology; Jeffrey D. Camm, University of Cincinnati

ESSENTIALS OF STATISTICS FOR BUSINESS AND ECONOMICS, 7th Edition introduces sound statistical methodology to students with real-world examples, proven approaches, and hands-on exercises that build the foundation they need to analyze and solve business problems quantitatively. Complete with the author's signature problem-scenario approach and reader-friendly writing style, ESSENTIALS OF STATISTICS FOR BUSINESS AND ECONOMICS has been streamlined to focus on core topics, and updated with new case problems, applications, and self-test exercises to help student's master key formulas and apply statistical methods to realistic business scenarios. Optional, comprehensive support for the text includes CengageNOW™, the integrated online student learning and course management system that helps students and instructors make the most out of the course. Also available are the optional chapter appendices, which deliver in-depth coverage of a popular statistical software program, and can be integrated with the text. Choose from Excel® 2013, Minitab® 16, and StatTools®.

NEW TO THIS EDITION

- Chapter appendices have been updated to cover use of Excel 2013.
- Strong orientation toward visual presentation of data and results.
- Integration of several important business analytics topics not covered by any other single book, including data mining, data visualization, and data dashboards.

- Approximately 200 new examples and exercises based on real data and referenced sources have been added to this edition. Using data from world-class sources like the Wall Street Journal, USA Today, and Barron's helps students master statistical methods and apply real data to common business problems, while extensive margin notes and comments highlight key points for simple, efficient review.
- Seven new case problems have been added to this edition for a total of 25 cases.

FEATURES

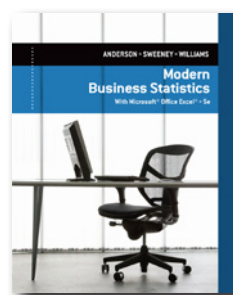
- **Modern, Comprehensive Software Integration:** Optional chapter appendices have been updated and expanded to include Excel® 2013, Minitab® 16, and StatTools®.
- **Helpful Appendices:** A primer appendix introduces Microsoft® Excel® 2013 and its tools for statistical analysis, and includes the Ribbon, basic workbook operations, and functions for statistical analysis, along with instructions for installing the text's optional Excel® data analysis add-in and optional CengageNOW™ learning tool. Appendix 1 includes steps for downloading StatTools®, an optional, commercial Excel® add-in that students will likely encounter in the workplace. Most chapters also include an appendix outlining statistical procedures using StatTools®.
- **Integration of several important business analytics topics** that are not covered by any other single book, including data mining, data visualization, and data dashboards.
- **Step-by-step instructions** on how to use various software to perform the analyses discussed in the book-- Excel® 2013, Minitab® 16, and StatTools®.
- **Comprehensive, Modern Coverage:** Demonstrating the myriad uses of statistics in business and economics, the text's examples and exercises incorporate the most current data, recent studies, and reliable sources of statistical information available, such as the Wall Street Journal, USA Today, Barron's, and others.

CONTENTS

1. Data and Statistics.
2. Descriptive Statistics: Tabular and Graphical Displays.
3. Descriptive Statistics: Numerical Measures.
4. Introduction to Probability.
5. Discrete Probability Distributions.
6. Continuous

Probability Distributions. 7. Sampling and Sampling Distributions. 8. Interval Estimation. 9. Hypothesis Tests. 10. Comparisons Involving Means, Experimental Design, and Analysis of Variance. 11. Comparisons Involving Proportions and a Test of Independence. 12. Simple Linear Regression. 13. Multiple Regression. Appendix A. References and Bibliography. Appendix B. Tables. Appendix C. Summation Notation. Appendix D. Self-Test Solutions and Answers to Even-Numbered Exercises. Appendix E. Microsoft Excel 2013 and Tools for Statistical Analysis. Appendix F. Computing p-Values Using Minitab and Excel.

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NEW EDITION!

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MindTap

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eBook

MODERN BUSINESS STATISTICS WITH MICROSOFT® EXCEL®, 5E

David R. Anderson, University of Cincinnati; Dennis J. Sweeney, University of Cincinnati; Thomas A. Williams, Rochester Institute of Technology

Give students a balanced, conceptual understanding of statistics with a focus on real-world applications and the integrated strengths of Microsoft® Excel® 2013. The authoritative leader in modern business statistics, this best-selling, comprehensive text carefully discusses and clearly develops each statistical technique in an application setting. Microsoft® Excel® 2013 instruction, which is integrated in each chapter, plays an integral part in strengthening this edition's applications orientation. Immediately after each easy-to-follow presentation of a statistical procedure, a subsection discusses how to use Excel® to perform the procedure. This integrated approach emphasizes the applications of Excel® while focusing on the statistical methodology. Step-by-step instructions and screen captures further clarify student learning. A wealth of timely business examples, proven methods, and additional exercises

throughout this edition demonstrate how statistical results provide insights into business decisions and present solutions to contemporary business problems. High-quality problems noted for their unwavering accuracy and the authors' signature problem-scenario approach clearly show how to apply statistical methods to practical business situations. New case problems and self-tests allow students to challenge their personal understanding. This edition's comprehensive support package, including the CengageNOW course management system, provides everything you and your students need for an understanding of business statistics. Anderson/Sweeney/Williams' MODERN BUSINESS STATISTICS, 5e, is simply excellent!

NEW TO THIS EDITION

- Integrated Microsoft® Excel® 2013: Step-by-step instructions and screen captures clearly demonstrate how to use the latest version of Excel® to implement statistical procedures. Excel's new recommended PivotTables tool and new Recommended Chart tool are very useful in developing tabular and graphical displays.
- Excel® 2013 Primer: "Microsoft Excel 2013 Tools for Statistical Analysis." This new section of material on basic Excel® operations discusses how to open and save workbooks, copy and paste, and enter formulas. It appears as an appendix at the end of the book.
- Microsoft® Excel® Add-ins Optional Appendices: New chapter appendices give you the choice of covering StatTools, an industry-standard add-in that students will use throughout their business careers. Appendices highlight how this Microsoft® Excel® add-in provides capabilities not available in Excel® 2010, such as producing a box plot. This optional coverage allows you to choose to present Excel® with or without StatTools.
- Revised Chapter 2: Chapter 2 now includes illustrations of new tools available with Excel® 2013 and new material on data visualization. Excel's new Recommended PivotTables tool is used to construct frequency distributions for categorical variables, and Excel's Recommended Charts tool is used to construct side-by-side and stacked bar charts.
- Revised Chapter 3: Chapter 3 now includes coverage of the weighted mean and geometric mean in the section on measures of location. The geometric mean has many financial applications in the computation

of asset growth rates and annual percentage rates, for example. Anderson, Sweeney, and Williams have revised their procedure for computing percentiles and quartiles to be consistent with Excel's new PERCENTILE.EXC function. Chapter 3 also includes a new section on data dashboards, discussing how summary statistics can be incorporated to enhance their effectiveness.

- Revised Chapter 5: The introductory material has been revised to show how the material on assigning probabilities in Chapter 4 can be used to develop discrete probability distributions. The empirical discrete probability distribution is developed using the relative frequency method to assign probabilities. At the request of many users, Anderson, Sweeney, and Williams have added a new section (Section 5.4) that covers bivariate discrete distributions and financial applications such as portfolio development.

FEATURES

- Integrated Microsoft® Excel® 2013: Step-by-step instructions and screen captures clearly demonstrate how to use the latest version of Excel® to implement statistical procedures. Excel's new recommended PivotTables tool and new Recommended Chart tool are very useful in developing tabular and graphical displays.
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NEW EDITION!



Coming Soon!



eBook

STATISTICS FOR MANAGEMENT AND ECONOMICS, 10E

Gerald Keller, Wilfrid Laurier University

This worldwide best-selling business statistics text emphasizes applications over calculation. STATISTICS FOR MANAGEMENT AND ECONOMICS, Tenth Edition, demonstrates how vital statistical methods are for today's managers and economists--and teaches students how to apply these tools to real business problems. Through the author's unique three-step "ICI" approach to problem solving, students learn to

IDENTIFY the correct statistical technique by focusing on the problem objective and data type, then COMPUTE the statistics (doing them by hand, using Excel® 2013, or using MINITAB), and ultimately INTERPRET results in the context of the problem. This approach enhances student comprehension and skills while offering you maximum flexibility. Incorporating various functional areas of business, data-driven examples, exercises, and cases demonstrate statistical applications used by marketing managers, financial analysts, accountants, economists, and others, giving students the hands-on practice they need, while sound pedagogical elements make the material accessible to undergrads. The tenth edition also includes Excel® 2013 and MINITAB 16 coverage and access to Data Analysis Plus via the textbook companion website.

NEW TO THIS EDITION

- This edition has been updated to reflect new screenshots and techniques in Excel® 2013.
- MINITAB® 16 coverage has been updated throughout the text, featuring new screenshots and features.
- End-of-chapter exercises have been updated throughout the text to provide multiple assignment options for instructors and new learning opportunities for students.
- Figure and data tables have been updated throughout the text.
- STATISTICS FOR MANAGEMENT AND ECONOMICS offers an enhanced and interactive eBook, MindTap™ Reader, for students.

FEATURES

- Aplia™ for introductory Business Statistics is available for this text, giving students an easy way to stay on top of coursework with regularly scheduled assignments.
- Emphasis on identification and interpretation provides students with practical skills that they can apply to real-world problems, whether the course uses manual or computer calculations.
- Students have the opportunity to convert real data into information, and the optional use of the computer allows for larger and more realistic exercises and examples.
- With a substantial number of data files and corresponding problems that ask students to interpret statistical results, students are provided ample opportunities to practice data analysis and

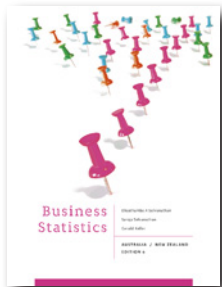
decision making.

- Instructors can use the data sets for hundreds of additional examples and exercises.

CONTENTS

1. What is Statistics? 2. Graphical Descriptive Techniques I. 3. Graphical Descriptive Techniques II. 4. Numerical Descriptive Techniques. 5. Data Collection and Sampling. 6. Probability. 7. Random Variables and Discrete Probability Distributions. 8. Continuous Probability Distributions. 9. Sampling Distributions. 10. Introduction to Estimation. 11. Introduction to Hypothesis Testing. 12. Inference about a Population. 13. Inference about Comparing Two Populations. 14. Analysis of Variance. 15. Chi-Squared Tests. 16. Simple Linear Regression and Correlation. 17. Multiple Regression. 18. Model Building. 19. Nonparametric Statistics. 20. Time-Series Analysis and Forecasting. 21. Statistical Process Control. 22. Decision Analysis. 23. Conclusion. Appendix A. Data File Sample Statistics. Appendix B. Tables. Appendix C. Answers to Selected Even-Numbered Exercises. Index.

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NEW EDITION!



eBook

BUSINESS STATISTICS, 6E AUSTRALIA NEW ZEALAND

Eliyathamby Antony Selvanathan, Griffith University; Saroja Selvanathan; Gerald Keller, Wilfrid Laurier University

By providing a framework for solving statistical problems, this sixth edition of Australian Business Statistics teaches skills that you can use throughout your career. The book shows you how to analyse data effectively by focusing on the relationship between the kind of problem you face, the type of data involved and the appropriate statistical technique for solving the problem.

NEW TO THIS EDITION

- Sixth edition now in full colour and with fully revised and enhanced page design and pedagogical elements.
- Updated exercises and examples and increased focus on applications in the real world
- CourseMate provides enhanced revision tools: cases and scenarios, multiple choice quizzes, and the data sets, applets and solutions to self-tests previously on CD-ROM

FEATURES

- NEW full-colour design – enhances the pedagogical features
- NEW Excel 2010 introduced and integrated into the text and applications
- NEW CourseMate provides enhanced revision tools: cases and scenarios, topic reviews, multiple choice quizzes, and the data sets, applets and solutions to self-tests previously on CD-ROM
- Real-World Emphasis and follow-through Real-world opening scenarios at the start of each chapter introduce students to concepts covered in an easy-to-understand manner which highlights their practical uses of techniques.
- Unique “ICI” Approach: Selvanathan’s Business Statistics Australia/ New Zealand edition is renowned for its consistent, proven three-step method to solving problems. The “Identify, Compute, and Interpret” approach teaches students how to determine the appropriate technique, how to compute the statistics, and how to interpret the results in the context of the problem at hand.
- Review chapters allow students to practise the task of identifying correct techniques. These chapters also contain exercises and cases that require the use of several different statistical procedures.
- Up-to-date figures in exercises and examples and increased focus on applications in the real world.

CONTENTS

1. What is statistics? 2. Data types, collection and sampling Part 1 Descriptive Measures and Probability 3. Graphical descriptive methods – Nominal Data 4. Graphical descriptive methods – Numerical Data 5. Numerical descriptive measures 6. Probability 7. Random variables and discrete probability distributions 8. Continuous probability distributions Part 2 Statistical inference 9. Statistical inference: introduction 10.

