

contemporary management 11th edition

Contemporary Management 11th Edition: A Deep Dive into Modern Business Leadership

Contemporary management 11th edition stands as one of the most influential textbooks for students, educators, and professionals who seek to understand the evolving landscape of management in today's dynamic business environment. Authored by Gareth Jones and Jennifer George, this edition continues to build on its reputation for delivering insightful, practical, and up-to-date concepts that help readers navigate the complexities of managing modern organizations effectively.

Whether you're a business student preparing for a career in management, an aspiring leader looking to refine your skills, or a seasoned professional aiming to stay current, the contemporary management 11th edition offers a comprehensive guide that blends theory with real-world applications.

Understanding the Core of Contemporary Management 11th Edition

At its heart, the contemporary management 11th edition explores the principles and practices that define effective management in the 21st century. It emphasizes adaptability, innovation, and strategic thinking, which are crucial in a world where technological advancements and globalization continuously reshape industries.

Unlike traditional management textbooks that might focus predominantly on classical theories, this edition integrates modern perspectives such as organizational culture, ethics, diversity, and sustainability. This approach ensures that readers appreciate not only the "how" but also the "why" behind contemporary management practices.

Key Features That Set This Edition Apart

One of the standout aspects of the 11th edition is its incorporation of current case studies and examples. These real-world illustrations demonstrate how companies across various sectors apply management principles to overcome challenges and seize opportunities. Additionally, the authors emphasize:

- **Leadership in a Digital Age:** Addressing how technology transforms management roles and decision-making processes.
- **Globalization:** Exploring strategies for managing across cultures and borders.
- **Innovation and Change Management:** Providing tools for leading organizational change and fostering creativity.

- **Ethics and Social Responsibility:** Highlighting the importance of values-driven leadership in building trust and long-term success.

These elements make the contemporary management 11th edition not just a textbook but a practical manual for developing well-rounded management skills.

Delving into Management Functions and Skills

The book meticulously breaks down the essential functions of management—planning, organizing, leading, and controlling—while showcasing how these functions adapt in contemporary contexts. Through engaging narratives and hands-on activities, readers gain insights into:

Planning for Uncertainty

In today's fast-paced markets, planning requires flexibility. The 11th edition discusses how managers can use scenario planning and agile strategies to anticipate changes and respond proactively. This section also explores the use of data analytics and forecasting tools that support informed decision-making.

Organizing for Efficiency and Collaboration

Organizational structures are no longer rigid hierarchies but often fluid networks. The text examines modern organizational designs such as team-based structures and virtual organizations. It also addresses how technology facilitates collaboration across geographical distances, emphasizing the role of communication and coordination tools.

Leading with Influence and Empathy

Leadership takes center stage in this edition, with a focus on emotional intelligence, motivation, and fostering inclusive work environments. The authors highlight leadership styles appropriate for different situations and stress the significance of ethical leadership in building credibility.

Controlling for Performance and Quality

Effective control mechanisms are vital for ensuring that organizational goals are met. The book outlines various control systems, from financial audits to quality management frameworks, demonstrating how metrics and feedback loops help maintain standards and drive continuous improvement.

Integrating Contemporary Themes: Diversity, Ethics, and Sustainability

What truly makes the contemporary management 11th edition relevant is its commitment to addressing broader societal issues that impact businesses today.

Embracing Diversity and Inclusion

The text delves into the benefits and challenges of managing a diverse workforce. It provides strategies for creating inclusive cultures where all employees feel valued and empowered. This section underscores how diversity enhances creativity, problem-solving, and market competitiveness.

Ethics as a Management Imperative

Ethical dilemmas are inevitable in business. The book encourages managers to develop strong ethical frameworks and decision-making processes that consider stakeholders' interests. It offers guidance on navigating conflicts of interest, corporate governance, and social responsibility initiatives.

Sustainability and Corporate Social Responsibility (CSR)

Sustainability is no longer optional. The 11th edition explains how integrating environmental and social considerations into business strategies contributes to long-term viability. It highlights examples of companies leading in CSR and discusses the growing expectations from consumers and regulators for responsible business practices.

Why Contemporary Management 11th Edition is a Must-Have Resource

For educators, this edition provides a well-structured, engaging curriculum with a wealth of supplementary resources including quizzes, discussion questions, and online materials that facilitate interactive learning. For students, the accessible writing style and logical flow make complex concepts easier to grasp.

Professionals benefit from the practical insights and updated content that reflect the realities of managing in a world influenced by rapid technological change, shifting workforce demographics, and increasing global interconnectivity.

Tips for Getting the Most Out of the Textbook

- **Engage with Case Studies:** Analyze the examples critically and relate them to your personal experiences or current industry trends.
- **Apply Tools and Frameworks:** Use the planning and decision-making models presented to evaluate real organizational challenges.
- **Reflect on Ethical Scenarios:** Consider how you would handle various dilemmas to sharpen your moral reasoning skills.
- **Stay Current:** Supplement the textbook with recent articles or news about management innovations and global business developments.

