

The Southwest Airlines Way

Since 1973, TEXAS MONTHLY has chronicled life in contemporary Texas, reporting on vital issues such as politics, the environment, industry, and education. As a leisure guide, TEXAS MONTHLY continues to be the indispensable authority on the Texas scene, covering music, the arts, travel, restaurants, museums, and cultural events with its insightful recommendations. The foundation of organizational psychology, updated to reflect the changing workplace

Organizational Psychology: A Scientist-Practitioner Approach, Third Edition provides students with a thorough overview of both the science and practice of organizational psychology. Reflecting changes in the global workplace, the third edition expands coverage of the effects of technology on processes and personnel, the generalizability of theories across cultures, including organizational climate, and employee health and well-being. The new edition retains the hallmark features of the text and Expanded coverage of the pervasive effects of technology on the social environment of work, including virtual work and the impact of social media. More graphics, including tables and charts, to help students understand and remember various related concepts and theories. Includes a unique full chapter on research methods and the use of statistics in understanding organizations. New chapter on the work/non-work interface, including consideration of both employees' life stages and changes over their careers. Provides Instructors with comprehensive presentation and testing materials. More on ethics, in light of relatively recent scandals in corporations and in politics. Expanded coverage throughout on cross-cultural issues and diversity in organizations. Additional readings facilitate in-depth learning. Industrial and organizational psychologists contribute to the success of an organization by improving the performance, satisfaction, and well-being of employees. By identifying how behaviors and attitudes can be improved through hiring practices, training programs, and feedback and management systems, I/O psychologists also help organizations transition during periods of change and development. **Organizational Psychology: A Scientist-Practitioner Approach, Third Edition** is a comprehensive guide to the theory and application of behavioral science in the workplace.

Becoming a Master Manager is appropriate for management and organizational behavior courses that emphasize critical management skills that yield sound organizational results. Developed from both theory and empirical evidence, the text provides a compelling case for why managerial and leadership competencies are essential for employee engagement, effective communication, and sustainable organizational success. The competing values framework offers future managers a foundation for analyzing, understanding and executing the behavior that will achieve positive performance, productivity and profitability.

Into the Value Zone provides business leaders with an uncomplicated approach to evaluate their own company and the competition. Professor Ron Wood explains strategies that will help managers to create and execute initiatives that achieve sustainable results with enduring value for their clients and to manage their company's assets with efficiency. Professor Wood outlines a concise business model for managers that highlights market trends, uncovers the impact of new technologies, and enables them to see their company's placement against the competition in **The Big Picture**. Book jacket.

Principles for church leadership are important, but just as important is knowing when and how to implement them. This is strategy and it can make or break a leader's work. Those who have been in ministry for a while may have a bag of leadership tricks. But what are the results? Nixon and Shockley explore eight key leadership behaviors that will help a church move successfully through its first season of transformation, putting it well on its way to becoming a dynamic, growing body of Christ. They report that ninety percent of existing churches never make it out of the first season of transformation and give guidance on how to turn around a stagnant or dying church.

In her groundbreaking book *The Southwest Airlines Way*, Jody Hoffer Gittell revealed the management secrets of the company Fortune magazine called “the most successful airline in history.” Now, the bestselling business author explains how to apply those same principles in one of our nation’s largest, most important, and increasingly complex industries. *High Performance Healthcare* explains the critical concept of “relational coordination”—coordinating work through shared goals, shared knowledge, and mutual respect. Because of the way healthcare is organized, weak links exist throughout the chain of communication. Gittell clearly demonstrates that relational coordination strengthens those weak links, enabling providers to deliver high quality, efficient care to their patients. Using Gittell’s innovative management methods, you will improve quality, maximize efficiency, and compete more effectively. *High Performance Healthcare* walks you step by step through the process of: Identifying weak areas of relational coordination within your organization Transforming work practices that are creating barriers to relational coordination Building a high performance work system to foster consistent relational coordination across all disciplines The book includes case studies illustrating how some healthcare organizations are already transforming themselves using Gittell’s proven tools. It concludes by identifying industry-level obstacles to high performance healthcare and showing how individual organizations and their leaders can support sweeping change at the highest levels. Policy changes and increased access to care will not alone answer the healthcare industry’s problems. Timely, accurate, problem-solving communication that crosses all organizational boundaries is a powerful response to business as usual. *High Performance Healthcare* explains exactly how to achieve this crucial dynamic, providing a long-awaited cure to an industry in crisis.