Sampling distributions 11. Estimation: describing a single population 12. Estimation: comparing two populations 13. Hypothesis testing: describing a single population 14. Hypothesis testing: comparing two populations 15. Inference about population variances 16. Analysis of Variance 17. Additional tests for nominal data: Chi-squared tests 18. Simple linear regression and correlation 19. Multiple regression 20. Model building 21. Nonparametric techniques 22. Statistical inference: A Review Part 3 Applications 23. Time-series analysis and forecasting 24. Index numbers 25. Decision analysis – online chapter

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BUSINESS STATISTICS - ABRIDGED, 6E AUSTRALIA NEW ZEALAND

Eliyathamby Antony Selvanathan, Griffith University; Saroja Selvanathan; Gerald Keller, Wilfrid Laurier University

By providing a framework for solving statistical problems, this sixth edition of Australian Business Statistics teaches skills that you can use throughout your career. The book shows you how to analyse data effectively by focusing on the relationship between the kind of problem you face, the type of data involved and the appropriate statistical technique for solving the problem.

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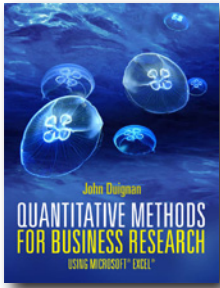
FEATURES

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NEW!



QUANTITATIVE METHODS FOR BUSINESS RESEARCH USING MICROSOFT® EXCEL® (WITH COURSEMATE AND EBOOK ACCESS CARD)

John Duignan, University of West Scotland

This book and its online resources approach quantitative methods with the assumption that applying the powerful statistical tools available in Excel doesn't require any special competence in mathematics or statistics. It's all about knowing which tools to use and how to use them, not what makes them work (the mathematicians did that behind the scenes and we all thank them). This book aims to promote two things: the conviction that quants is well within your capabilities; and an enduring interest in the subject that will carry you on beyond the ambition and scope of this work.

FEATURES

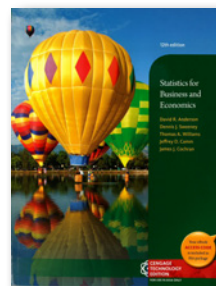
- FYI boxes, providing handy tips, guidance and useful information
- In-text worked examples to put the tools into practice
- Step-by-step guide to various Excel functions, with screen captures to act as a visual aid
- Online resources for every chapter, with additional materials including tutorials, datasets and PowerPoint slides
- Humorous images and captions to help students remember terminology
- Learning outcomes that provide a starting point for every chapter
- A full glossary of useful terms

CONTENTS

Part One: Introduction: Quantitative research methods without (much) pain 1. Quantitative research methods using Excel - an applied (non-mathematical) approach. 2. Navigating the Excel ribbon and tabs: installing the Analysis ToolPak. 3. Descriptive statistics: the

base-line for quantitative methods. 4. Relationships between variables: correlation analysis in business research. Part Two: The analysis of relationships and differences: inferential statistics, statistical significance and hypothesis testing 5. Linear Regression Analysis: statistical relationships between variables. 6. Is there a difference and if so, does it matter? Using t-tests in business research. 7. ANOVA: testing for differences between groups. 8. Chi-square: categorically a different kind of difference. Part Three: Basic elements in formulating a research proposal, and presenting findings using Excel graphics 9. Formulating the research proposal. 10. Basic elements in selecting a chart-type and providing legends and labels. Part Four: Some issues with Excel data analysis and a few answers 11. The limitations of Excel Data Analysis tools: assessing the data assumptions. 12. Loose ends: touching on some unanswered questions – sampling, multicollinearity and confidence intervals.

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NEW EDITION!



eBook

STATISTICS FOR BUSINESS AND ECONOMICS WITH CB COURSESMART EBOOK, 12E

David R. Anderson, University of Cincinnati; Dennis J. Sweeney, University of Cincinnati; Thomas A. Williams, Rochester Institute of Technology; Jeffrey D. Camm, University of Cincinnati

The authors bring more than twenty-five years of unmatched experience to this text, along with sound statistical methodology, a proven problem-scenario approach, and meaningful applications that clearly demonstrate how statistical information informs decisions in the business world. Thoroughly updated, the text's more than 350 real business examples, cases, and memorable exercises present the latest statistical data and business information with unwavering accuracy. And, to give you the most relevant text you

can get for your course, you select the topics you want, including coverage of popular commercial statistical software programs like Minitab 16 and Excel 2010, along with StatTools and other leading Excel 2010 statistical add-ins. These optional chapter appendices, coordinating online data sets, and support materials like the CengageNOW online course management system, make *STATISTICS FOR BUSINESS AND ECONOMICS* the most customizable, efficient, and powerful approach to teaching business statistics available today. Available with InfoTrac® Student Collections <http://cengage.com/infotrac>.

NEW TO THIS EDITION

- **Descriptive Statistics--Chapters 2 and 3.** We have significantly revised these chapters to incorporate new material on data visualization, best practices, and much more. Chapter 2 has been reorganized to include new material on side-by-side and stacked bar charts, and a new section has been added on data visualization and best practices I creating effective displays. Chapter 3 now includes coverage of the geometric mean in the section on measures of location. The geometric mean has many applications in the computation of growth rates for financial assets, annual percentage rates, and so on. Chapter 3 also includes a new section on data dashboards and how summary statistics can be incorporated to enhance their effectiveness.
- **Discrete Probability Distributions--Chapter 5.** The introductory material in this chapter has been revised to better explain the role of probability distributions and to show how the material on assigning probabilities in Chapter 4 can be used to develop discrete probability distributions. We point out that the empirical discrete probability distribution is developed by using the relative frequency method to assign probabilities. At the request of many users, we have added a new Section 5.4 that covers bivariate discrete distributions and financial applications. We show how financial portfolios can be constructed and analyzed using these distributions.
- **Chapter 12--Comparing Multiple Proportions, Tests of Independence, and Goodness of Fit.** This chapter has undergone a major revision. We have added a new section on testing the equality of three or more population proportions. This section includes a procedure for making multiple comparison tests between all pairs of population proportions. The section on the test of independence has been rewritten to clarify that the test concerns the independence of two categorical variables. Revised appendixes with step-by-step instructions for Minitab, Excel, and StatTools are included.
- **New Case Problems.** We have added 8 new case problems to this edition; the total number of cases is 31. Three new descriptive statistics cases have been added to chapters 2 and 3. Five new case problems involving regression appear in Chapters 14, 15, and 16. These case problems provide students with the opportunity to analyze larger data sets and prepare managerial reports based on the results of their analysis.
- **New Statistics in Practice Applications.** Each chapter begins with a Statistics in Practice vignette that describes an application of the statistical methodology to be covered in the chapter. New to this edition is a Statistics in Practice for Chapter 2 describing the use of data dashboards and data visualization at the Cincinnati Zoo and Botanical Garden. We have also added a Statistics i Practice to Chapter 4 describing how a NASA team used probability to assist in the rescue of 33 Chilean miners trapped by a cave-in.
- **New Examples and Exercises based on Real Data.** We continue to make a significant effort to update our text examples and exercises with the most current real data and referenced sources of statistical information. In this edition, we have added approximately 180 new examples and exercises based on real data and referenced sources. Using data from sources also used by The Wall Street Journal, USA Today, Barron's, and others, we have drawn from actual studies to develop explanations and to create exercises that demonstrate the many uses of statistics in business and economics. We believe that the use of real data helps generate more student interest in the material and enables the student to learn about both the statistical methodology and its application. The twelfth edition contains over 350 examples and exercises based on real data.

FEATURES

- **TRUSTED TEAM OF EXPERT AUTHORS ENSURES THE MOST ACCURATE, PROVEN PRESENTATION.** As prominent, respected leaders and active consultants in business and statistics today, authors David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams, now joined by Jeffrey D. Camm and James J. Cochran provide an accurate presentation of statistical concepts you can trust with every edition.

- **LEADING PROBLEM-SCENARIO APPROACH HELPS STUDENT UNDERSTAND AND APPLY CONCEPTS.** A hallmark strength of this text, this unique approach helps students understand statistical techniques within an applications setting. The statistical results provide insights into business decisions and detail how statistics are used within business today to solve problems.
- **SYSTEMATIC APPROACH EMPHASIZES PROVEN METHODS AND APPLICATIONS.** Students first develop a computational foundation and learn the use of techniques before moving to statistical application and interpretation of the value of techniques. Methods Exercises at the end of each section stress computation and use of formulas, while Application Exercises require students to use what they know about statistics to address real-world problems.
- **CENGAGENOW ONLINE COURSE MANAGEMENT SYSTEM PROVIDES STUDENT RESULTS NOW!** This robust, online course management system gives you more control in less time and delivers better student outcomes -- NOW. CengageNOW includes teaching and learning resources organized around lecturing, creating assignments, grading, quizzing, and tracking student progress and performance. Flexible assignments, automatic grading and a gradebook option provide more control while saving you valuable time. A Personalized Study diagnostic tool empowers students to master concepts, prepare for exams, and become more involved in class.

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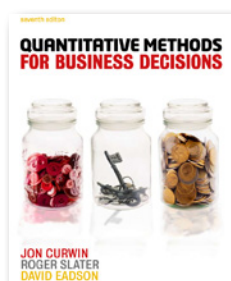
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Statistics for Business and Economics with Aplia, 12e.
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QUANTITATIVE METHODS FOR BUSINESS DECISIONS (WITH COURSEMATE AND EBOOK ACCESS CARD), 7E

Jon Curwin, University of Central England; Roger Slater, University of Central England; David Eadson, HE Consultant and Statistician

This established and popular text is regarded as one of the clearest and most comprehensive in its field. David Eadson has joined Jon Curwin and Roger Slater in the author team, and together they have sought to offer a more compact book with all the qualities of the previous six editions, whilst strengthening the links to online support materials. The new edition has been enhanced to reflect the latest learning plans and techniques, providing students with all the tools they need to pass a typical quantitative methods course. Each chapter focuses on a selection of statistical techniques, illustrated with examples from across business, marketing, economics, finance, and public administration, to appeal to students across the business spectrum. Whilst all core material is covered in the book itself, the online offering has been bolstered to include Parts 6-8 covering 'Modelling', 'Mathematical Topics' and 'Student Guides' respectively, in addition to a wide

range of other resources including data sets, annotated answers and extra learning tools. Visual signposts throughout the text guide the student to the online platform to provide a seamless interaction between the two thus providing a multi-faceted learning experience. The wide-ranging coverage provided makes this the ideal text for the teaching of quantitative methods across all business disciplines at undergraduate, MBA, and post-experience levels. This textbook is autopackaged with CourseMate. CourseMate brings course concepts to life with interactive learning, study, and exam preparation tools that support the printed textbook and the textbook-specific website. CourseMate includes an integrated eBook and interactive teaching and learning tools including critical thinking questions, online cases, quizzes, flashcards and more and an EngagementTracker, a first-of-its-kind tool that monitors student engagement in the course.

NEW TO THIS EDITION

- A review and revision of basic mathematics at the beginning of the book.
- All chapters have been revised to reflect subject and course developments with additional chapters and student guides offered online.
- Questions at the end of each chapter have been revised. A set of discussion questions have been added to encourage the application of concepts raised.
- Mini case studies have all been reviewed, revised and updated.
- An emphasis on the importance of an effective approach to problem solving and the importance of methodology.
- The use of Excel and SPSS has been revised and updated, with accompanying data sets provided online.

FEATURES

- The book is packed with pedagogical features, which have been carefully designed to help students in studying and learning when using this text.
- Part openers explain the structure of each part of the book and include quick start guides covering the key formulae used in the subsequent chapters.
- Chapter objectives clearly set out the content and coverage of each chapter.
- Examples and exercises explain key mathematical concepts and challenge learning with short activities.

CONTENTS

1 BASIC MATHEMATICS. 1A. Mathematical Background. 1B. Financial Mathematics. Part 1: UNDERSTANDING QUANTITATIVE INFORMATION. 2. The quantitative approach. 3. Managing data. 4. Survey methods. Part 2: DESCRIBING DATA. 5. Presentation of data. 6. Measures of location. 7. Measures of dispersion. 8. Index numbers. Part 3: MEASURING UNCERTAINTY. 9. Probability. 10. Discrete probability distributions. 11. The Normal distribution. Part 4: USING STATISTICAL INFERENCE. 12. Samples, Estimation and Confidence intervals. 13. Significance testing. 14. Non-parametric tests. Part 5: RELATING VARIABLES AND PREDICTING OUTCOMES. 15. Correlation and simple regression analysis. 16. Multiple Regression Analysis. 17. Time series.

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eBook

ESSENTIALS OF CONTEMPORARY BUSINESS STATISTICS, INTERNATIONAL EDITION, 5E

Thomas A. Williams, Rochester Institute of Technology; Dennis J. Sweeney, University of Cincinnati; David R. Anderson, University of Cincinnati

ESSENTIALS OF CONTEMPORARY BUSINESS STATISTICS, 5E, International Edition provides an introduction to business statistics that blends a conceptual understanding of statistics with the real-world application of statistical methodology. Microsoft Excel® 2010 is integrated throughout the text, showing step-by-step instructions and screen captures to enhance student learning. The fifth edition contains the same student learning features that have made Williams/Sweeney/Anderson products best-sellers for years, including the problem-scenario approach and real-world examples that introduce statistical techniques. A student companion site includes:

Case Files, Example Files, Problem Files, Tutorials, Solvetable, Palisade DecisionTools (StatTools), Excel Tutorial.