By actively interacting with the material, readers can transform knowledge into actionable management practices.

Final Thoughts on the Evolution of Management Education

The contemporary management 11th edition is more than just a textbook—it's a window into how management theory and practice evolve in response to societal shifts and technological advances. Its balanced focus on foundational concepts and emerging trends equips readers with the mindset and tools necessary to thrive as managers in an unpredictable and complex business world.

As organizations continue to face challenges like digital transformation, workforce diversity, and ethical scrutiny, resources like this edition are invaluable for preparing the next generation of leaders to not only manage but inspire and innovate.

Frequently Asked Questions

What are the key features of 'Contemporary Management 11th Edition'?

'Contemporary Management 11th Edition' offers updated content on management theories, real-world case studies, and practical applications, making it relevant for understanding modern organizational challenges.

Who are the authors of 'Contemporary Management 11th

Edition'?

The 11th edition of 'Contemporary Management' is authored by Gareth R. Jones and Jennifer M. George.

How does the 11th edition of 'Contemporary Management' differ from previous editions?

The 11th edition includes new case studies, updated examples reflecting current business trends, and expanded coverage on topics like digital transformation and diversity in the workplace.

Is 'Contemporary Management 11th Edition' suitable for beginners in management studies?

Yes, the book is designed to be accessible for students new to management, providing foundational concepts along with contemporary examples to enhance understanding.

What topics are covered in 'Contemporary Management 11th Edition'?

The book covers planning, organizing, leading, controlling, decision-making, organizational culture, innovation, ethics, and global management, among other key management topics.

Does 'Contemporary Management 11th Edition' include digital and technology management content?

Yes, the 11th edition addresses the impact of digital technologies, social media, and data analytics on modern management practices.

Are there any supplementary materials available with 'Contemporary Management 11th Edition'?

Typically, the book comes with supplementary online resources such as quizzes, case study discussions, PowerPoint slides, and instructor guides to support learning.

How is diversity and inclusion addressed in 'Contemporary Management 11th Edition'?

The book includes updated sections on managing diversity and fostering inclusive workplaces, emphasizing their importance in contemporary organizational success.

Can 'Contemporary Management 11th Edition' be used for professional development?

Yes, the book's practical approach and current examples make it a valuable resource for both students and practicing managers seeking to enhance their management skills.

Where can I purchase or access 'Contemporary Management 11th Edition'?

'Contemporary Management 11th Edition' can be purchased from major bookstores, online retailers like Amazon, or accessed through academic libraries and eBook platforms.

Additional Resources

Contemporary Management 11th Edition: An In-Depth Review and Analysis

contemporary management 11th edition continues to establish itself as a foundational resource for students, educators, and professionals interested in the evolving landscape of management theory and practice. Authored by Jones and George, this edition builds upon its predecessors by integrating modern business challenges with core management principles, making it a relevant and comprehensive guide for understanding today's dynamic organizational environments.

Comprehensive Coverage of Modern Management Principles

The 11th edition of Contemporary Management offers an extensive exploration of management fundamentals while incorporating contemporary trends such as globalization, technological advancements, and sustainability. Its structure facilitates a balanced blend of theory and practical application, which is essential for readers aiming to navigate the complexities of modern enterprises.

One standout feature is its emphasis on the changing roles of managers in today's digital and multicultural workplace. By addressing topics like ethical decision-making, corporate social responsibility, and innovation management, the text ensures that learners grasp the multidimensional aspects of contemporary leadership and organizational behavior.

Integration of Real-World Case Studies and Examples

A notable strength of Contemporary Management 11th edition lies in its use of up-to-date case studies and examples from diverse industries. This approach not only contextualizes management theories but also engages readers by illustrating how principles apply in real business scenarios. For instance, discussions around technology adoption in management are paired with cases of companies successfully leveraging AI and big data analytics.

Such practical insights are indispensable for those preparing to enter managerial roles or seeking to deepen their understanding of how strategic decisions affect organizational outcomes in a competitive global marketplace.

Key Features and Innovations in the 11th Edition

The latest edition introduces several enhancements designed to align with current academic and professional standards:

- **Updated Content:** Reflects recent developments in management practices and economic conditions, including the impact of remote work and digital collaboration tools.
- **Enhanced Learning Aids:** Incorporates chapter summaries, self-assessment questions, and interactive online resources that promote active learning and retention.
- **Focus on Diversity and Inclusion:** Highlights the importance of managing diverse teams and fostering inclusive workplace cultures, a critical component of modern management strategies.
- **Strategic Decision-Making Frameworks:** Provides readers with tools to analyze complex problems and make informed decisions, essential for effective leadership.