Rev. ed. of: *Communication & organizational culture*. c2005.

Business model innovations are conceived and implemented by a special type of entrepreneur: business model pioneers. This book presents 14 compelling case studies of business model pioneers and their companies, who have successfully introduced new business ideas to the market. The examples range from industries such as retail, media and entertainment to services and industrial projects. For each example, the book provides information on the market environment at the time of launch and illustrates the driving forces behind these business models. Moreover, current market developments are highlighted and linked to the evolution of the business models. Lastly, the authors present the profile of a typical business model pioneer.

"Working with Margaret Benefiel has helped me, in a short time, become grounded in Spirit in my corporate workplace. The power and productivity of this spiritual work gives me hope that leaders can encourage people to bring their whole selves into the workplace and that this will lead to more tangible and positive organizational results."--Kerry Hamilton Senior Vice President, Director of Marketing, BJ's Wholesale Clubs In the last ten years, dozens of books about spirituality and management have demonstrated the yearning for spirituality in the workplace that exists in people like Kerry Hamilton. No longer content to abide the widening chasm between their deeply-held values and the all-too-common business practices they encounter, these readers long for congruence between their values and their work. They wonder whether the days of the giants of corporate character like Johnson & Johnson, businesses who believed that integrity and profitability could co-exist, are gone for good. Are we living in a state of business and organizational entropy? Are we doomed to endless repetition of the Enron, Worldcom, and Global Crossing scandals? Must integrity and

profitability now be opposed? What has happened to American business, healthcare, and non-profits in the last forty years? Soul at Work: Spiritual Leadership in Organizations demonstrates vividly that another way is possible, based on the contemporary restoration of the partnership between integrity and profitability. Soul at Work translates the core of what companies like Johnson and Johnson stood for forty years ago into contemporary forms. Soul at Work shows, through compelling stories of contemporary businesses, healthcare organizations, and nonprofits, how integrity, profitability, and personal and organizational transformation are all of a piece.

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????? NO.19?????? The Southwest Airlines Way — Using the Power of Relationships to Achieve High Performance

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"If you look at Southwest Airlines, and I admire what they do, they've been the most successful airline in the industry." --Gerard Arpey, CEO, American Airlines

"Through extensive research Jody Hoffer Gittel gets to the bottom of what has sustained Southwest Airlines' positive employee relations and high performance through good and bad times." --Thomas A. Kochan, professor, MIT Sloan School of Management, MIT Global Airline Industry Program In an industry with losses in the billions, Southwest Airlines has an unbroken string of 31 consecutive years of profitability. The Southwest Airlines Way examines how the company uses high-performance relationships to create enormous competitive advantage in motivation, teamwork, and coordination among employees. It then goes further to show how any company can foster these powerful cooperative relationships and explains how to: Lead with credibility and caring Invest in frontline leaders Hire and train for relational competence Use conflicts to build relationships Make unions its partners, not its adversaries Build relationships with its suppliers What makes a good leader? Ten leaders, ten key virtues This readable distillation of the core common features of successful leaders shows how an individual's character, and especially their virtue, is the defining factor. Without these ten vital virtues, leadership becomes "misleadership." The authors, both renowned business ethicists, combine theory with fascinating biographical detail on exemplary leaders such as Abraham Lincoln, Winston Churchill, and Oprah Winfrey. The result is an accessible text on the ethics of leadership which, unlike many publications that claim to reveal the secrets of success as a leader, is informed by a wealth of exceptional academic experience.

Colleen Barrett began her career as an executive secretary, yet Southwest Airlines' founder chose her to succeed him as president. When asked why, he said, "Because she knows how to love people to success." --

A brand new collection of expert advice on becoming a more successful and ethical leader 4 authoritative books bring together today's best advice on leading