NEW TO THIS EDITION

- **NEW!** Integration of Microsoft Excel® 2010. Step-by-step instructions and screen captures show how to use Excel 2010 to implement statistical procedures.
- **NEW!** Revised Chapter 2. Excel coverage has been condensed by moving the discussion of how to use Excel's Pivot Chart Report to chapter appendixes. Appendix 2.1 shows how to use Excel's Pivot Chart Report to summarize categorical data and Appendix 2.2 shows how to use Excel's Pivot Chart report to summarize quantitative data.
- **NEW!** Revised Sampling Material. The Chapter 7 introduction has been revised and now includes the concept of a sampled population and a frame. The distinction between sampling from a finite population and an infinite population has been clarified, with sampling from an ongoing process used to illustrate the selection of a random sample from an infinite population. A practical advice section stresses the importance of obtaining close correspondence between the sampled population and the target population.
- **NEW!** Revised Introduction to Hypothesis Testing. Section 9.1, Developing Null and Alternative Hypotheses, has been revised. A better set of guidelines has been developed for identifying the null and alternative hypotheses. The context of the situation and the purpose for taking the sample are key. In situations in which the focus is on finding evidence to support a research finding, the research hypothesis is the alternative hypothesis. In situations where the focus is on challenging an assumption, the assumption is the null hypothesis.
- **NEW!** Section 13.8 – Modeling Curvilinear Relationships. This new section shows how curvilinear relationships can be handled easily using a multiple regression model. We illustrate the use of both Excel's Chart tools and Excel's Regression tool to fit a quadratic model.
- **NEW!** Chapter 14 – Time Series Analysis and Forecasting. Section 14.1 discusses time series patterns and Section 14.2 introduces methods for measuring forecasting accuracy. Section 14.3 discusses moving averages and exponential smoothing. Section 14.4 introduces methods appropriate for a time series that exhibits a trend. Here we illustrate how regression analysis can be used for trend projection to model nonlinear relationships involving a quadratic

trend. Section 14.5 then shows how dummy variables can be used to model seasonality in a forecasting equation. Section 14.6 discusses classical time series decomposition including the concept of deseasonalizing a time series.

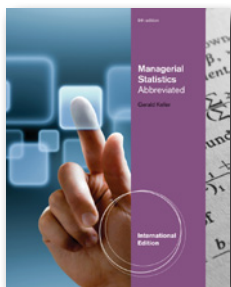
FEATURES

- **PROBLEM-SCENARIO APPROACH.** Using this approach, the discussion and development of each technique is presented in an applications setting, with the statistical results providing insights to decisions and solutions to problems. The problem scenarios enable students to see how statistics can be applied in business and economics and increase student interest and motivation for learning statistics.
- **STUDENT READABILITY.** For more than 30 years, student surveys and instructor feedback have shown that readability is a hallmark of ASW textbooks.
- **INTEGRATION OF EXCEL.** Immediately following every statistical procedure is a sub-section that discusses how to use Excel to perform that procedure. This style enables the use of Excel to be integrated throughout the text, but still keeps the primary emphasis on the statistical methodology being discussed. Each sub-section uses a consistent framework for applying Excel to help users focus on the statistical methodology without getting bogged down in the details of using Excel.

CONTENTS

1. Data and Statistics.
2. Descriptive Statistics: Tabular and Graphical Presentations.
3. Descriptive Statistics: Numerical Measures.
4. Introduction to Probability.
5. Discrete Probability Distribution.
6. Continuous Probability Distributions.
7. Sampling and Sampling Distributions.
8. Interval Estimation.
9. Hypothesis Testing.
10. Comparisons Involving Means, Experimental Design, and Analysis of Variance.
11. Comparisons Involving Proportions and a Test of Independence.
12. Simple Linear Regression.
13. Multiple Regression.
14. Statistical Methods for Quality Control.
15. Time Series Analysis and Forecasting (On Website).
- Appendix A: References and Bibliography.
- Appendix B: Tables.
- Appendix C: Summation Notation.
- Appendix D: Self-Test Solutions and Answers to Select Exercises.
- Appendix E: Microsoft Excel 2010 and Tools for Statistical Analysis.

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MANAGERIAL STATISTICS, ABBREVIATED INTERNATIONAL EDITION (WITH PRINTED ACCESS CARD), 9E

Gerald Keller, Wilfrid Laurier University

MANAGERIAL STATISTICS, ABBREVIATED, International Edition demonstrates how vital statistical methods are for today's managers and economists—and teaches students how to apply these tools to real-world business problems. Using an “ICI” approach—Identify, Compute, and Interpret—students quickly comprehend concepts while you are offered maximum flexibility. The text incorporates various functional areas of business, data-driven examples, and exercises, and cases demonstrate statistical applications used in finance, marketing, operations, human resources, and accounting. Unique teaching and learning resources such as CourseMate save you time while providing control and better student outcomes. The ninth edition also includes Excel® 2010 and Minitab 15 content.

NEW TO THIS EDITION

- Students can convert real-world data into information using six large datasets, which are the sources of 150 new exercises. You can use the datasets for hundreds of additional examples and exercises. Many of the examples, exercises, and cases using real-world data in the eighth edition have been updated. These include the data on wins, payrolls, and attendance in baseball, basketball, football, and hockey; returns on stocks listed on the New York Stock Exchange, on NASDAQ, and on the Toronto Stock Exchange; and global warming.
- Chapter 2 in the eighth edition, which presented graphical techniques, has been divided into Chapters 2 and 3 for the ninth edition. Chapter 2 describes graphical techniques for nominal data, and Chapter 3

presents graphical techniques for interval data. Some of the material in the eighth edition's Chapter 3 has been incorporated into the new Chapter 3.

- Section 12.5, Applications in Accounting: Auditing, and Section 18.4, Logistic Regression, was removed to make room for new additional exercises. You can download them from the CourseMate site.
- The Excel® workbooks that had students compute confidence interval estimators and hypothesis tests have been replaced with subsections that teach students to do it on their own. This section is called “Do-It-Yourself Excel.” There are many new examples and exercises.

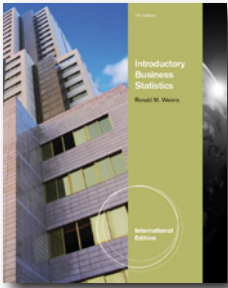
FEATURES

- Many of the examples, exercises, and cases using real-world data in the eighth edition have been updated. These include the data on wins, payrolls, and attendance in baseball, basketball, football, and hockey; returns on stocks listed on the New York Stock Exchange, on NASDAQ, and on the Toronto Stock Exchange; and global warming.
- Students can convert real-world data into information using six large real-world datasets, which are the sources of 150 new exercises. You can use the datasets for hundreds of additional examples and exercises.
- A new “Do-It-Yourself Excel” workbook has students computing confidence interval estimators and hypothesis tests on their own. There are many new examples and exercises.

CONTENTS

1. What Is Statistics? 2. Graphical Descriptive Techniques I. 3. Graphical Descriptive Techniques II. 4. Numerical Descriptive Techniques. 5. Data Collection and Sampling. 6. Probability. 7. Random Variables and Discrete Probability Distributions. 8. Continuous Probability Distributions. 9. Sampling Distributions. 10. Introduction to Estimation. 11. Introduction to Hypothesis Testing. 12. Inference about A Population. 13. Inference about Comparing Two Populations. 14. Analysis of Variance. 15. Chi-Squared Tests. 16. Simple Linear Regression. 17. Multiple Regression.

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INTRODUCTORY BUSINESS STATISTICS, INTERNATIONAL EDITION (WITH BIND IN PRINTED ACCESS CARD), 7E

Ronald M. Weiers, *Indiana University of Pennsylvania*

Highly praised for its exceptional clarity, technical accuracy, and useful examples, Weiers' *Introductory Business Statistics, 7e, International Edition* introduces fundamental statistical concepts with an engaging, conversational presentation and a strong emphasis on the practical relevance of course material to students' lives and careers. The text's outstanding illustrations, friendly language, non-technical terminology, and current examples involving real-world business and personal settings will capture students' interest and prepare them for success from day one. Continuing cases, contemporary business applications, and more than 300 new or revised exercises and problems reflect important trends and the latest developments in today's dynamic business environment—all with an accuracy you and your students can trust.

NEW TO THIS EDITION

- CengageNOW™ is a fully integrated, innovative online teaching and learning system that combines the best of current technology to help you efficiently plan your business statistics course, manage and grade assignments automatically, teach with built-in technology support, reinforce student comprehension with personalized learning paths, and create exams using a customized algorithmic test bank.
- The new edition includes updated coverage of Six Sigma to prepare students to use statistical results successfully in the business world with the latest business applications. Coverage includes a description of the term, as well as its basis (plus/minus three standard deviations from the mean), philosophy, and popularity.

- The Seventh Edition has been thoroughly updated to feature more than 300 new or revised exercises, giving students a powerful opportunity to apply their knowledge and hone their skills by exploring the use of statistics in current, relevant business scenarios.
- An updated set of 82 computer solutions, with printouts and step-by-step instructions for Minitab® 15 and Microsoft® Excel® 2007, now makes it easier than ever to design and use assignments incorporating Minitab and Excel.
- Approximately 450 datasets for section, chapter, and case exercises provide you with abundant options for course assignments, making it easy to customize exercises to suit your course content, teaching preferences, or students' needs and interests.

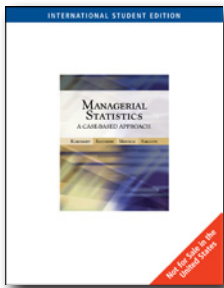
FEATURES

- A continuing, integrated case (the Thorndike Sports Equipment Company) provides an interesting, in-depth exploration of statistics in action, helping students apply course concepts to complex, realistic business scenarios, and allowing them to develop a strong appreciation for the value of statistics in guiding key business decisions throughout all parts of an organization.
- Strategically placed throughout the text in areas where students often need help, 21 Java applets from Gary McClelland's award-winning *Seeing Statistics* series are specifically adapted to help students visualize difficult statistical concepts in action. Three to five accompanying exercises per applet are ideal for individual practice or classroom participation.
- Microsoft® Excel® and Minitab® coverage, including step-by-step instructions and detailed output, is integrated throughout the text to demonstrate how these widely used spreadsheet and statistics applications can solve key business problems.
- The text emphasizes modern, practical business applications of statistics, including familiarizing students with the role of statistics in total quality management and business and survey research, as well as devoting significant coverage to ethical issues in statistical analysis and reporting.
- Discussions of data collection and research methods early in the book clearly frame and justify the statistical methodology presented, giving students a strong understanding of these important concepts.

CONTENTS

PART I: BUSINESS STATISTICS: INTRODUCTION AND BACKGROUND. 1. A Preview of Business Statistics. 2. Visual Description of Data. 3. Statistical Description of Data. 4. Data Collection and Sampling Methods. PART II: PROBABILITY. 5. Probability: Review of Basic Concepts. 6. Discrete Probability Distributions. 7. Continuous Probability Distributions. Part III: SAMPLING DISTRIBUTIONS AND ESTIMATION. 8. Sampling Distributions. 9. Estimation from Sample Data. PART IV: HYPOTHESIS TESTING. 10. Hypothesis Tests Involving a Sample Mean or Proportion. 11. Hypothesis Tests Involving Two Sample Means or Proportions. 12. Analysis of Variance Tests. 13. Chi-Square Applications. 14. Nonparametric Methods. Part V: REGRESSION, MODEL BUILDING, AND TIME SERIES. 15. Simple Linear Regression and Correlation. 16. Multiple Regression and Correlation. 17. Model Building. 18. Models for Time Series and Forecasting. PART VI: SPECIAL TOPICS. 19. Decision Theory. 20. Total Quality Management. 21. Ethics in Statistical Analysis and Reporting (online chapter). Appendix A: Statistical Tables. Appendix B: Selected Answers. Index. Glossary.

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MANAGERIAL STATISTICS A CASE-BASED APPROACH, INTERNATIONAL EDITION (WITH CD-ROM AND HARVARD CASES)

Peter Klibanoff, Kellogg School of Management, Northwestern University; Alvaro Sandroni, Kellogg School of Management, Northwestern University; Boaz Moselle; Brett Saraniti, Hawaii Pacific University

Discover everything you need to prepare for success in business statistics today with this advanced, case-based approach to regression analysis. You'll begin by reviewing basic probability before moving into a strong topical coverage of hypothesis testing and

regression analysis with an emphasis on relevant examples, business cases, and applications. Leading Harvard Business School cases and numerous end-of-chapter cases and problems written by the authors illustrate the use of statistics and regression analysis in business today.

NEW TO THIS EDITION

- Integrated cases Cases woven throughout the book highlight traditional topics and illustrate particular problems and the techniques to solve them.
- Leading Harvard Business School cases bundled free with each new text Three Harvard Business School cases Harmon Foods, Inc., Colonial Broadcasting Company, and Nopane Advertising Strategy are discussed within the text, while the complete cases are bundled free with each new book to exemplify statistical concepts in today's world of business.
- Integrated, user-friendly software created exclusively for this text Kstat add-ins provide simple menu-driven capabilities for Microsoft® Excel and provide useful comment boxes that define and qualify all statistical terminology.
- Clearly described formulas, Kstat add-ins, and Microsoft® Excel functions Step-by-step explanations guide you in using these tools to apply statistical concepts to managerial decisions.
- Student CD-ROM FREE with each new copy of the text This essential CD provides extensive data files and Kstat Excel add-ins for completing text cases and exercises.
- For more information on this text and the advantages it offers you, visit the MANAGERIAL STATISTICS: A CASE-BASED APPROACH Web Site <http://klibanoff.swlearning.com>.