These features collectively make Contemporary Management 11th edition a versatile resource for both classroom instruction and individual study.

Comparisons to Previous Editions and Competitors

When contrasted with earlier editions, the 11th iteration reflects a noticeable shift toward a more integrated and contemporary perspective. While previous versions laid a solid foundation in classical management theories, this edition expands its scope to address emerging challenges such as sustainability and digital transformation.

Compared to competing textbooks in the management domain, Jones and George's work stands out for its clarity, balanced coverage, and relevance. Other popular titles may delve deeper into certain niches like organizational behavior or strategic management, but Contemporary Management offers a well-rounded approach suitable for introductory and intermediate courses.

Practical Applications and Pedagogical Value

The utility of Contemporary Management 11th edition extends beyond theoretical knowledge. Its design supports the development of critical thinking and managerial skills through:

1. **Interactive Exercises:** Encouraging readers to apply concepts to hypothetical business situations.
2. **Group Activities:** Facilitating collaboration and discussion, which mirror real-world

managerial teamwork.

3. **Reflection Prompts:** Allowing learners to consider ethical dilemmas and leadership challenges in depth.

Additionally, the book's alignment with current business practices prepares students for the realities of managing organizations in a volatile and complex environment.

Potential Limitations

Despite its comprehensive nature, some readers may find that Contemporary Management 11th edition occasionally glosses over highly specialized topics in favor of breadth. For advanced learners seeking in-depth analysis of niche areas like supply chain management or entrepreneurship, supplementary materials might be necessary.

Moreover, while the textbook integrates digital learning tools, the accessibility and user-friendliness of these online platforms can vary depending on the institution or edition package purchased.

SEO-Relevant Keywords and Phrases Integration

Throughout the analysis, terms such as "management textbook," "business management principles," "organizational behavior," "leadership strategies," and "management case studies" have been naturally woven into the content. This approach enhances the article's visibility to individuals searching for comprehensive resources on management education, particularly those interested in the Contemporary Management series.

By focusing on these key phrases, the article meets search engine optimization standards while maintaining an informative and professional tone, ensuring it appeals to educators, students, and management practitioners alike.

In the evolving landscape of management education, Contemporary Management 11th edition remains a reliable and insightful resource. Its blend of updated content, practical case studies, and pedagogical tools caters to the needs of today's learners and prepares them for the challenges of contemporary organizational leadership.

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contemporary management 11th edition: *Contemporary Management 11e* JONES, JENNIFER. JONES GEORGE (GARETH.), Jennifer M. George, 2019-01-04 The 11th edition of *Contemporary Management* by Jones and George continues to provide students with the most current and up-to-date account of the changes taking place in the world of business management. In this revision, the focus is on making *Principles of Management* relevant and interesting to today's student. This new edition mirrors the changes taking place in management practices by incorporating recent developments in management theory, research, and by providing vivid, current examples of how managers of companies large and small have responded to these changes.

contemporary management 11th edition: Contemporary Management of Multiple Myeloma Ravi Vij, 2012-12-15 This book *Contemporary Management of Multiple Myeloma* discusses in detail about the management of multiple myeloma. Multiple Myeloma is the second most common hematological malignancy in the United States. This book highlights the interplay between the malignant plasma cell and the microenvironment, and the role of genetic alterations, adhesion molecules and critical cytokines in this complex milieu. The first chapter of this book discusses epidemiology, etiology and pathogenesis of multiple myeloma. The clinical presentation of the common plasma cell dyscrasias and discuss the diagnostic and prognostic work-up with a highlighting on recent advances in chapters 3 and 4. Chapters from 5 to 9 focus on the therapeutic evolution that has occurred, and accumulate the landmark clinical trials that have changed clinical practice for up-front treatment of both transplant eligible and ineligible patients and for those with relapsed and refractory disease. These chapters also highlights on the important role of clinical research with stem cell transplantation, proteasome-inhibition and immunomodulatory drugs that form the backbone of our present day therapeutic armamentarium. Recommendations for response assessment and current understanding of the value of maximizing the depth of response in personalized therapy and patient segmentation are briefly explained in chapters 10 and 11. Chapter 12 and 13 discussed about adjunctive treatment modalities and novel therapeutic compounds in clinical trial and targets for future drug development. This book provides complete information about current landscape for multiple myeloma which is helpful in future aspects.