with passion, inspiration, ethics, and charisma – and succeeding! This brand new collection will help you lead with passion, inspiration, and honor – and win! Moral Intelligence 2.0 reveals why the best-performing companies have leaders who actively apply moral values to achieve enduring personal and organizational success. Using many new examples and real case studies and new interviews with key business leaders, Doug Lennick and Fred Kiel identify connections between moral intelligence and higher levels of trust, engagement, retention, and innovation. You'll find specific guidance on moral leadership in both large organizations and entrepreneurial ventures, and a new, practical, step-by-step plan for measuring and strengthening every component of moral intelligence in business. Next, in *Do the Right Thing*, former Southwest CEO James F. Parker shows why "doing the right thing" isn't just naïve "feel-goodism": it's the most powerful rule for business success. Parker reveals how Southwest's extraordinary culture of mutual respect and trust developed, offering deeply personal insights into principles that can make any team, organization or company strong. You'll discover how great leaders are found at every level, "hire for attitude and train for skills," achieve unparalleled teamwork, and actually make work fun. In the updated edition of his national best-seller *Winners Never Cheat*, Jon Huntsman proves that you can succeed at the highest levels, without sacrificing the principles that make life worth living. This book is about remembering why you work, and why you were chosen to lead. It's about finding the bravery to act on what you know is right, no matter what you're up against. It's about winning – the right way. Finally, in *Ultimate Leadership*, Russell E. Palmer helps you shape your leadership approach to your unique challenges, contexts, and organizations, without compromising what matters most. Palmer--who has had highly successful careers leading one the world's largest accounting firms, as Dean of the Wharton School, and as an entrepreneur--helps you identify the leadership model most appropriate for your environment, and how to lead accordingly. You'll learn better ways to lead equals, help organizations weather crises, transform culture, lead entrepreneurial or global organizations...even lead non-profits and universities. From world-renowned leadership experts Doug Lennick, Fred Kiel, Ph.D., James F. Parker, Jon Huntsman, and Russell E. Palmer

"In business, imitation gets a bad rap: some business leaders see imitators as 'me too' players forced to copy because they have nothing original to offer. In *Copycats*, Oded Shenkar challenges this viewpoint. He reveals how imitation - the exact or broad-brushed copying of an innovation - is as critical to prosperity as innovation, especially when the two are used together."--Inside jacket.

In the course of six years of research and more than fifteen years of field work, Amie Devero has distinguished many of the key characteristics common to the thousands of organizations that maintain better than average results and ethical performance over the long term. What stood out was the degree to which they all use deep-seated core values for their decision-making and management. If you are a leader or a manager, an investor or a student, the tools and practices that are presented here will become indispensable. Powered by Principle not only

explains why these types of organizations do so well, but provides a detailed, step by step guide for how to create this kind of dynamic and aligned organization. From the rationale to the exact type of process one should use to measure the expression of core values, every step is outlined here. Along the way, you will also gain knowledge of ways to develop your own thinking and mindset for this profound journey to become Principle-Powered. Regardless of your title, role or tenure, you will find a way to make your organization far better, and to make yourself better along the way.

Share, Don't Take the Lead is a book that offers an alternative perspective on leadership. The philosophy of shared leadership is straightforward: Leadership does not derive solely from position, authority, or hierarchy. Instead, leadership is something that can be executed by anyone who has the best knowledge or skill to undertake the leadership necessary in any given situation. Shared leadership is especially relevant, for example, in empowered teams where shared leadership can be initiated from any team member at any time, depending on the needs of the moment and the capabilities of the individuals. But the notion of shared leadership is also appropriate in a larger context. For example, an individual lower in the hierarchy can provide leadership if that person is best qualified to exercise it. Shared leadership also shows how hierarchical leaders with formal authority can use empowerment to develop leadership in others. This book tells the tales of how multiple trail blazing organizations used shared leadership to build high performance. The notion of shared leadership seems to contradict many of the bedrock ideas of efficient management and effective organizations. A typical first reaction is, "It'll never work here!" Yet, the organizations that "get it" and implement this new powerful approach tend to be more innovative and to out-perform their "nay-sayer" competitors. In fact, shared leadership is one of the most important ideas to hit business in recent years—our recent feature article about shared leadership in the Wall Street Journal is testimony to that. Shared leadership can provide a way for companies to increase productivity, quality, and flexibility while meeting the competitiveness challenge. Share the Lead provides new insights and information about how to push the organizational envelope to new frontiers. Human Resource Management addresses the challenges faced by human resource managers, integrating traditional theory with real-world strategy to equip students with the knowledge, perspective, and skills they need to thrive in the ever-changing global business environment. Presented in a clear and relatable style, this text emphasizes how effective human resource management and strategic planning work in concert to allow organizations to achieve maximum success. The focus on practical application illustrates the essential link between strategic planning and implementation, providing an inside look at how real-world companies increase effectiveness through world-class human resources management practices. A wealth of case studies, discussion topics, and exercises reinforce key concepts, strengthening students' ability to think strategically and integrate core HR management principles into the decision-making process. By mirroring the current landscape's increased reliance on smart people-management strategy, this text underscores the importance of HR management in attracting and retaining the top talent that drives an organization forward. A consultant to Fortune 500 companies and the coauthor of 301 Ways to Have Fun at Work offers tips on how to join work and play rather than assume that they will always be separate. Original. 30,000 first printing.