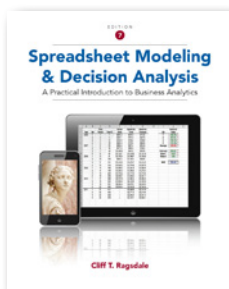
CONTENTS

1. Introduction to Probability Distributions: The Double E Case.
2. Hypothesis Testing: The Consumer Packaging Case.
3. Introduction to Regression: The Autorama Case.
4. Using Regression: The CAPM and Newspaper Cases.
- Case Insert 1 The Refrigerator Pricing Case: Introduction to Multiple Regression.
5. Dummy and Slope-Dummy Variables: The California Strawberries and CEO Seek Cases.
6. Graphical Analysis, Non-Linear Regression and Spurious Correlation: The Forestier Wine Case, Snowfall and Unemployment.
7. Multiple Regression, Multicollinearity and the Generalized F-test: The Hot

Dog Case. Case Insert 2 Colonial Broadcasting: Multiple Regression and Omitted Variable Bias. 8. Non-Linear Regression, Logarithms and Heteroskedasticity: An Advertising Example, The Hot Dog Case Revisited. 9. Time and Seasonality in Multiple Regression: The Dada Soda and Harmon Foods Cases. Case Insert 3 Nopane Advertising Case: Multiple Regression and Interaction Variables. Case Insert 4 The Baseball Case: Multiple Regression and Modeling Appendices. A Kstat Mini-Manual. Prediction Intervals. Correlation Review. Simple Properties Of Logarithms.

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MANAGEMENT SCIENCE



NEW EDITION!



Coming Soon!

eBook

SPREADSHEET MODELING AND DECISION ANALYSIS, 7E A PRACTICAL INTRODUCTION TO BUSINESS ANALYTICS

Cliff Ragsdale, Virginia Polytechnic Institute and State University

Cliff Ragsdale is an innovator of the spreadsheet teaching revolution and is highly regarded in the field of management science. The seventh edition of SPREADSHEET MODELING AND DECISION ANALYSIS: A PRACTICAL INTRODUCTION TO BUSINESS ANALYTICS retains the elements and philosophy that has made its past editions so successful and includes elements that assist in the transition to business analytics. This version of SPREADSHEET MODELING AND DECISION ANALYSIS has been updated for use with Microsoft® Office Excel® 2013. It provides succinct instruction in the most commonly used management science techniques and shows how these tools can be implemented using the most current version of Excel® for Windows. This text also focuses on developing both algebraic and spreadsheet modeling skills. Analytic

Solver Platform replaces Risk Solver Platform in the seventh edition. Analytic Solver Platform includes all of the capabilities of Risk Solver for risk analysis and Monte Carlo simulation, all of the capabilities of Premium Solver Platform for optimization, and new capabilities for finding robust optimal decisions using simulation, optimization, stochastic programming, and robust optimization methods.

NEW TO THIS EDITION

- This edition of Spreadsheet Modeling and Decision Analysis has been updated for use with Microsoft® Office Excel® 2013.
- NEW! Analytic Solver Platform replaces Risk Solver Platform in the seventh edition. Analytic Solver Platform includes all of the capabilities of Risk Solver for risk analysis and Monte Carlo simulation, all of the capabilities of Premium Solver Platform for optimization, and new capabilities for finding robust optimal decisions using simulation, optimization, stochastic programming, and robust optimization methods.
- NEW! The chapter on Discriminant Analysis has been replaced with a new chapter on Data Mining. The data mining software package known as XLMiner now comes with the book, providing easy access to all major data mining techniques from within Excel.
- New, more automated techniques for ad hoc sensitivity analysis are featured in Chapter 4.

FEATURES

- Updated content reflects Microsoft® Office Excel® 2013 coverage, providing students with the most current information for dealing with key management science decision making.
- Algebraic formulations and spreadsheets are used side-by-side to help develop conceptual thinking skills. Step-by-step instructions and numerous annotated screenshots make examples easy to follow and understand.
- A new chapter on Data Mining extends and replaces the chapter on Discriminant Analysis in earlier editions of Spreadsheet Modeling and Decision Analysis. The data mining software package called XLMiner now comes with the book, providing easy access to all major data mining techniques from within Excel.
- Analytic Solver Platform replaces Risk Solver Platform in the seventh edition. Analytic Solver Platform

includes all of the capabilities of Risk Solver Platform for risk analysis and Monte Carlo simulation, all of the capabilities of Premium Solver Platform for optimization, and new capabilities for finding robust optimal decisions using simulation, optimization, stochastic programming, and robust optimization methods.

- Simplified approaches for ad hoc sensitivity analysis are integrated in Chapter 4, featuring new capabilities available in Analytic Solver Platform.

CONTENTS

1. Introduction to Modeling and Decision Analysis. 2. Introduction to Optimization and Linear Programming. 3. Modeling and Solving LP Problems in a Spreadsheet. 4. Sensitivity Analysis and the Simplex Method. 5. Network Modeling. 6. Integer Linear Programming. 7. Goal Programming and Multiple Objective Optimization. 8. Nonlinear Programming & Evolutionary Optimization. 9. Regression Analysis. 10. Data Mining. 11. Time Series Forecasting. 12. Introduction to Simulation Using Analytic Solver Platform. 13. Queuing Theory. 14. Decision Analysis. 15. Project Management (Online).

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NEW EDITION!

eBook

MAKING HARD DECISIONS WITH DECISIONTOOLS, 3E

Robert T. Clemen, Fuqua School of Business, Duke University; Terence Reilly, Babson College

MAKING HARD DECISIONS WITH DECISIONTOOLS® is a new edition of Bob Clemen's best-selling title, MAKING HARD DECISIONS. This straightforward book teaches the fundamental ideas of decision analysis, without an overly technical explanation of the mathematics used in decision analysis. This new version incorporates and implements the powerful DecisionTools® software by Palisade Corporation, the

world's leading toolkit for risk and decision analysis. At the end of each chapter, topics are illustrated with step-by-step instructions for DecisionTools®. This new version makes the text more useful and relevant to students in business and engineering.

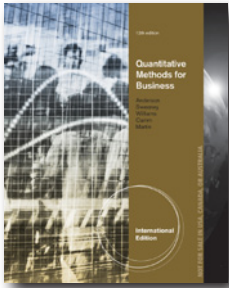
FEATURES

- Topics are illustrated with step-by-step instructions for DecisionTools®.
- The textbook offers tutorials for using the DecisionTools® software.
- The end-of-chapter materials include a wide variety of exercises, questions, problems, and case studies. The exercises are accessible, while questions and problems offer an added challenge to students.
- Many case studies, both real-world and hypothetical, are included to provide additional applications of decision analysis.
- Real Options coverage has been added in the new Chapter 13, as requested by adopters.
- The former Chapter 6 on Creativity has been replaced by a new chapter on organizational decision making, as requested by adopters and reviewers.
- 12 new cases have been added from the respected Darden School at the University of Virginia. References, screenshots, examples, exercises, and problems have been updated to provide students with the newest information.
- Chapters 8, 4, 15, and 6 have been updated to reflect the latest trends in the psychology of judgment and decision making.

CONTENTS

1. Introduction to Decision Analysis. SECTION I: MODELING DECISIONS. 2. Elements of Decision Problems. 3. Structuring Decisions. 4. Making Choices. 5. Sensitivity Analysis. 6. Organizational Decision Making. SECTION II: MODELING UNCERTAINTY. 7. Probability Basics. 8. Subjective Probability. 9. Theoretical Probability Models. 10. Using Data. 11. Monte Carlo Simulation. 12. Value of Information. 13. Real Options. SECTION III: MODELING PREFERENCES. 14. Risk Attitudes. 15. Utility Axioms, Paradoxes, and Implications. 16. Conflicting Objectives I: Fundamental Objectives and the Additive Utility Function. 17. Conflicting Objectives II: Multiattribute Utility Models with Interactions. 18. Conclusions and Further Reading.

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CENGAGE
TECHNOLOGY
EDITION

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CENGAGENOW

eBook

QUANTITATIVE METHODS FOR BUSINESS, INTERNATIONAL EDITION (WITH PRINTED ACCESS CARD), 12E

David R. Anderson, *University of Cincinnati*; Dennis J. Sweeney,
University of Cincinnati; Thomas A. Williams, *Rochester Institute of
Technology*; Jeffrey D. Camm, *University of Cincinnati*

Provide your students with a strong conceptual understanding of the critical role that quantitative methods play in today's decision-making process with the well-respected QUANTITATIVE METHODS FOR BUSINESS, 12E, International Edition by award-winning authors Anderson/Sweeney/Williams/Camm/Martin. This text describes the many quantitative methods that have been developed over the years, explains how they work, and shows how the decision-maker can apply and interpret data. Written with the non-mathematician in mind, this text is applications-oriented. Its "Problem-Scenario Approach" motivates and helps students understand and apply mathematical concepts and techniques. In addition, the managerial orientation motivates students by using examples that illustrate situations in which quantitative methods are useful in decision making.

NEW TO THIS EDITION

- New Chapter 12: Advanced Optimization Applications – A new chapter on optimization applications has been added. Applications include portfolio selection, a nonlinear extension of the RMC problem, and selecting stocks to go into an index mutual fund. This chapter introduces the idea of a nonlinear optimization model, but strictly from an applications standpoint. The Management Scientist cannot be used for nonlinear problems, and LINGO or Premium Solver are required.
- New Documented Solutions – The Management Scientist will not be used in future editions of this

book. We encourage adopters of this edition to use either LINGO or Premium Solver when solving optimization problems. To make it easy for new users of LINGO or Excel Premium Solver, we provide both LINGO and Excel files with the model formulation for every optimization problem that appears in the body of the text in Chapters 7 through 12. The model files are well documented and should make it easy for the user to understand the model formulation.

- New Appendix A: Building Spreadsheet Models – This is not a book on spreadsheet modeling. However, spreadsheets are a very valuable modeling tool. This Appendix will prove useful to professors and students wishing to solve optimization models with Premium Solver. The appendix also contains a section on the principles of good spreadsheet modeling and a section on auditing tips. Exercises are also provided.
- Updated Chapter 10: Distribution and Network Models – This replaces the old Chapter 10, "Transportation, Assignment, and Transshipment Problems" from the tenth edition. We have added sections on the shortest route problem and the maximal flow problem. However, in keeping with the theme of the book, we do not burden the student with any algorithms. All of the models in the chapter are presented under the unifying theme of linear programming.
- New Q.M. in Action, Cases, and Problems – Q.M. in Action is the name of the short summaries that describe how the quantitative methods being covered in the chapter have been used in practice. In this edition you will find numerous Q.M. in Action vignettes, cases, and homework problems.

CONTENTS

1. Introduction. 2. Introduction to Probability. 3. Probability Distributions. 4. Decision Analysis. 5. Utility and Game Theory. 6. Forecasting. 7. Introduction to Linear Programming. 8. Linear Programming: Sensitivity Analysis and Interpretation of Solution. 9. Linear Programming Applications in Marketing, Finance, and Operations Management. 10. Distribution and Network Models. 11. Integer Linear Programming. 12. Advanced Optimization Applications. 13. Project Scheduling: PERT/CPM. 14. Inventory Models. 15. Waiting Line Models. 16. Simulation. 17. Markov Processes. Appendixes A-G. Index.

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MANAGEMENT SCIENCE MODELING, INTERNATIONAL EDITION (WITH ESSENTIAL TEXTBOOK RESOURCES PRINTED ACCESS CARD, INTL. EDITION), 4E

S. Christian Albright, Indiana University, School of Business; Wayne L. Winston, Indiana University, Kelley School of Business (Emeritus)

This text takes an active-learning approach, providing numerous examples and problems so students can practice extensively with a concept before moving on. Four types of problems—skill-building, skill-extending, modeling, and cases—are graded within sections and chapters to help instructors assign homework. Another important feature is the way that the text integrates modeling into all functional areas of business: finance, marketing, operations management using real examples and real data. The text emphasizes modeling over algebraic formulations and memorization of particular models. Shell files are also provided so that instructors can give students as much or as little information as they need. This edition has been revised to be compatible with Excel 2010 and the corresponding add-ins for Excel 2010.

NEW TO THIS EDITION

- Given its Excel-based approach and application-oriented material, Excel 2010 updates are key to this edition. All Excel applications, problems, and screen shots are updated to reflect Excel 2010.
- The biggest change in Excel 2010 that affects this edition most is the new Solver add-in. Optimization chapters discuss in detail the new Solver enhancements.
- Old chapters 9 (Multiobjective Decision Making) and 15 (Project Management) are now offered online, and the balance of chapters have been renumbered accordingly.
- In the first optimization chapter, Chapter 3, the authors replaced the introductory two-variable diet

model with a simpler two-variable product mix model. Then they follow it up with a larger version of the same basic product mix model. These revisions should make the introduction to optimization easier for instructors to teach and for students to follow.