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business leaders.” Peter Tufano, Saïd Business School, University of Oxford “An amazing read. Piet Naude is eclectic and sparkling. He applies his talents to the wicked maze of management education in society. No issue is more important for global business. No writer is better qualified.” Thomas Donaldson, The Wharton School, University of Pennsylvania “A powerful, persuasive, and superbly compelling book. Contemporary Management Education serves as an invaluable and informative reference to the essential issues that are shaping the future.” Sherif Kamel, Dean, School of Business, The American University in Cairo

contemporary management 11th edition: *Cervical Cancer: Contemporary Management* Shalini Rajaram, K Chitrathara, Amita Maheshwari, 2012-12-15 Cervical Cancer: Contemporary Management is indeed a state-of-the-art textbook on cervix cancer. The contents are organized into 8 sections and 33 chapters with the latter consistently and sequentially structured with an initial outline, introduction, descriptive but focused narrative complemented by quality figures, diagrams, tables and photographs and supported by contemporary references affording ease of access to appropriate resource information. This may be the only book of its kind comprehensively addressing all aspects of cervical cancer beginning with screening, diagnosis and management of pre-invasive disease which includes screening in low resource countries, recent advances in screening technology, HPV carcinogenesis, molecular markers and of course primary prevention with HPV vaccination. Staging protocols, imaging techniques and sentinel node evaluation have been discussed in detail. Surgical management of cervical cancer is complete in all respects. All surgical techniques ranging from radical trachelectomy, radical abdominal hysterectomy, laparoscopic nerve-sparing radical hysterectomy, radical vaginal hysterectomy and the complications of surgery are described in detail. Emphasis in many chapters is on nerve-sparing radical hysterectomy which is known to reduce bladder, rectal and sexual dysfunction postoperatively. Postradiation hysterectomy and pelvic exenterations have been extensively covered. Renowned national and international surgeons have contributed well-written chapters which speak for their experience and expertise. Likewise, the radiation arm of cancer cervix therapy is extensive and ranges from radiation therapy: principles and techniques, chemoradiation, neoadjuvant chemotherapy, management of recurrent disease by both chemotherapy and radiation and interstitial brachytherapy. Image-guided techniques and treatment planning have been described wherever appropriate. This book is valuable and finds itself on the bookshelves of all those who practice gynecologic oncology, postgraduate students and fellows specializing in this field.

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contemporary management 11th edition: *Contemporary Research on Management and Business* Siska Noviaristanti, 2022-09-07 This book contains 74 selected papers presented at the 5th International Seminar of Contemporary Research on Business and Management (ISCRBM 2021), which was organized by the Alliance of Indonesian Master of Management Program (APMMI) and held in Jakarta, Indonesia on 18 December 2021. This online conference was hosted by the Master of

Management Program of Indonesia University. This year, ISCRBM focused on research related to driving sustainable business through innovation. Business has had to deal with the Covid-19 pandemic, so a new approach towards managing business to survive competition is indispensable. Innovation is the key for all organizations in surviving in the new normal and beyond. The Seminar aimed to provide a forum for leading scholars, academics, researchers, and practitioners in the business and management area to reflect on the issues, challenges and opportunities, and to share the latest innovative research and best practices. This seminar brought together participants to exchange ideas on the future development of management disciplines: human resource, marketing, operation, finance, strategic management and entrepreneurship. The Open Access version of this book, available at www.taylorfrancis.com, has been made available under a Creative Commons Attribution-Non Commercial-No Derivatives 4.0 license.

contemporary management 11th edition: *Contemporary Human Resource Management* Adrian Wilkinson, Tony Dundon, 2021-05-05 Written by experts in the field, this well-established book provides a critical and academically rigorous exploration of the key functions, practices and issues in HRM today. The first part of *Contemporary Human Resource Management* covers fundamental HRM practices while the second half examines contemporary themes and issues such as work-place bullying, flexibility and emotion at work. Each chapter contains two thought-provoking case studies, encouraging readers to identify, examine and apply key concepts to real-world examples. This substantially revised sixth edition includes three completely new chapters and case studies on: HRM in SMEs The Future of Work Employee Wellbeing

contemporary management 11th edition: *Contemporary Sport Management* Paul Mark Pedersen, 2024-11-08 *Contemporary Sport Management*, Eighth Edition, examines core functions, career opportunities, and current trends in sport management conveyed by a diverse team of contributors. Reflecting the latest information and examples from the field, the text covers the essentials for entering the profession.

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contemporary management 11th edition: *On the Other Hand* Gilda,, 2017-02-10 Gilda is a woman who has never had to fight for anyone or anything. Her determination is a great strength. Born to a middle-class New York family, she has had everything necessary for a healthy life. Unfortunately, she did not have the luxury of having being born with a silver spoon or on an platinum platter. Although jewelry, art, handsome men, and all the comforts one woman can possess has come her way, still, something is missing from her life. She has a need to fulfill a hole, and she is in a chapter of her life to realize that there's more to life than the perpetual attaining of things. Gilda reveals inside secrets on how to conquer obstacles in both life circumstances and the struggles in the business world for the working-class patrons. Gilda's ambition and dedication to succeed guides her through many chapters of real-life circumstances. Even though struggles and obstacles want to put a hold on some goals, she is determined to keep trucking. But when childhood memories, motherhood, and career combine, Gilda progresses with stride into leadership duties. Little does