This cutting edge and comprehensive book—with contributions from the star faculty of Cornell University's School of Hotel Administration—offers the latest thinking on the best practices and strategies for hospitality management. A must for students and professionals seeking to enter or expand their reach in the hospitality industry, The Cornell School of Hotel Administration on Hospitality delivers the authoritative advice you need to: Develop and manage a multinational career and become a leader in the hospitality industry Maximize profits from franchise agreements, management contracts, and leases Understand and predict customer choices,

and motivate your staff to provide outstanding service Manage hospitality businesses and the real estate underlying the businesses Control costs, coordinate branding strategy, and manage operations across multiple locations

The definitive organization management text for executives and aspiring business leaders Organization: Contemporary Principles and Practices, Second Edition is the completely updated and revised landmark guide to "macro" organization theory and design, fully grounded in current international practice. International management expert John Child explores the conditions facilitating the development of new organizational forms and provides up-to-date coverage of the key developments driving new organization structure and practice. This revised Second Edition includes a new introductory section on Organization Theory as well as a complete Instructor Manual updated with new material on the basic principles of organizational design. With detailed case studies and examples from throughout the UK, Europe, Asia and North America, Organization provides a truly international overview for advanced students and business executives who want to be at the forefront of the evolution in Organization Theory. 21st Century organizations will be faced with entirely new challenges and opportunities than those faced by previous generations, and emerging business leaders must understand the new "macro" realities in order to succeed. Organization will help readers: Understand the "macro" organization, which is distinct from organizational behaviour Explore the way organizations fit into the international business environment and global economy Analyze the way organizational structure and design affect management performance Apply advanced organization theory and principles to day to day management activities Written by one of the foremost scholars, the fully updated Second Edition of this successful text provides executives and advanced business students with a wide-ranging and trustworthy guide to organizations as the conditions for their survival in our global business environment change. Presents an alphabetically-arranged reference to the history of business and industry in the United States. Includes selected primary source documents.

In the largest study of profit-sharing and employee ownership in years, Joseph R. Blasi, Richard B. Freeman and Douglas L. Kruse investigated dozens of large- and medium-sized companies across all sectors of the United States' economy. The ten-year effort involved nearly 50,000 employees, and the findings were unequivocal: when rank-and-file employees - not just top executives - are given an ownership stake in their company, the result is better worker engagement, more loyalty, more innovation, and drastically lower turnover. The common notion that profit sharing creates a free rider mentality among workers proves totally unfounded. In The Citizen's Share, Blasi, Freeman and Kruse argue that the concept of employee ownership has deep roots extending back to the political and economic vision of America's founders. Thomas Jefferson, for example, conceived of the Louisiana Purchase as a path that would lead to widespread economic independence through individual land ownership. The authors discuss the founding generation's seminal ideas about personal economic independence, explain how we have strayed from those ideas, and propose practical solutions for bringing employment practices back in line with the nation's founding principles.

The Global Human Resource Management Casebook is a collection of business teaching cases, focusing on Human Resource Management issues around the world. Each case is based in a single country and illustrates one or more significant challenge faced by managers and HR practitioners. The influence of the unique national cultural and institutional context upon the issues in the case is emphasized. In total 32 unique and original cases are presented, each from different national contexts. Every case is followed by a set of questions for use in class discussion or private study of the cases. This casebook is a project

undertaken by a committee of international members of the Human Resources Division of the Academy of Management (USA). The HR Division currently has over 3500 members worldwide, indicating a significant immediate audience for the text. The committee, referred to as the HR Ambassadors Committee (James Hayton, Chair) is intended to represent the global membership of the organization. We currently have members in over 60 countries, and Ambassadors for over 50 of these. The committee was established to contribute to the internationalization of the HR Division and the Academy of Management by creating collaborative projects that both involve and serve the global membership. This book, which represents the first product of our collaboration, is expected to provide a useful teaching tool for HRM educators, and secondarily is expected to be of use to HR practitioners with an interest in the globalization of HRM.