- In the regression and forecasting chapter, now numbered Chapter 14, the authors discontinued the use of the Analysis Toolpak and jumped directly into the Palisade StatTools add-in.
- The authors have updated and refined examples, cases, and problems. This edition also offers pedagogical tools to help students and instructors. More and better exercises have been added to help students grasp concepts.

FEATURES

- Modeling skills are emphasized through the use of Microsoft® Excel and are incorporated throughout the text. The use of spreadsheets allows students of varying mathematical backgrounds to build skills as they work through sophisticated problems.
- Professional add-ins provides students with the most up-to-date tools for solving problems. Now included are Palisade Decision Tools Suite (@RISK, StatTools, PrecisionTree, TopRank, RISKOptimizer, NeuralTools, and Evolver) and SolverTable, which allows users to do sensitivity analysis.
- Interdisciplinary examples and problems from finance, marketing, and operations research—covering topics such as portfolio selection, options, pricing models, and many others—keep student interest at a high level throughout the course.

CONTENTS

1. Introduction to Modeling. 2. Introduction to Spreadsheet Modeling. 3. Introduction to Optimization Modeling. 4. Linear Programming Models. 5. Network Models. 6. Optimization Models with Integer Variables. 7. Nonlinear Optimization Models. 8. Evolutionary Solver: An Alternative Optimization Procedure. 9. Decision Making Under Uncertainty. 10. Introduction to Simulation Modeling. 11. Simulation Models. 12. Inventory Models. 13. Queueing Models. 14. Regression and Forecasting Models. 15. Project Management (Online only). 16. Multiobjective Decision Making (Online only).

© 2012, 936pp, Paperback, 9781111532451



eBook

VBA FOR MODELERS, 4E DEVELOPING DECISION SUPPORT SYSTEMS (WITH MICROSOFT® OFFICE EXCEL® PRINTED ACCESS CARD), INTERNATIONAL EDITION

S. Christian Albright, Indiana University, School of Business

Chris Albright's VBA FOR MODELERS, 4E, International Edition is an essential tool for helping students learn to use Visual Basic for Applications (VBA) as a means to automate common spreadsheet tasks, as well as to create sophisticated management science applications. VBA is the programming language for Microsoft® Office. VBA FOR MODELERS, 4E, International Edition contains two parts. The first part teaches students the essentials of VBA for Excel. The second part illustrates how a number of management science models can be automated with VBA. From a user's standpoint, these applications hide the details of the management science techniques and instead present a simple user interface for inputs and results.

NEW TO THIS EDITION

- NEW! This edition incorporates code changes that reflect changes from Excel® 2007 to Excel® 2010.
- NEW! This edition incorporates code changes that reflect changes from Excel® 2007 to Excel® 2010.

FEATURES

- VBA FOR MODELERS, 4E, International Edition lets students begin with simple macros for automating common spreadsheet tasks and then progress to complete decision support systems.
- VBA FOR MODELERS, 4E, International Edition effectively illustrates the power of VBA when coupled with management science models.

CONTENTS

Part I: VBA FUNDAMENTALS. 1. Introduction to VBA Development in Excel. 2. The Excel Object Model. 3.

The Visual Basic Editor. 4. Recording Macros. 5. Getting Started with VBA. 6. Working with Ranges. 7. Control Logic and Loops. 8. Working with Other Excel Objects. 9. Arrays. 10. More on Variables and Subroutines. 11. User Forms. 12. Error Handling. 13. Working with Files and Folders. 14. Importing Data into Excel from a Database. 15. Working with Pivot Tables and Tables. 16. Working with Ribbons, Menus, and Toolbars. 17. Automating Solver and Other Applications. 18. User-Defined Types, Enumerations, Collections, and Classes. Part II: VBA MANAGEMENT SCIENCE APPLICATIONS. 19. Basic Ideas for Application Development with VBA. 20. A Blending Application. 21. A Product Mix Application. 22. A Worker Scheduling Application. 23. A Production Planning Application. 24. A Transportation Application. 25. A Stock Trading Simulation Application. 26. A Capital Budgeting Application. 27. A Regression Application. 28. An Exponential Utility Application. 29. A Queuing Simulation Application. 30. An Option Pricing Application. 31. An Application for Finding Betas of Stocks. 32. A Portfolio Optimization Application. 33. A Data Envelopment Analysis Application. 34. An AHP Application for Choosing a Job.

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eBook

AN INTRODUCTION TO MANAGEMENT SCIENCE, INTERNATIONAL EDITION (WITH CD-ROM), 13E

David R. Anderson, University of Cincinnati; Dennis J. Sweeney, University of Cincinnati; Thomas A. Williams, Rochester Institute of Technology; R. Kipp Martin, University of Chicago

Introduce your students to management science techniques with the thorough, applications-oriented coverage you can trust from the definitive leader in traditional management science texts. The best-selling Anderson/Sweeney/Williams/Martin's

INTRODUCTION TO MANAGEMENT SCIENCE: A QUANTITATIVE APPROACH TO DECISION MAKING, 13E, International Edition has helped define the topical coverage presented within today's management science course curriculum. This book provides a thorough grounding in management science techniques with a readable presentation style and a wealth of examples drawn from a variety of businesses throughout the world. Students learn the techniques and refine their problem solving skills with realistic problems that continue to set this established leader apart. Every new edition now includes the highly respected LINGO 10 software that is integrated with text problems to help you develop the skills to use this, Microsoft® Excel, and many other valuable software packages to resolve management science problems. In response to feedback from instructors like you, this edition now places greater emphasis on the applications of management science and use of computer software with much of the focus on algorithms moved to optional chapters on the accompanying Student CD for your flexibility. As always, the well-respected authors have continued their reputation for excellent and accuracy with error-free presentations throughout the text, test bank, and supplements. Trust INTRODUCTION TO MANAGEMENT SCIENCE, 12E, International Edition to deliver the sound, practical and student-oriented approach that enables students to achieve success in your course and the world of business beyond.

NEW TO THIS EDITION

- New, robust LINGO 10 software—Trial version FREE with each new book and now integrated with the text—builds students' skills in using this highly respected proprietary software from Lindo Systems, Inc. as students use the software to solve both linear and nonlinear optimization problems.
- Greater emphasis on the applications of management science and use of computer software and less focus on algorithms in this edition clarifies key skills for students. The material on network simplex algorithm and dynamic programming is moved to the Student CD, giving you the flexibility to focus on solution methodology using algorithms in the detail appropriate for your course.
- Expanded coverage of linear programming applications is now extended to two chapters (Chs. 4, 5) to provide additional clarification with applications

from the functional areas of Marketing, Finance, and Operations Management. Specific new coverage addresses portfolio models, revenue management, DEA, and game theory.

- New chapter on nonlinear programming (Ch. 8) greatly increases and expands the set of important applied problems that can be solved using management science tools.
- New cases—for a total of 28—expand practical applications in areas such as the Markov process and online bidding on contracts.
- New Management Science in Action vignettes highlight Interfaces, OR/MS Today, and practitioners in current situations that demonstrate the role and importance of management science within a real company. Approximately 50 vignettes in total provide a broad perspective of the benefit of management science techniques in numerous industries.
- Numerous new problems—always a strength of accuracy and excellence within this authoritative text—provide a wealth of current practice opportunity for students to apply techniques manually and using leading computer software applications, such as LINGO 10, Excel add-ins and The Management Scientist.

FEATURES

- Trusted team of expert authors who are respected leaders and active consultants in the fields of business and statistics, provide unerring accuracy throughout the text presentation, problems, and test bank.
- Proven problem-scenario approach—a hallmark feature of this text—introduces each quantitative technique within an application setting. Students must apply the technique to a problem to generate a business solution or recommendation.
- Powerful actual examples offers even more real data that emphasizes application as well as solid management science and quantitative methodology.

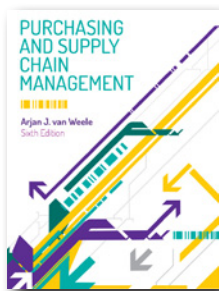
CONTENTS

1. Introduction. 2. An Introduction to Linear Programming. 3. Linear Programming: Sensitivity Analysis and Interpretation of Solution. 4. Linear Programming Applications in Marketing, Finance, and Operations Management. 5. Advanced Linear Programming Applications. 6. Distribution and Network Models. 7. Integer Programming. 8. Nonlinear

Optimization Models. 9. Project Scheduling: PERT/CPM. 10. Inventory Models. 11. Waiting Line Models. 12. Simulation. 13. Decision Analysis. 14. Multicriteria Decisions. 15. Forecasting. 16. Markov Processes. On the Student CD: 17. Linear Programming: Simplex Method. 18. Simplex-Based Sensitivity Analysis and Duality. 19. Solution Procedures for Transportation and Assignment Problems. 20. Minimal Spanning Tree Algorithm. 21. Dynamic Programming.

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OPERATIONS MANAGEMENT



NEW EDITION!



PURCHASING AND SUPPLY CHAIN MANAGEMENT, 6E (WITH COURSEMATE AND EBOOK ACCESS CARD)

Arjan J. van Weele, *Eindhoven University of Technology*

In this era of turbulence and change, it is important to be up-to-date with the latest developments in Purchasing and Supply Chain Management theory and practice. Employing a flexible managerial perspective, Purchasing and Supply Chain Management 6th edition provides a complete introduction to the key concepts of this fast moving area. Global examples from Intel, Li and Fung and Hewlett-Packard to name a few, demonstrate the challenges and solutions to the problems companies face every day, while the latest research insights add a critical perspective throughout.

FEATURES

- Brand new chapter on contract management for complex projects thoroughly explains this process from start to finish.
- Updated case studies and memo features bring current practice to life.
- Refined coverage of purchasing and business strategy

and corporate social responsibility.

- Every copy of this book comes with access to premium online platform which includes a wealth of additional case material, questions, games, an integrated eBook and more.

CONTENTS

Section 1 1. The role of purchasing in the value chain 2. Industrial buying behaviour: decision-making in purchasing 3. The purchasing management process 4. Purchasing and facilities management 5. Buying business services 6. Public procurement 7. Market structures and supply market research Section 2 STRATEGY AND PLANNING 8. Outsourcing and risk management 9. Purchasing and business strategy 10. Category sourcing: getting better performance from suppliers 11. Purchasing, innovation and quality management 12. Purchasing, logistics and supply chain management 13. Organization and structure of purchasing 14. Performance measurement and governance in purchasing Section 3 IMPLEMENTATION 15. Preparing for partnership with suppliers: cost approaches and techniques 16. Buying and supply management in retail 17. Purchasing, corporate social responsibility and ethics

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NEW!

eBook

SUPPLY CHAIN FOCUSED MANUFACTURING PLANNING AND CONTROL

W.C. Benton, *The Ohio State University*

Present the latest updates to the manufacturing and control paradigm, including the challenges and opportunities posed by supply chain management and sustainability trends, with Benton's SUPPLY CHAIN FOCUSED MANUFACTURING & PLANNING CONTROL. This unique text offers a new approach

for your course as the book parallels the objective of supply-chain focused manufacturing planning and control systems within businesses today. The author uses his extensive expertise and an abundance of actual examples to skillfully demonstrate how successful businesses design products to be manufactured at the right time, in the right quantities, and following quality specifications in the most cost-efficient manner.

FEATURES

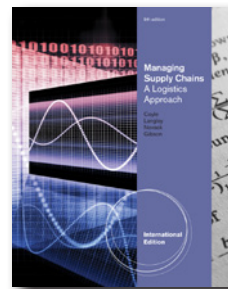
- **NEW APPROACH PRESENTS THE LATEST MANUFACTURING AND CONTROL PARADIGM:** W.C. Benton's unique book offers a new, contemporary approach for your course. The text focuses on the evolution of manufacturing planning and control, supply-chain-manufacturing integration, lean manufacturing, information technology, remanufacturing, and fully integrated adaptive manufacturing systems.
- **REAL-WORLD APPLICATIONS EXEMPLIFY PRINCIPLES IN ACTION:** Author Dr. Benton draws upon years of successful teaching experience, unmatched research and industry proficiency to deliver compelling content based on real situations that actual companies face every day. Practical, timely examples throughout the book present the challenges and opportunities posed by supply chain management and sustainability trends today.
- **UNSURPASSED COVERAGE OFFERS FOCUS LIKE NO OTHER TEXT:** The primary objective of this book parallels the objective of supply-chain manufacturing within businesses today. Students see how successful businesses manufacture products at the right time and in the right quantities with a focus on meeting quality specifications in the most cost-efficient manner. No other textbook available today provides as much serious consideration to these important concepts. The comprehensive glossary of terms is another unique feature of this textbook compared to other manufacturing planning and control textbooks. This Glossary also synchronizes the textbook with the APIC educational mission.

CONTENTS

1. Introduction. 2. Forecasting Demand. 3. Sales and Operations Planning/Aggregate Production Planning. 4. Master Production Planning. 5. Supply Chain Focused Inventory Management. 6. Materials

Requirements Planning/Push Production Systems. 7. JIT/Lean Production/Pull Production Systems. 8. Push and Pull Production Systems. 9. Capacity Requirements Planning. 10. Production Planning and Control for Remanufacturing. 11. Managing the Outsourcing Planning and Control System. 12. Executing the Manufacturing Planning and Control System. Appendix A: Quantity Discounts and Supply Chain Integration. Appendix B: Glossary for Manufacturing Planning and Control Definitions.