Gilda know that certain life circumstances are not as easy as they are said to be. It sometimes entails many different personalities and responsibilities. Just when she thinks she is where she wants to be, on easy street, another challenge comes to face her. Suddenly, juggling from motherhood to career woman becomes a reality. Will Gilda go insane? Can she run from her chosen goals? On the Other Hand is a story of facing challenges and obstacles in life, family, and the world of business by Gilda. This new book on innovation by a talented new novelist gives great insights, and will keep you interested from chapter to chapter. Don't miss out on this knowledge.

contemporary management 11th edition: The Routledge Companion to Contemporary Brand Management Francesca Dall'Olmio Riley, Jaywant Singh, Charles Blankson, 2016-07-15 The amount and range of brand related literature published in the last fifty years can be overwhelming for brand scholars. This Companion provides a uniquely comprehensive overview of contemporary issues in brand management research, and the challenges faced by brands and their managers. Original contributions from an international range of established and emerging scholars from Europe, US, Asia and Africa, provide a diverse range of insights on different areas of branding, reflecting the state of the art and insights into future challenges. Designed to provide not only a comprehensive overview, but also to stimulate new insights, this will be an essential resource for researchers, educators and advanced students in branding and brand management, consumer behaviour, marketing and advertising.

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contemporary management 11th edition: Contemporary Issues in Management Development in Africa Kofi A. Osei, 2016-08-31 Contemporary Issues in Management Development in Africa is jointly published with the University of Ghana Business School in response to the growing importance of Africa in global business discourse. The book spans the broad areas of management development in Africa and addresses a wide variety of issues that are critical for Africa's economic and social development, including their implications for management development. Whilst the book's focus is on recent and contemporary development issues, it situates the discourses within historical contexts. For this, the first section of the book is on the historical review of management development in Africa; section two deals with contemporary management issues while the third section is on the policy and institutional perspectives of management development in Africa. The book is an essential reading for students and scholars of international business, finance, economics, accounting, corporate governance and general management. It should be equally a useful guide for practitioners and policy makers alike.

contemporary management 11th edition: The SAGE Handbook of Contemporary Cross-Cultural Management Betina Szkudlarek, Laurence Romani, Dan V. Caprar, Joyce S. Osland, 2020-05-25 This Handbook presents a comprehensive and contemporary compendium of the field of cross-cultural management (CCM). In recognition of current trends regarding migration, political ethnocentrism and increasing nationalism, the chapters in this volume not only cover the traditional domains of CCM such as expatriation, global (virtual) teamwork and leadership, but also examine emerging topics such as bi/multi-culturalism, migration, religion and more, all considered from a global perspective. The result is a Handbook that acknowledges and builds on a variety of research traditions (from mainstream to critical), updates existing knowledge in relation to current challenges, and sets the direction for future research and developments, making this an invaluable resource for researchers in the field, and across related areas of international business, management, and intercultural relations. Part 1: Multiple Research Paradigms for the Study of Culture Part 2: Research Methods in Cross-Cultural Management Part 3: Cross-Cultural Management and Intersecting Fields of Study Part 4: Individuals and Teams in Cross-Cultural Management Part 5: Global mobility and Cross-Cultural Management Part 6: Developing Intercultural Competence

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Vinod Kumar, 2019-02-15 This reference book is an IGI Global Core Reference for 2019 as it provides innovative research on employee engagement. With the recent trend of businesses seeking solutions to increase employee engagement and retention, this publication provides the latest trending research on improving businesses' workflow and efficiency. *Management Techniques for Employee Engagement in Contemporary Organizations* provides theoretical frameworks and the latest empirical research findings on management strategies for the promotion, adoption, and implementation of work engagement policies. The content within this publication examines gamification, employee engagement, and management techniques and is designed for academicians, managers, business professionals, human resources officers, policymakers, and researchers.

contemporary management 11th edition: *Lean Management Solutions for Contemporary Manufacturing Operations* Gonzalo F. Taboada, 2021-11-23 *Lean Management Solutions for Contemporary Manufacturing Operations: Applications in the automotive industry* covers recent techniques aimed at improving manufacturing activities in automotive factories in the time of the fourth industrial revolution. The book informs the reader about some improvements in hard skills (such as technical concepts, new tools, processes, and applied designs), as well as soft skills (strategic planning and the psychology of motivating human resources in manufacturing setups). The book also presents insight for managers who are working with a niche of employees with disabilities with respect to the automotive industry. Topics in the book include: Application of Graph Theory in Workplace Design Applied Design Disability and the 4th Industrial Revolution People Development, Motivation & Results Low Cost Logistics Solutions Agile Methodologies in Manufacturing Projects This book is a concise, informative reference which updates the reader on recent strategies to maximize productivity in the auto manufacturing sector.