Using the words of its own people, this intriguing book provides an in-depth look at the incredibly successful airline that changed the rules of the game with a no-frills business model and innovative corporate culture. * Includes interviews with passengers, employees, managers, and a Southwest Airlines executive *

Presents photos of people and places at Southwest Airlines

Low-Cost Airline Carriers in Emerging Countries traces the development of low-cost carriers (LCCs) in Asia, Latin America, the Middle East and Africa, examining airlines that have become significant players in their home markets but little known at a global scale. The book maps the geography of the LCC phenomenon, explaining the starkly varying success of budget airlines, and assessing their current social, economic and environmental impacts. The book concludes with insights into the future potential of the LCC phenomenon along with its global ramifications. Beginning with Southwest Airlines in the 1970s, low-cost carriers (LCCs) have democratized air travel around the world, fostering huge increases in airline traffic and transforming the airline industry. At the same time however, the ascent of these budget airlines has exacerbated aviation-related problems such as aircraft noise, airport congestion, greenhouse gas emissions and more. LCCs have been extensively studied in the US and Europe but not in emerging regions of the globe. Yet the impact of such airlines is greatest in low- and middle-income economies where only a small fraction of the population has ever flown, and where competition from alternative modes (road, rail) is weak. Examines the evolution of low cost carriers around the world, how established airlines react to their entry and the wide-ranging societal implications for individual countries and the world Places emerging countries' LCCs into a global context, comparing them to their US and European counterparts Offers original quantitative analysis of LCC networks at several spatial scales (global, regional, national, airport vs. airport) using global schedule data from OAG Includes professionally produced maps of representative airlines networks Reveals the secrets of Southwest Airlines' success and describes the unusual and unexpected inner workings of one of America's biggest success stories

How to create the high-performance, high-commitment organization Integrating knowledge from strategic management, performance management, and organization design, strategic human resource expert and Harvard Business School Professor Michael Beer outlines what the high-commitment, high-performance organization looks like and provides practitioners with the transformation process to help them get there. Starting with leaders who have the right values, Beer shows how to weave together a complete system that includes top-to-bottom communication, organization design, HR policies, and leadership transformation process, and outlines what practitioners must do in HR, structure, systems, goals, culture, and strategy to create high-performance organizations. This book offers insight into important trends in the global travel and tourism industry and analyzes developments in the aviation and hospitality industry, destination management and general travel behavior. The articles are based on presentations and panel discussions presented at the world's largest tourism convention, the ITB Convention Market Trends and Innovations.

Proven principles for sustainable success, with new leadership insight PEAK is the popular, transformative guide to doing business better, written by a seasoned entrepreneur/CEO who has disrupted his favorite industry not once, but twice. Author Chip Conley, founder and former CEO of one of the world's largest boutique hotel companies, turned to psychologist Abraham Maslow's Hierarchy of Needs at a time when his company was in dire need. And years later, when the young founders of Airbnb asked him to help turn their start-up home sharing company into a world-class hospitality giant, Conley once again used the principles he'd developed in PEAK. In the decade since this book's first edition, Conley's PEAK strategy has been developed on six continents in organizations in virtually every industry. The author's foundational premise is that great leaders become amateur psychologists by understanding the unique needs of three key relationships—with employees, customers, and investors—and this message has resonated with every kind of leader and company including some of the world's best-known, from Apple to Facebook. Avid users of PEAK have found that the principles create greater loyalty and differentiation with their key stakeholders. This new second edition includes in-depth examples of real-world PEAK companies, including the author's own at Airbnb, and exclusive PEAK leadership practices that will take you—and your company's performance—to new heights. Whether you're at a startup or a Fortune 500 company, at a for-profit, nonprofit, or governmental organization, this book can help you and your people reach potential you never realized you had. Understand how Maslow's hierarchy makes for winning business practices Learn how PEAK drove some of today's top businesses to success Help employees reach their full potential—and beyond Transform the customer experience and keep investors happy The PEAK framework succeeds because it elevates the business from the inside out. These same principles apply in the boardroom, the breakroom, and your living room at home, and have proven to be the foundation of healthy, fulfilled lives. Even if you

think you're doing great, you could always be doing better—and PEAK gives you a roadmap to the next level.