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eBook

MANAGING SUPPLY CHAINS, 9E A LOGISTICS APPROACH, INTERNATIONAL EDITION

John J. Coyle, *Pennsylvania State University*; C. John Langley, Jr., *Pennsylvania State University*; Robert A. Novack, *Pennsylvania State University*; Brian J. Gibson, *Auburn University*

MANAGING SUPPLY CHAINS: A LOGISTICS APPROACH, 9E, International Edition refined its focus on the supply chain approach by blending logistics theory with practical applications. Each chapter opens with “Supply Chain Profiles” vignettes introducing students to real-world companies, people, and events. New and updated “On the Line” boxed features are applied examples providing students with hands-on managerial experience of the chapter’s topics. “Supply Chain Technology” boxes appear throughout the text, helping students relate technological developments to supply chain management concepts and logistics practices while taking in consideration global changes. Short Cases at the end of each chapter are updated and build on what students have learned in the chapter.

NEW TO THIS EDITION

- Updated “Supply Chain Profiles” vignettes at the beginning of each chapter introduce familiar real-world companies, people, and events.
- Revised and expanded “Supply Chain Technology”

boxes throughout the text relate technological developments to supply chain management concepts and logistics practice with a deeper global view relative to the fast changing business environment.

- Chapter 10 is updated to include the latest transportation strategies and current data on transportation spending, performance, and modal splits.
- Chapter 15 introduces a sustainable approach to Supply Chain Management and the benefits of a low impact business practice in greater detail.
- Chapter 16 highlights contemporary changes and trends in the supply chain and logistics environments, and discusses major areas of priority for the future.

FEATURES

- **MANAGING SUPPLY CHAINS: A LOGISTICS APPROACH**, 9E, International Edition refined its focus on the supply chain approach, one of the latest developments in logistics management.
- “Supply Chain Profiles” vignettes at the beginning of each chapter that introduce topics to students using familiar real-world companies, people, and events
- Practical applications of supply chain management are provided using new and updated “On the Line” boxed featuring hands-on managerial experience of the chapter’s topics.
- Short Cases at the end of each chapter helps students build their knowledge by applying the principles learned in the chapter.

CONTENTS

Part I. 1. Supply Chain Management: An overview. 2. Role of Logistics in Supply Chain. Part II. 3. Global Dimensions of Supply Chains. 4. Supply Chain Relationships. 5. Supply Chain Performance Measurement and Financial Analysis. 6. Supply Chain Technology – Managing Information Flows. Part III. 7. Demand Management. 8. Order Management and Customer Service. 9. Managing Inventory in the Supply Chain. 10. Transportation – Managing the Flow of the Supply Chain. 11. Distribution – Managing Fulfillment Operations. Part IV. 12. Supply Chain Network Analysis and Design. 13. Sourcing Materials and Services. 14. Operations – Producing Goods and Services. 15. Managing Reverse Flows in the Supply Chain. 16. Strategic Challenges and Change for Supply Chains.

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NEW EDITION!



OM 4 (WITH REVIEW CARDS AND DECISION SCIENCES & OPERATIONS MANAGEMENT COURSEMATE WITH EBOOK PRINTED ACCESS CARD), 4E

David Alan Collier, *Florida Gulf Coast University*; James R. Evans, *University of Cincinnati*

Created through a “student-tested, faculty-approved” review process with input from more than 150 students and faculty, Collier/Evan’s OM4 provides a streamlined introduction to the core concepts, techniques, and applications of contemporary operations management. This engaging, accessible text combines balanced coverage of manufacturing and service operations with a full suite of proven learning tools in a convenient, affordable package. Perfect for today’s diverse learners, OM4 includes integrated student resources, such as flashcards, cases, datasets, games and quizzes. This edition’s effective tools, including a robust Instructor’s Manual, ExamView® applications, videos, and solutions, make course management even easier. In addition to covering essential principles of operations management, this edition contains the latest OM and business examples featuring companies your students will instantly recognize from the news. The book explores the real-world applications of key concepts, emphasizing how material is both timely and personally relevant. New, unique Microsoft® Excel spreadsheet templates illustrate problem-solving, while five additional chapters, available on the website, offer support if you want to delve further into the quantitative aspects of operations management in your course.

NEW TO THIS EDITION

- **NEW, UNIQUE EXCEL® SPREADSHEET TEMPLATES ILLUSTRATE PROBLEM SOLVING:** This new edition of OM4 offers a new set of unique Microsoft® Excel

spreadsheet templates designed to clearly illustrate and facilitate solving of common numerical problems.

- **MORE END-OF-CHAPTER MATERIAL ENCOURAGES ADDITIONAL PRACTICE:** This edition now offers even more varied opportunities for reader practice. The author has increased the number of end-of-chapter problems from 10 to 15 per chapter.
- **FRESH REAL COMPANY ILLUSTRATIONS OFFER MEMORABLE EXAMPLES:** New boxed features and applied examples from real companies throughout the book seize students' attention and clearly illustrate key principles.
- **UPDATED CASES DEMONSTRATE PRINCIPLES AT WORK:** Several of the Chapter Cases throughout this edition are either revised or completely new to provide an up-to-the-minute look at OM principles in action.
- **NEW COVERAGE ADDRESSES THE LATEST OM DEVELOPMENTS:** New chapter material covers the latest topics of critical importance in business today, such as sustainability, business analytics, and global sourcing. In addition, several chapter introductions are completely new to reflect today's most recent developments.

FEATURES

- **ENGAGING, ACCESSIBLE PRESENTATION IS COMPREHENSIVE:** A streamlined structure with brief, but comprehensive, chapters and a modern design includes numerous examples of OM practices in manufacturing and service organizations that make the text more engaging and accessible without minimizing coverage for your course. Five supplementary chapters are available on the website for instructors who want to delve further into the quantitative aspects of operations management.
- **STUDY CARDS OFFER ON-THE-GO CONVENIENCE:** Chapter-In-Review Cards at the back of the Student Edition provide a useful, portable study tool containing key information to help students prepare for class, complete assignments, or study for exams.
- **INSTRUCTOR PREP CARDS SIMPLIFY AND SAVE TIME:** Instructor Prep Cards for each chapter in the Instructor's Edition make preparation simple by offering a quick outline of chapter content, a list of corresponding PowerPoint® resources, additional examples, and suggested assignments and discussion questions. PowerPoint® slides, a computerized Test

Bank, and an Instructor's Manual are also available.

- **FORMULA CARDS PROVIDE QUICK REFERENCE:** Both the Instructor's Edition and Student Edition feature detachable Formula Cards listing all key formulas from the text and the chapters in which they appear, making reference and review easier for instructors and students alike.
- **INNOVATIVE, INTEGRATED PACKAGE INCLUDES BOTH PRINT AND ONLINE CONTENT:** A full suite of unique learning tools that appeal to different learning styles is available to students with the purchase of a new book. Quizzes, PowerPoint® slides, videos, and more are only a click away. Key discussion exercises are at the end of each chapter and additional materials are available on the book's website.

CONTENTS

1. Good, Services, and Operations Management.
 2. Value Chains.
 3. Measuring Performance in Operations.
 4. Operations Strategy.
 5. Technology and Operations Management.
 6. Goods and Service Design.
 7. Process Selection, Design, and Analysis.
 8. Facility and Work Design.
 9. Supply Chain Design.
 10. Capacity Management.
 11. Forecasting and Demand Planning.
 12. Managing Inventories.
 13. Resource Management.
 14. Operations Scheduling and Sequencing.
 15. Quality Management.
 16. Quality Control and SPC.
 17. Lean Operating Systems.
 18. Project Management.
- Supplementary Chapters. A: Work Measurement, Learning Curves, and Standards. B: Queuing Analysis. C: Modeling Using Linear Programming. D: Simulation. E: Decision Analysis.

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eBook

SOURCING AND SUPPLY CHAIN MANAGEMENT, INTERNATIONAL EDITION, 5E

Robert B. Handfield, North Carolina State University; Robert M. Monczka, Arizona State University; Larry C. Giunipero, Florida State University; James L. Patterson, Western Illinois University

Introduce students to the critical role of purchasing in the supply chain with one of today's leading-edge strategy and purchasing books—Handfield/Monczka/Giunipero/Patterson's **SOURCING AND SUPPLY CHAIN MANAGEMENT, 5E, International Edition**. This turnkey solution provides current and complete coverage that makes it not only a useful text, but also a valuable professional reference tool for students.

NEW TO THIS EDITION

- **NUMEROUS NEW “GOOD PRACTICE” EXAMPLES ILLUSTRATE STELLAR CASES OF THE CHAPTERS’ TOPICS IN ACTION.** Intriguing “Good Practice” examples at the conclusion of each chapter integrate the chapter’s topics while exemplifying some of the latest developments in purchasing and supply chain management today.
- **UPDATED CENTER-LED ORGANIZATION DISCUSSIONS GIVE STUDENTS A BETTER UNDERSTANDING OF THIS NEW, EFFECTIVE MODEL OF PROCUREMENT.** Students gain a better understanding of the advantages, challenges, and flexibility that today’s center-led organizational model can provide.
- **THE LATEST RESEARCH REFLECTS TODAY’S NEW DEVELOPMENTS IN SUPPLY CHAIN MANAGEMENT AND PURCHASING.** Students gain a better understanding of the latest changes, such as the procure-to-pay (P2P) process covered in Chapter 2.
- **UPDATES DETAIL THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN PROCUREMENT TODAY.** New

coverage in Chapter 3 addresses sustainability as an important component of purchasing policy and procedures. This edition also lists the best companies for social responsibility and diversity in procurement.

- **UPDATED COVERAGE OF STRATEGIC CATEGORY MANAGEMENT DISCUSSES THE LATEST DEVELOPMENTS AND STRATEGIES.** New discussion in Chapter 6 explores how the economic recession is impacting category management strategies. A new section discusses how to perform market intelligence and risk assessments for category management. This edition also examines tools for stakeholder engagement, a critical component of category management.
- **NEW COVERAGE DISCUSSES INSOURCING VERSUS OUTSOURCING AS A COMPONENT OF STRATEGY.** In this edition, students are able to more clearly compare the advantages and disadvantages of insourcing versus outsourcing as they examine fresh examples that demonstrate the effectiveness of Boeing Corporation insourcing more of its operations.

CONTENTS

Preface Part I: INTRODUCTION. 1. Introduction to Purchasing and Supply Chain Management. Part II: PURCHASING OPERATIONS AND STRUCTURE. 2. The Purchasing and Supply Process. 3. Purchasing Policy and Procedures. 4. Supply Management Integration for Competitive Advantage. 5. Purchasing and Supply Chain Organization. Part III: STRATEGIC SOURCING. 6. Supply Management and Commodity Strategy Development. 7. Supplier Evaluation and Selection. 8. Purchasing Analysis: Tools and Techniques. 9. Supplier Quality Management. 10. Supplier Management and Development: Creating a World-Class Supply Base. 11. Worldwide Sourcing. Part IV: STRATEGIC SOURCING PROCESS. 12. Strategic Cost Management. 13. Negotiation. 14. Contract Management. 15. Purchasing Law and Ethics. Part V: CRITICAL SUPPLY CHAIN ELEMENTS. 16. Lean Supply Chain Management: Concepts and Applications. 17. Purchasing Services. 18. Supply Chain Information Systems and Electronic commerce. 19. Performance Measurement and Evaluation. Part VI: FUTURE DIRECTIONS. 20. Emerging Purchasing and Supply Chain Strategy Strategies. Cases. Index.

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SUPPLY CHAIN MANAGEMENT, 3E A BALANCED APPROACH, INTERNATIONAL EDITION (WITH PRINTED ACCESS CARD)

Joel D. Wisner, University of Nevada, Las Vegas; Keah-Choon Tan, University of Nevada, Las Vegas; G. Keong Leong, University of Nevada, Las Vegas

Now you can introduce purchasing, operations, and logistics with a strong supply chain management focus found in the latest edition of Wisner/Tan/Leong's **SUPPLY CHAIN MANAGEMENT, 3e, International Edition**. This unique new third edition presents extensive content you won't find covered in other books. The authors' expansive approach helps you guide students through the management stages of each supply chain activity while addressing real-world concerns related to the global supply chain. With this edition, you can follow the natural flow through the supply chain with one of the most balanced supply chain management approaches available. Well-organized chapters demonstrate the practical applications of supply chain management in today's workplace while intriguing profiles throughout the text build on topics to reinforce learning. Numerous new cases in this edition expand upon the previous edition's 22 cases. A wealth of engaging and interactive learning features in each chapter are now updated and revised. Supply Chain Management in Action opening features, e-Business Connections, and Global Perspectives combine with abundant real-world business examples to ensure that **SUPPLY CHAIN MANAGEMENT, 3e, International Edition** covers today's most important contemporary supply issues in depth.

NEW TO THIS EDITION

- **NEW COVERAGE OF THE LATEST TRENDS IN SUPPLY CHAIN MANAGEMENT INTRODUCES THE LATEST DEVELOPMENTS.** Prepare students to address the most current trends in supply chain management

today with this edition's updated content.