contemporary management 11th edition: *Lifelong Learning for Tourism* Violet V. Cuffy, David Airey, Georgios C. Papageorgiou, 2017-09-07 Since the middle of the last century tourism has demonstrated almost continual growth, with international tourist arrivals now recorded in excess of one billion per annum. Given the global socio-economic significance of tourism, it is imperative to develop educational opportunities for those working in tourism-related industries. These opportunities should fulfil the changing needs of both industry, travellers, and the learners themselves. While the concept of lifelong learning in the tourism industry plays an important role, it has received little academic attention to date. This book provides a theoretical overview of lifelong learning for tourism, exploring its history, practice, and conceptualization. It demonstrates the importance of lifelong learning for tourism from a variety of perspectives, drawing on educational, industry, policy, and socio-economic insights. The book explores managerial and political implications, critical issues, best practice examples, and draws on a range of international case studies to demonstrate theory in practice. Finally, it offers a conceptual framework for future curriculum approaches. This book will be of interest to students, scholars, and practitioners of tourism studies, hospitality, business and management, and international development. It will also appeal to those interested in adult education, vocational training, professional development, and pedagogy.

contemporary management 11th edition: *Contemporary Insights on Financial and Economic Performance of Companies* Piotr Łasak, 2025-01-01 Responsive and proactive market orientation and hospital financial performance: The mediating effect of service program innovativeness PURPOSE: The study aims to investigate the direct and indirect relationships among market orientation, service program innovativeness, and the financial performance of hospitals. Two types of market orientation – responsive and proactive – were considered, along with two dimensions of service program innovativeness: meaningfulness and novelty. METHODOLOGY: The study gathered data through a survey conducted on a random sample of 204 Polish hospitals. Structural equation modeling was used to analyze the data, test a conceptual model designed as a parallel two-mediator model, and validate the hypotheses. FINDINGS: The work revealed both direct and indirect effects. In terms of direct effects, the study found that implementing a responsive market orientation positively influences the meaningfulness of a hospital's service program but has no impact on its

novelty. Conversely, the implementation of a proactive market orientation has a positive influence on both the meaningfulness and novelty of the program. Furthermore, the meaningfulness and novelty of the program contribute positively to the hospital's financial performance. In terms of indirect effects, the study identified mediation phenomena: a responsive market orientation positively affects a hospital's financial performance through the meaningfulness of the service program, while a proactive market orientation enhances financial performance through the novelty of the program.

IMPLICATIONS: The study contributes to the current understanding, confirming the positive impact of a proactive market orientation on innovations within the organization while contradicting the view that a responsive market orientation supports these innovations. Additionally, the results support the idea that innovations within the organization have a positive impact on its outcomes. The study also reveals specific mechanisms that influence market orientation on organizational outcomes,

indicating that a responsive orientation affects a service provider's outcomes through the meaningfulness of its service program, while a proactive orientation influences outcomes through the novelty of the program. The practical recommendations for hospital managers are as follows: (a) to achieve a high level of meaningfulness in the service program, it is advisable to implement both responsive and proactive market orientations; (b) to attain a high level of novelty in the program, a proactive market orientation is recommended; (c) to enhance the hospital's financial performance, it is suggested to develop a service program that is both meaningful and novel, and to implement both responsive and proactive market orientations.

ORIGINALITY AND VALUE: The study's originality and value stem from its exploration of specific direct and indirect mechanisms through which market orientation affects hospital financial performance, filling a prior research gap. By investigating these mechanisms, the study enhances the overall understanding of hospital management. **Keywords:**

market orientation, responsive orientation, proactive orientation, healthcare, financial performance, innovativeness.

Does ESG performance have an impact on financial performance? Evidence from Turkey

PURPOSE: Stakeholders such as consumers, nongovernmental organizations, and public institutions have increasingly pressured companies to adopt corporate social responsibility (CSR) policies. This trend has led to the integration of environmental, social, and governance (ESG) reporting into business strategies to achieve long-term competitive advantages and enhance financial performance.

ESG reporting has become a critical tool for measuring corporate CSR efforts, contributing to the institutionalization of nonfinancial reporting standards. This study aims to determine how the adoption of ESG sub-dimensions affects the financial performance of companies in Turkey.

METHODOLOGY: The study employed panel regression analysis on data from 21 companies listed in the Borsa Istanbul-100 index over the period 2011–2020 to investigate the relationship between ESG sub-dimensions and firm performance.

FINDINGS: The findings indicate that adopting the environmental and governance sub-dimensions positively affects ROE and Tobin's Q. However, the adoption of the governance sub-dimension negatively impacts Tobin's Q while positively influencing ROE. No statistically significant results were found regarding the impact of ESG sub-dimensions on firms' ROA ratios.