The #1 Principle of Sustainable Business Success Is Simpler Than You Think

“Do the Right Thing is about how any company can stay true to its soul. Jim Parker’s deep and abiding belief in the power of people and culture in building a business of lasting worth is evident everywhere; so too is his humility and selflessness as a leader--his stories are not about his own achievements, which are many, but those of the people he led, one of the great success stories of our time.” --Sean Moriarty, CEO, Ticketmaster

“Do the Right Thing offers insightful views into the culture, leadership, and decisions that build great companies the right way. A must read for my management team. THIS BOOK ROCKS.” --Kent Taylor, Founder and Chairman, Texas Roadhouse Restaurants

“The book is a fun read filled with memorable stories that get at the heart of what it takes to lead in a way that simultaneously satisfies employees, customers, and shareholders. Jim Parker plays the role of eloquent detective and ferrets out the interweaving parts that distributed leadership, culture, values, and teamwork play as the underlying layers of a company’s success. This is a book about heroes at all levels and the environment needed to create those heroes. A must-read for today’s leaders.” --Professor Deborah Ancona, Seley Distinguished Professor of Management and Faculty Director of the MIT Leadership Center, Sloan School of Management

“You’ll laugh and cry reading Jim’s book, and probably won’t be able to put it down. It will forever change the way you view the employees in your organization.” --Beverly K. Carmichael, Member, Board of Directors, Society for Human Resource Management

People matter most. You know that. But most companies would rather slash costs, cut headcount, replace well-paid employees with lower-paid employees or outsourced workers, and reduce customer service. No wonder so many fail—while others focused on doing the right thing remain profitable and growth oriented for decades. James F. Parker shows why “doing the right thing” isn’t just naïve “feel-goodism:” it’s the most powerful rule for business success. Parker’s stories won’t just convince you: They’ll move you. Naïve? No way. In this book, Southwest Airlines’ former CEO proves why doing what’s right is the #1 rule of business success. James F. Parker tells how after 9/11, Southwest made three pivotal decisions: no layoffs, no pay cuts, and no-hassle refunds for any customer wanting them. The result: Southwest remained profitable and its revenue passenger miles for 4Q01 held steady while the rest of its industry nearly collapsed...and Southwest’s market cap soon exceeded all its major competitors combined. These pivotal decisions grew naturally from Southwest’s culture of mutual respect and trust. Parker offers deeply personal insights into that culture, revealing how those same principles are used by other people and organizations, showing you that it’s really not that hard to Do The Right Thing! Why doing what’s right is the surest way to optimize and sustain value Putting people first...honestly, for real Finding great leaders at every level of the organization Hiring for attitude, training for skills Achieving unprecedented

levels of teamwork (and fun!)

Using the words of its own people, this intriguing book provides an in-depth look at the incredibly successful airline that changed the rules of the game with a no-frills business model and innovative corporate culture. • Includes interviews with passengers, employees, managers, and a Southwest Airlines executive •

Presents photos of people and places at Southwest Airlines

Whether from customers, supply-chain partners, policymakers, or regulators, organizations in virtually every industry are facing calls to do more with less. They are feeling compelled to provide higher-quality outcomes, more rapidly, at a lower cost. This book offers a road-tested approach for delivering these outcomes through positive organizational change. Its message comes just in time, for too many companies have gone the way of low-road strategies, such as cutting pay and perks, and working harder not smarter. Drawing on her path-breaking research, Jody Hoffer Gittel reveals that high performance is fundamentally relational—rooted in both human and social capital. Based on this insight, she provides a unique model that will help companies to build meaningful relationships among colleagues, develop smarter work processes, and design organizational structures fit for today's pressure test. By following four organizations on their change journeys, she illustrates how "relational coordination" unfolds in real-world settings. Tools for change guide readers as they learn how to implement this new model in their own workplaces.

Social Media: Usage and Impact, edited by Hana S. Noor Al-Deen and John Allen Hendricks, provides a comprehensive and scholarly analysis of social media while combining both the implementation and the effect of social media in various environments, including educational settings, strategic communication (which is often considered to be a merging of advertising and public relations), politics, and legal and ethical issues. All chapters constitute original research while using various research methodologies for analyzing and presenting significant information about social media.

The must-read summary of Jody Gittel's book: "The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance". This complete summary of the ideas from Jody Gittel's book "The Southwest Airlines Way" tells the standout success story of the US airline industry. In her book, the author describes the accomplishments of Southwest Airlines and explains how most attempts to copy Southwest have focused solely on operational issues. However, despite following these same strategies, no other airline has yet been able to successfully clone Southwest's success. This summary provides readers with an insight into the "secret sauce" of Southwest and all of the operational factors that come together to ensure its success. Added-value of this summary: • Save time • Understand key concepts • Expand your knowledge To learn more, read "The Southwest Airlines Way" and discover the secrets behind the success of this major airline company.

Publishes in-depth articles on labor subjects, current labor statistics, information

about current labor contracts, and book reviews.

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