- **NEW INFORMATION ON INTERNATIONAL PURCHASING/PROCUREMENT AND ETHICAL AND SUSTAINABLE SOURCING PREPARES STUDENTS FOR BUSINESS TODAY.** Updated sections on international purchasing and procurement for government and nonprofit agencies (Chapter 2) equip students with critical knowledge and skills. A new chapter on ethical and sustainable sourcing (Chapter 4) familiarizes students with some of the most pressing challenges in today's workplace.
- **NEW FORECASTING EXAMPLES, COVERAGE OF LEAN PRODUCTION AND EXAMPLES OF SIX SIGMA DIRECT STUDENTS IN APPLYING WHAT THEY'VE LEARNED.** New, easier-to-apply forecasting examples in Part 3 emphasize how to effectively use Excel®, while new sections highlight the environmental impacts of lean production and offer new examples of Six Sigma programs. Updated examples on inventory investment and turnover ratios (Chapter 7) keep students aware of the latest developments.
- **NEW EXAMPLES OF EMERGING TOPICS IN BUSINESS ADDRESS SOCIAL MEDIA, CLOUD COMPUTING, AND RECENT EXAMPLES IN MANAGING SERVICE SUPPLY CHAINS.** Now you can prepare students to better understand sustainability in logistics and the impact of social media and cloud computing in customer relationship management with new sections in Part 4. Numerous new examples highlight how to effectively manage service supply chains.
- **NEW GLOBAL ISSUES EQUIP STUDENTS TO SECURE A GLOBAL COMPETITIVE ADVANTAGE.** You and your students can closely examine new issues associated with global process integration and risk and security in Part 5. New coverage reviews the expanding role of supply chain management in sustaining global competitive advantage.

FEATURES

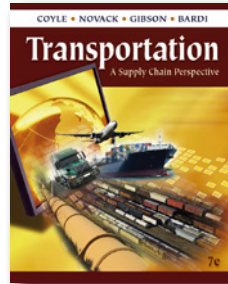
- **UNIQUE CONTENT PROVIDES IMPORTANT COVERAGE AVAILABLE ONLY IN THIS TEXT.** One-of-a-kind coverage in this comprehensive text encompasses operations, purchasing, and logistics with a supply chain management focus. You can introduce students to a wealth of important content not available in other books. This edition demonstrates how all aspects of supply chain activity are accomplished effectively and efficiently.

- **BALANCED PRESENTATION OF SUPPLY CHAIN MANAGEMENT FOLLOWS NATURAL FLOW.** To ensure understanding, the authors break down supply chain issues into purchasing, operations, logistics, and integration. This is one of the most balanced supply chain management texts available, as it follows a natural flow through the supply chain, further encouraging student comprehension.
- **EXCEPTIONAL CASES AND SOLID ORGANIZATION EMPHASIZE PRACTICE APPLICATION IN TODAY'S WORKPLACE.** Well-organized chapters throughout this edition highlight excellent case studies that clearly demonstrate the practical applications of supply chain management in today's workplace. Intriguing profiles throughout the text reinforce the cases and further ensure student learning. Numerous new cases in this edition expand on the book's previous 22 cases.
- **REVISED, UPDATED LEARNING FEATURES ENSURE TODAY'S MOST CURRENT ISSUES ARE ADDRESSED IN DETAIL.** Each of the book's 14 chapters addresses some of today's most recent developments with revised and updated Supply Chain Management in Action opening features, e-Business Connections, and Global Perspectives. Captivating company examples throughout the edition ensure that current supply issues are covered in depth.

CONTENTS

PART I: SUPPLY CHAIN MANAGEMENT: AN OVERVIEW. 1. Introduction to Supply Chain Management. Part II: PURCHASING ISSUES IN SUPPLY CHAIN MANAGEMENT. 2. Purchasing Management. 3. Supplier Relationship Management. 4. Strategic Sourcing for Successful Supply Chain Management. PART III: OPERATIONS ISSUES IN SUPPLY CHAIN MANAGEMENT. 5. Collaborative Planning, Forecasting, and Replenishment. 6. Enterprise Resource Planning Systems. 7. Inventory Management. 8. Process Management: Just-In-Time and Total Quality Management. PART IV: DISTRIBUTION ISSUES IN SUPPLY CHAIN MANAGEMENT. 9. Logistics Management. 10. Customer Relationship Management. 11. Location Decisions. 12. Service Response Logistics. PART V: SUSTAINING COMPETITIVE ADVANTAGE. 13. Process Integration. 14. Performance Measurement. Appendix 1. Appendix 2. Appendix 3. Glossary. Author Index. Subject Index.

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eBook

TRANSPORTATION, 7E A SUPPLY CHAIN PERSPECTIVE

John J. Coyle, *Pennsylvania State University*; Robert A. Novack, *Pennsylvania State University*; Brian Gibson, *Auburn University*; Edward J. Bardi, *University of Toledo*

Transportation is arguably the most critical component of global supply chains. And one of the most complex. Delivering comprehensive coverage of current domestic and global transportation trends, **TRANSPORTATION: A SUPPLY CHAIN PERSPECTIVE, 7e** equips your students with a solid understanding of this dynamic field. More student friendly than ever, the **SEVENTH EDITION** helps readers understand both the fundamental role and importance of transportation in companies and in society, as well as the complex environment in which transportation service is provided today. Taking a managerial approach, the authors give students the tools to successfully adapt to this fast-paced and rapidly changing industry. The text is organized into three parts. Part I provides a framework and foundation for the role of transportation from a micro and macro perspective in supply chains. Discussions include both the theoretical and managerial dimensions of transportation in supply chains, including regulation and public policy. Part II focuses on the providers of transportation, offering an industry overview, operating and service characteristics, cost structure, and current challenges and issues. Part III focuses on a variety of critical transportation management issues, providing insightful discussions of the strategic activities and challenges involved in the movement of goods through the supply chain.

NEW TO THIS EDITION

- New co-author Dr. Brian Gibson adds exciting new insights to transportation and highlights some of the latest practices and emerging trends in the

field. An accomplished instructor, he has received multiple awards for outstanding teaching, research, and outreach--most notably the 2006 Auburn University Alumni Association Undergraduate Teaching Excellence Award. Dr. Gibson also serves in leadership roles for the Council for Supply Chain Management Professionals, the Distribution Business Management Association, and the Retail Industry Leaders Association.

- Thoroughly revised and updated, the exciting new Seventh Edition has been reorganized to be more student friendly than ever. The four chapters in Part I equip readers with a thorough overview of transportation, while the four chapters in Part II focus on the providers of transportation. Part III includes six new chapters highlighting emerging transportation management issues.
- All-new Chapter 14, Issues and Challenges of Global Supply Chains, offers real-world insight into current and emerging challenges facing global supply chains.
- In every chapter, four new boxed features deliver the latest technology, trends, and examples from the field. Transportation Profile opening vignettes introduce students to chapter concepts through familiar, real-world examples. On the Line features provide applied, concrete examples that give students hands-on managerial experience with chapter topics. Transportation Technology boxes help readers relate technological developments to transportation management concepts. Global Perspectives highlight the activities and importance of transportation outside of the United States.

FEATURES

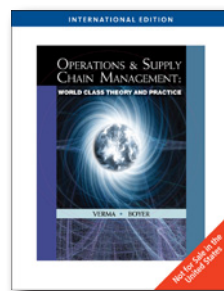
- **Comprehensive Coverage:** *TRANSPORTATION: A SUPPLY CHAIN PERSPECTIVE*, 7e delivers thorough coverage of current domestic and global transportation trends. The U.S. has seen an increased importance placed on transportation security both within and outside its borders, and the dramatic volatility in worldwide fuel prices has put a strain on transportation costs and capacity. These events illustrate that transportation may be the most critical--and most vulnerable--component of global supply chains.
- **Rich Applications:** Increased group and individual projects and activities keep students involved and engaged with hands-on learning.

- **Current:** The new edition is completely up to date. Examples, boxes, and tables have been thoroughly updated to reflect the latest industry information.
- **End-of-Chapter Material:** Ideal for homework assignments or lively in-class discussions, end-of-chapter material includes a Summary, Study Questions, and two Cases with Case Questions that require students to apply chapter concepts to real-world scenarios and think critically about the concepts.

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PART I. 1. Transportation: Critical Link in the Supply Chain. 2. Transportation: Critical Link in the Economy. 3. Transportation Regulation and Public Policy. 4. Costing and Pricing for Transportation. PART II. 5. Motor Carriers. 6. Railroads. 7. Airlines. 8. Water Carriers and Pipelines. PART III. 9. Transportation Risk Management. 10. Global Transportation Planning. 11. Global Transportation Execution. 12. Third Party Logistics. 13. Private Transportation and Fleet Management. 14. Issues and Challenges of Global Supply Chains.

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CENGAGENOW

eBook

OPERATIONS AND SUPPLY CHAIN MANAGEMENT WORLD CLASS THEORY AND PRACTICE, INTERNATIONAL EDITION (WITH PRINTED ACCESS CARD)

Rohit Verma, *Cornell University*; Ken Boyer, *Ohio State University*

Boyer's breakthrough text meets today's student and instructor's needs and redefines the marketplace. He understands the importance of striking a balance by creating a book that does an even better job at covering the core concepts while also providing customers with a new product that fully addresses and approaches

this course area from today's teaching and learning perspectives and actual business practices. The three unifying themes throughout the book are Strategy, Global Supply Chain, and Service Operations. Strategy will serve as an overarching framework and will be used in each chapter to present students with an alternative approach to specific challenges. Boyes uses examples from non-US companies and/or organizations in each chapter to incorporate Service Operations in the book. He shows that even some of the largest manufacturing companies today have extensive service activities such as customer support and product development. The Global Supply Chain theme will allow students to see how products move through different companies and countries with Boyes' use of real world examples throughout his text. Students will benefit from the robust supplements package and Boyes' motivation to use technology as a primary ingredient in his text.

FEATURES

- Three unifying themes throughout the book: Strategy, Global Supply Chain, and Service Operations.
- Every chapter will include at least one example from a non-U.S. company or organization.
- Integrated, on-demand, user friendly CMS, web, and grading system materials.

CONTENTS

1: Operations and Supply Chain Strategy. 2: Quality Management. 3: New Product Development. 4: Process Design and Analysis. 5: Forecasting. 6: Independent Demand Inventory. 7: Dependent Demand Inventory. 8: Project Management. 9: Optimization and Simulation Modeling. 10: Capacity Planning. 11: Quality Improvement Methods. 12: Lean Enterprise. 13: Technology and Integrated Supply Management. 14: Global Supply Chain and Service Integration.

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PROJECT MANAGEMENT

NEW EDITION!



eBook

CONTEMPORARY PROJECT MANAGEMENT (WITH MICROSOFT® PROJECT PRINTED ACCESS CARD), 3E

Timothy Kloppenborg, Xavier University

Teach students to master the most proven methods in project management as well as exciting new techniques emerging from current industry and today's most recent research with Kloppenborg's CONTEMPORARY PROJECT MANAGEMENT, 3E. This text introduces time-tested manual techniques and progressive automated techniques, all consistent with the latest PMBOK® Guide and integrated with Microsoft® Project 2013. The book's focused approach is ideal for project management courses in both upper-level undergraduate and MBA-level programs. Students practice manual techniques to ensure that they fully grasp the principles behind the methods before learning to use Microsoft® Project 2013, which is fully integrated into nine chapters of this edition, to complete tasks. Throughout the text, students have opportunities to build strong portfolios to showcase their skills in future interviews as they create specific deliverables for real-world projects, whether from working by themselves or as part of a group. To ensure that students understand the established standards in project management today and to prepare them to become Certified Project Management Professionals (PMP®) if they choose, all content in CONTEMPORARY PROJECT MANAGEMENT is consistent with the knowledge areas and processes of the fifth edition of the PMBOK® Guide. For quick reference, a list at the beginning of each chapter highlights the PMBOK® topics covered, and all glossary definitions are consistent with the PMBOK® Guide.

NEW TO THIS EDITION

- **CONTEMPORARY PROJECT MANAGEMENT**, 3E has been completely updated to reflect A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE), 5E. All references correspond to the fifth edition of PMBOK®--from new titles and refined definitions for existing processes to new processes and approaches. For easy reference, each chapter begins by clearly identifying the chapter's PMBOK® topics. End-of-chapter PMBOK®-type questions are similar to those used on the PMP and CAPM exams to prepare students effectively, and five new PMBOK® Guide questions are included in each chapter. A separate PMBOK® Guide located in the inside front cover of the text outlines specific pages that cover each topic.
- Extensive agile coverage starts in Chapter 4 and is designated throughout the text by an "Agile" margin callout.
- New chapter examples and PROJECT MANAGEMENT IN ACTION features appear throughout the text from project management practitioners of companies in the United States, Europe, Africa, and Australia.
- **COVERAGE OF MICROSOFT® PROJECT 2013 PREPARES STUDENTS TO WORK WITH THE MOST RECENT TOOLS.** Discussion of Microsoft® Project 2013 demonstrates how to automate the project management techniques addressed in each chapter. The author presents all concepts using a step-by-step manner that's consistent with PMBOK® work processes.
- A new in-text and online APPENDIX A: PMP AND CAPM EXAM PREP SUGGESTIONS is included.
- New PROJECT DELIVERABLE reference table (after the table of contents) shows the location of instructions and examples for key project management topics.