IMPLICATIONS: The results of the research, based on the example of Turkey, are important to determine how companies' social responsibility strategies in developing countries provide them with outputs in terms of environment, social and governance and whether social responsibility-based activities are truly sustainable strategy for companies in developing countries.

The findings highlight the importance of considering the macroeconomic structure, legal system, and financial development of countries when evaluating CSR activities. The regulatory environment plays a significant role, as weaker legal protections can negatively affect the relationship between governance practices and firm performance. For practitioners, the insights suggest prioritizing environmental investments and carefully strategizing governance practices to align with investor expectations and regulatory frameworks.

ORIGINALITY AND VALUE: By focusing on the BIST 100 companies, this study contributes to the limited literature on the role of ESG sub-dimensions in shaping financial performance in developing markets. This research provides valuable insights into how environmental, social, and governance practices specifically impact the financial outcomes of firms in Turkey, offering a nuanced understanding that can inform both

academic discussions and practical strategies in similar contexts. Keywords: corporate social responsibility, ESG performance, Financial performance, Panel data analysis, BIST 100. The impact of strategic management on organizational creativity and its influence on the financial performance of SMEs

PURPOSE: This research intends to help small and medium-sized enterprises (SMEs) in Ho Chi Minh City (HCMC) to understand the strategic management process. The study considers an inside-and an outside-in perspective and the intermediary role of organizational creativity in financial performance. It also aims to help SMEs achieve financial performance benchmarks and work towards sustainable development goals. This research is also significant and adds value to the performance management domain. Its overarching objective is to promote long-term business expansion through an exploration of the strategic management process and how organizational creativity and financial performance can be supported.

METHODOLOGY: The sample data are collected from 411 SMEs in HCMC using convenience sampling. The data are rigorously screened and cleaned to select a reliable sample for analysis, and Smart PLS software is employed for data analysis to achieve the study's outcomes.

FINDINGS: Factors such as the strategic management process, an inside-out perspective, an outside-in perspective, and the intermediary role of organizational creativity positively impact the financial performance of Vietnamese SMEs in HCMC.

IMPLICATIONS: The results show that SMEs are making changes and influencing these factors to improve financial performance. This research contributes value and provides a holistic perspective on the strategic management process for Vietnamese SMEs in HCMC to improve financial performance.

ORIGINALITY AND VALUE: The study offers insight into strategic management and highlights the pivotal role of creativity in managing the financial performance of enterprises. The overarching goal is to achieve sustainable development in an increasingly competitive environment. The study also provides a solid foundation for SME managers to restructure their operations for enhanced financial performance. It also offers valuable insights for future scholars to consider and apply in expanding available research models.

Keywords: SME, strategic management process, organizational creativity, financial performance, sustainable development goal.

Sustainability performance, corporate governance, and financial performance: Evidence from Poland and Central European listed companies

PURPOSE: Businesses are regarded as the main agents that can help achieve sustainable development. Therefore, more and more firms of various characteristics integrate sustainability issues into their business strategies. There is ongoing debate on the relationship between sustainability engagement and firm performance, with ambiguous results. Our study falls into this stream of research by adding the perspective of the Central European economy. The main objective of our paper is to examine the relationship between firm sustainability performance and its financial performance in the context of various corporate governance characteristics (in particular board attributes and ownership structure).

METHODOLOGY: Our research sample covers firms listed on the Warsaw Stock Exchange representing various indexes (related to their size) and sectors in 2015–2021. We measure sustainability performance with our original aggregated index created by integrating key firm ESG engagement characteristics. Financial performance is analyzed from two different perspectives – accounting perspective illustrated by profitability of assets (ROA) and market perspective - illustrated by market value (MV/BV ratio). To achieve the research aims, several statistical methods were employed in the study, including selected descriptive statistics and panel regression models.

FINDINGS: Our results confirm a significant positive relationship between sustainability and financial performance, as measured by ROA and MV/BV ratios. Additionally, we observe a significant positive relationship between gender diversity on the management board (the presence of women on the management board) and accounting performance. Our results provide an argument for firm engagement in sustainability initiatives, as it may improve its profitability and market value.

IMPLICATIONS for theory and practice: Our study not only contributes to the corporate finance and sustainability literature by providing evidence on the relationship between sustainability performance and financial performance in the context of the Central European economy, but also provides insights for corporate governance research in terms of boards attributes and different types of ownership

structures. The policy suggestions derived from our findings can benefit both managers and regulators, focusing on the sustainable development paradigm and ultimately enhancing overall stakeholder well-being.