FEATURES

- **INTEGRATED PROJECT GIVES STUDENTS VALUABLE PRACTICE APPLYING PROJECT MANAGEMENT TECHNIQUES.** This edition profiles a consistent project throughout the book, giving students consistent real-world practice. The integrated project familiarizes students with many PMBOK®-defined project deliverables such as a stakeholder matrix, communications matrix, and scope statement. Students also practice many Microsoft® Project 2013 features, including the work breakdown structure

(WBS), Gantt charts, and resource views. Step-by-step coverage features numerous screenshots and Microsoft®-approved descriptions.

- **NUMEROUS NEW EXAMPLES THROUGHOUT THIS EDITION REFLECT THE LATEST BUSINESS DEVELOPMENTS.** Students find concepts brought to life with many examples throughout this edition. Each chapter opens and closes with an intriguing example. Examples address many new industries, exposing students to a variety of business experiences. All examples in the chapters and end-of-chapter exercises have been updated to reflect the latest developments.
- **EXPANDED COVERAGE OF THE PROJECT LIFE CYCLE BETTER PREPARES STUDENTS TO MANAGE ALL PHASES OF A PROJECT SUCCESSFULLY.** Students learn about selecting a project at the front end of the life cycle. This edition also discusses realizing benefits at the back end of the life cycle. Updated coverage reflects the latest in the research and development (R&D) life cycle model. An agile life cycle model has been added.
- **EMPHASIS ON HUMAN STRENGTHS GIVES STUDENTS A BETTER UNDERSTANDING OF HOW TO MAXIMIZE INDIVIDUALS' UNIQUE ABILITIES.** With this text's discussion of human strengths, students learn how to use positive psychology to understand the unique abilities of individuals. An appendix describes each strength theme in the project context to better prepare students to lead and manage project teams effectively.

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Part I: ORGANIZING PROJECTS. 1. Introduction to Project Management. 2. Project Selection and Prioritization. 3. Organizational Capability: Structure, Culture, and Roles. 4. Chartering Projects. Part II: PLANNING PROJECTS. 5. Stakeholder Analysis and Communication Planning. 6. Scope Planning. 7. Scheduling Projects. 8. Resourcing Projects. 9. Budgeting Projects. 10. Project Risk Planning. 11. Project Quality Planning and Project Kick-off. Part III: PERFORMING PROJECTS. 12. Project Supply Chain Management. 13. Leading and Managing Project Teams. 14. Determining Project Progress and Results. 15. Finishing the Project and Realizing the Benefits. Appendix A: PMP and CAPM Exam Prep Suggestions (online and in printed book). Appendix B: Strengths Themes as Used in Project Management (online only). Glossary Terms from the PMBOK® Guide. Index.

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NEW EDITION!



Coming Soon!

SUCCESSFUL PROJECT MANAGEMENT, 6E

Jack Gido, Pennsylvania State University; James P. Clements, West Virginia University

Teach your students everything they need to know to work successfully in today's exciting project management environment with Gido/Clements's **SUCCESSFUL PROJECT MANAGEMENT, 6E**. This best-selling text details how to organize as well as manage effective project teams, from planning and scheduling to cost management. Revised chapters closely align with the PMBOK (Project Management Body of Knowledge) framework and approach to ensure that students are learning today's best practices. Coverage of the latest business developments and challenges acquaint students with issues such as project constraints, stakeholder issues, the project charter, and how projects relate to an organization's strategic plan. Students learn the keys to effective communication both within and outside a team. A wealth of new and revised intriguing cases inspire discussion and debate, and new real-world vignettes give students firsthand insights into how to apply project management in the workplace. Other learning features and a variety of end-of-chapter practice activities reinforce concepts critical to project management success. Students also gain experience working with the latest version of today's most popular project management software--Microsoft® Project 2013. A trial version of this software accompanies each new text with corresponding examples and exercises throughout this edition. **SUCCESSFUL PROJECT MANAGEMENT, 6E** and its accompanying comprehensive instructor support package provide everything you and your students need to manage projects effectively in business today.

NEW TO THIS EDITION

- **UPDATED CONTENT TO REFLECT PROJECT STAKEHOLDER MANAGEMENT, A NEW PMBOK KNOWLEDGE AREA.**
- **UPDATED MS PROJECT APPENDICES BASED ON THE LATEST VERSION OF MICROSOFT® PROJECT 2013.**
- **UPDATED REAL-WORLD VIGNETTES.** Give students an opportunity to see how successful project managers apply concepts in today's actual workplace with these engaging new vignettes. These intriguing, contemporary vignettes at the beginning and within each chapter give students a taste of project management skills in action.
- **UPDATED END-OF-CHAPTER EXERCISES.** You and your students will find a variety of proven and contemporary learning tools and opportunities for practice that will thoroughly prepare students for success on tests and quizzes.

FEATURES

- **RESTRUCTURED CHAPTERS ALGIN WITH THE PMBOK APPROACH.** To ensure that the concepts your students are learning reflect today's best practices within project management, the chapters have been rearranged and restructured to align with the PMBOK (Project Management Body of Knowledge) framework and approach.
- **FUN AND ENGAGING CASES.** Throughout this edition, cases place project management skills into practical context and prompt meaningful analysis and discussion among students.
- **TRIAL VERSION OF MICROSOFT® PROJECT 2013 WITH EACH TEXT PROVIDES PRACTICE WITH TODAY'S LEADING PROJECT MANAGEMENT SOFTWARE.** Prepare students to work with the most up-to-date project management software available. Students receive a trial version of the latest best-selling project management software--Microsoft® Project 2013--with each new text. Students learn to master and maximize the efficiencies of this powerful tool as they complete problems throughout this edition.
- **STRAIGHTFORWARD, ACCESSIBLE APPROACH REFLECTS STATE-OF-THE-ART CONCEPTS.** The authors have applied their years of firsthand project management experience to create an engaging, inviting presentation that focuses on the latest techniques and applications while de-emphasizing

mathematical and overly technical detail.

- **COMPREHENSIVE CONTENT ADDRESSES EVERYTHING STUDENTS NEED TO KNOW TO WORK SUCCESSFULLY IN TODAY'S PROJECT ENVIRONMENT.** Students learn the critical skills and knowledge they need to organize and manage effective project teams. This edition also emphasizes communication with a focus on how to document and communicate project developments both within and outside the team. In-depth coverage also delves into the details of planning, scheduling, and cost management.
- **"LEARNING OUTCOMES" AND "CRITICAL SUCCESS FACTOR" BOXES HIGHLIGHT THE KEY POINTS OF EACH CHAPTER.** This edition helps students focus on each chapter's most important points as "Learning Outcomes" and "Critical Success Factors" provide brief overviews and reinforce the chapter's main ideas.

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QUALITY MANAGEMENT



NEW EDITION!

CENGAGE
TECHNOLOGY
EDITION

Coming Soon!

eBook

MANAGING FOR QUALITY AND PERFORMANCE EXCELLENCE, INTERNATIONAL EDITION, 9E

James R. Evans, *University of Cincinnati*; William M. Lindsay, *Northern Kentucky University*

The new edition of this definitive market leader and authoritative educational reference continues to provide unmatched coverage and insightful comparisons that guide your students through the intricacies of quality management today. Built upon the strength and proven experience of well-known authors and examiners for the Malcolm Baldrige Award, this text presents the fundamental principles and historical foundations of total quality with an emphasis on high-performance management practices, such as those reflected in the Baldrige Criteria. No other book offers coverage of ISO 9000 certification standards, Six Sigma, and the U.S. Malcolm Baldrige National Quality Award standards students find here. A wealth of first-hand, current examples from leading organizations throughout the world emphasize the practical aspects of the book's managerial focus as well as the technical topics that students are learning. Coverage of most of the Body of Knowledge required for ASQ certification helps you effectively prepare students to become Certified Quality Managers.

NEW TO THIS EDITION

- The ninth edition of *Managing for Quality and Performance Excellence* continues to embrace the fundamental principles, criteria, and historical foundations of total quality, while providing a foundation for understanding and applying technical tools and performance excellence from an enterprise

perspective. All chapters have been updated to provide the most current coverage available.

- We have updated and strengthened the quantitative material in this book, particularly in Chapter 6 on statistical methods. We have developed new and updated Excel templates to facilitate problem solving and incorporated them into numerous examples.
- We have also developed new and interesting Quality Profiles and Quality in Practice cases and a wide variety of examples from organizations around the world. These profiles and QIP cases emphasize the importance of quality in the global economy. We also added new cases and revised many end-of-chapter problems from the previous edition.

FEATURES

- Contrasts and comparisons of Baldrige, ISO 9000, and Six Sigma in the managerial chapters of the book.
- Student-friendly layout highlighting important concepts.
- “Bonus Materials” are available on the student premium Web site and include additional cases, summaries of key points and terminology, supplementary topics, and additional cases and Quality in Practice features.
- Text coverage of most of the body of knowledge (BOK) required for ASQ certification as a Certified Quality Manager.

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Brief Contents. Preface. Part I: PRINCIPLES OF QUALITY MANAGEMENT. 1: Introduction to Quality. 2: Foundations of Quality Management. 3: Customer Focus. 4: Workforce Focus. 5: Process Focus. Part II: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT. 6: Statistical Methods in Quality. 7: Design for Quality and Product Excellence. 8: Measuring and Controlling Quality. 9: Six Sigma and Process Improvement. Part III: BEYOND QUALITY: PERFORMANCE EXCELLENCE IN ORGANIZATIONS. 10: The Malcolm Baldrige Framework for Performance Excellence. 11: Strategic Focus on Performance Excellence. 12: Measurement and Knowledge Management for Performance Excellence. 13: Leadership for Performance Excellence. 14: Building and Sustaining Performance Excellence. Appendixes.

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NEW EDITION!

eBook

QUALITY AND PERFORMANCE EXCELLENCE, INTERNATIONAL EDITION, 7E

James R. Evans, University of Cincinnati

Packed with real-world illustrations and cases, **QUALITY AND PERFORMANCE EXCELLENCE, 7e**, International Edition presents the basic principles and tools associated with quality and performance excellence through cutting-edge coverage that includes the latest thinking and practices from the field. This proven text has three primary objectives: familiarize students with the basic principles and methods, show how these principles and methods have been put into effect in a variety of organizations, and illustrate the relationship between basic principles and the popular theories and models studied in management courses. Extremely flexible and student friendly, the text is organized according to traditional management topics, helping students quickly see the connections between quality principles and management theories. Excellent case studies give students practical experience working with real-world issues. Many cases focus on large and small companies in manufacturing and service industries in North and South America, Europe, and Asia-Pacific.

NEW TO THIS EDITION

- Using real-world examples to illustrate text concepts, each chapter now begins with a “Performance Excellence Profile” highlighting a recent Baldrige recipient whose practices have particular relevance to the chapter material.
- New to the 7th edition are profiles on K&N Management, Freeze and Nichols, the City of Coral Springs, Florida; and the Veterans Affairs Cooperative Studies Program.
- Numerous new examples and cases have been added throughout, illustrating key ideas and themes covered

in the chapters and offering students hands-on opportunities to sharpen their critical-thinking skills.

FEATURES

- Considerable flexibility is built into QUALITY AND PERFORMANCE EXCELLENCE, 7e, International Edition to meet the unique needs of individual instructors — and their students. After chapters 1 and 2, all other chapters can be sequenced in almost any order.
- Unlike most books on quality, QUALITY AND PERFORMANCE EXCELLENCE, 7e, International Edition is organized according to traditional management topics. This student-friendly organization helps readers see the parallels between quality principles and management theories in areas such as organizational design and leadership.
- Part I, Foundations of Quality and Performance Excellence, presents the core principles of total quality and performance excellence, and begins to explain how they relate to familiar management concepts.
- Part II, Performance Excellence, Strategy, and Organization Theory, introduces the importance of quality and performance excellence from a strategic perspective, the idea of customer-supplier relationships, and the role of organizational design.
- Part III, Performance Excellence and Organizational Behavior, discusses the themes of teamwork and empowerment, and relates quality to the topics of groups and motivation.
- Part IV, Leadership and Organizational Change, deals with practices for making performance excellence a part of today's modern organizations, focusing on leadership and the journey to performance excellence.

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Part I: FOUNDATIONS OF QUALITY AND PERFORMANCE EXCELLENCE. 1. Introduction to Quality and Performance Excellence. 2. Frameworks for Quality and Performance Excellence. 3. Tools and Techniques for Quality Design and Control. 4. Tools and Techniques for Quality Improvement. Part II: PERFORMANCE EXCELLENCE, STRATEGY, AND ORGANIZATIONAL THEORY. 5. Competitive Advantage and Strategic Management for Performance Excellence. 6. Quality in Customer-Supplier Relationships. 7. Designing Organizations for Performance Excellence. Part III: PERFORMANCE EXCELLENCE AND ORGANIZATIONAL

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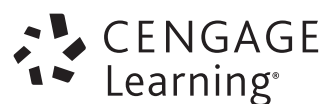
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