ORIGINALITY AND VALUE: The originality of our research stems from investigating the relationship between sustainability performance and firm performance from both an accounting and a market perspective and using the original sustainability index developed for the purpose of the study. Additionally, we address potential gaps in existing research by incorporating several corporate governance characteristics to clarify their importance for a firm performance.

Keywords: sustainability performance, firm performance, ownership structure, board attributes, corporate governance, listed companies, ESG performance, financial performance

Firm size as a moderator of stakeholder pressure and circular economy practices: Implications for economic and sustainability performance in SMEs

PURPOSE: This study examines the interplay between stakeholder pressure (internal and external), circular economy (CE) practices, firm size, and their impact on the sustainability and economic performance of Small and Medium sized Enterprises. This research underscores firm size as a key moderator in the relationship between stakeholder pressures and CE adoption, aiming to provide a comprehensive understanding of this dynamic in SMEs.

METHODOLOGY: Based on a cross-sectional survey of 124 SMEs in Estonia, Latvia, and Lithuania, with respondents primarily being owners and managers of firms, a three-step approach tested the proposed model for CE practices. First, Confirmatory Factor Analysis (CFA) was used to ensure that the observed variables represented latent constructs. Second, Ordinary Least Squares (OLS) and Weighted Least Squares (WLS) regression methods were used to control for factors influencing CE adoption. Finally, the interaction terms assessed the moderating role of firm size.

FINDINGS: The research shows that firm size moderates these effects, with external stakeholder pressure significantly influencing CE adoption more than internal pressure. These finding underscores how firm size shapes SMEs' responses to stakeholder pressure when adopting CE practices.

IMPLICATIONS: This study provides empirical evidence that stakeholder pressure significantly influences SMEs in the Baltic States to adopt CE practices, thus impacting economic and sustainability performance. Smaller firms can enhance CE practices by strategically managing stakeholders, whereas larger SMEs should align with external stakeholder expectations for more effective CE initiatives, leading to improved organizational performance.

ORIGINALITY AND VALUE: This study demonstrates how stakeholder pressures drive CE practices and impact organizational sustainability and economic performance. Firm size plays a crucial role as a moderator amplifying the influence of external stakeholder pressure on CE practices.

Keywords: Stakeholder Pressure, Circular Economy Practices, Small and Medium-sized Enterprise, Sustainability Performance, Economic Performance, Baltic States

Capital structure specificity in knowledge-intensive industries: A comparative study of EU countries

PURPOSE: This paper aims to examine and compare the capital structure patterns and financial decision-making determinants of knowledge-based firms and traditional industries in selected EU countries over the period 2000–2023. The study seeks to uncover sector-specific features, focusing on the unique financial behaviors of knowledge-intensive enterprises compared to their traditional counterparts. It also explores how factors such as asset structure, profitability, and growth opportunities influence capital structure decisions within these industries, thus providing implications for financial management in innovation-driven sectors.

METHODOLOGY: The methodology involves analyzing data from 12 EU countries, categorized by industry (sectors M and J for knowledge-based firms and other sectors for traditional firms) and firm size. The research applies panel data modeling to evaluate the differences and influences on capital structure within these groups.

FINDINGS: The study reveals that knowledge-based firms exhibit distinct capital structure characteristics, including a higher reliance on intangible assets and lower ratios of long-term debt compared to traditional firms. Specifically, the findings indicate that intangible assets are positively correlated with total and long-term debt in knowledge-based firms, meaning that an increase in intangible asset value is associated with a corresponding increase in total and long-term debt levels. This relationship aligns with the modified pecking order theory, which posits that firms prioritize funding sources based on their perceived cost and risk. The

determinants of capital structure – such as profitability and growth opportunities – also demonstrate differing impacts, revealing the unique financial strategies employed by knowledge-based firms. IMPLICATIONS: This research highlights the importance of adapting financial strategies to the specific needs of knowledge-based firms, which often face unique challenges due to their reliance on intangible assets. Policymakers can use these findings to design targeted financial policies that support the growth and sustainability of innovation-driven enterprises, such as by offering incentives for intangible asset financing or by reducing barriers to accessing long-term debt. For practitioners, the insights highlight the need to align financial decision-making with sector-specific characteristics to optimize capital structure and drive competitive advantage. ORIGINALITY AND VALUE: This research makes a unique contribution by providing one of the first comparative analyses of capital structure determinants across knowledge-based and traditional firms in multiple EU countries over an extended timeframe (2000–2023). Unlike prior studies, which often focus on individual sectors or countries, this study offers a comprehensive and cross-sectoral perspective, enriching the understanding of how financial theories operate in diverse economic and institutional contexts. By addressing the financial behaviors of knowledge-intensive firms, the research bridges a critical gap in the literature and informs both academia and practice. Keywords: capital structure, knowledge-based firms, traditional industries, panel data regression, EU countries, innovation-driven enterprises, modified pecking order theory, sector-specific analysis

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