Preface

Welcome to the seventh and updated edition of *Fundamentals of Organizational Behavior*. This book is designed for courses in organizational behavior and management that focus on the application of organizational behavior knowledge to achieve enhanced productivity and satisfaction in the workplace. Organizational behavior is about human behavior in the workplace. Knowledge of organizational behavior is, therefore, an important source from which any manager or corporate professional may draw. The same information that can drive a manager to excel can also assist individual organizational contributors in becoming more adaptive and effective. Nonmanagerial professionals, technology workers, sales representatives, and service providers benefit from the insight and analysis that organizational behavior provides, as do managers and prospective managers. All are welcome under the umbrella of organizational behavior.

Organizational behavior, because of its key contributions in driving workforce productivity, is a standard part of the curriculum in schools and colleges of business, management, and public administration. The case for the relevance of organizational behavior was stated recently by Bob Funk, the chairman, CEO, and founder of Express Employment Professionals, one of the nation's largest job agencies. Funk observes that getting ahead in today's world starts with skills. Yet hard skills and experience are only part of the equation, and not the important half. "So many people do not realize how important soft skills (essentially interpersonal skills) are to unlocking job opportunity," he says.*

As a result of interest in the field, research and writing about the field proliferates. To provide just an overview of this vast amount of information, many introductory textbooks are quite lengthy, easily filling 800 pages or more. To soften the impact of such encyclopedic approaches to the study of organizational behavior, many of these books also lavishly layer figures, charts, and photographs onto their extended narratives. Many of the new, briefer textbooks are simply condensed versions of the longer books.

Fundamentals of Organizational Behavior takes a briefer, more focused, and more applied approach to learning about the field. Instead of trying to dazzle with a baffling array of concepts, research findings, theories, and news clippings, this book concentrates on only the most useful ideas. It blends clear and thoughtful exposition of traditional topics, such as motivation, with topics of more recent origin, such as creativity, virtual teams, knowledge management, diversity, equity, and inclusion.

Although each chapter packs a lot of information, chapters consistently emphasize the essential and the practical. A major strategy was to de-emphasize elaborate theories and findings that are no longer the subject of active research, practice, or training programs. However, we did not permit our concern for brevity to strip the text down to a sterile outline devoid of human interest, examples, and useful applications. Most of the brief textbooks on organizational behavior sacrifice cases, self-quizzes, discussion questions, and in-action inserts. *Fundamentals of Organizational Behavior*, however, injects all of these elements into its pages and still stays concise.

The size and scope of this book are well suited to college courses that supplement a core textbook with journal articles, major projects, specialty textbooks, online information, or

*Quoted in William McGurn, "Bring Back the Work Ethic," *The Wall Street Journal*, September 5, 2017, p. A13.

other instructional media. In addition, the comprehensiveness of *Fundamentals of Organizational Behavior*, combined with its brevity, makes it suitable for workplace organizational training programs about human behavior. The student who masters this textbook will not only acquire an overview of and appreciation for organizational behavior research, literature, theory, and opinion, but will also develop a feel for managing and influencing others through the application of systematic knowledge about human behavior.

The Features

In addition to summarizing and synthesizing relevant information about essential organizational behavior topics and providing concrete examples of theories in action, *Fundamentals of Organizational Behavior* incorporates many useful features to make the material more accessible, collaborative, and incisive. It also works hard to be technologically relevant, such as by describing how information technology is used to enhance group decision making, how social media influence networking in organizations, and how artificial intelligence factors into decision making.

- *Learning Objectives* introduce the major themes of each chapter and provide a framework for study.
- *Boldfaced key terms* are defined in the margins, listed at the end of each chapter, and reinforced in an end-of-book glossary.
- *Opening vignettes* explore real organizational issues, highlighting the stake all types of organizations have in using human capital well.
- *Organizational Behavior in Action* boxes describe the actions of managers and professionals in dealing effectively with the human aspects of management, making visible the connection between theory and practice.
- *Self-Assessments and Skill-Development Exercises* support self-directed learning while driving the connections among research, theory, and practice down to the personal level. They not only provide a point of departure for students in understanding and valuing their own individual attitudes and behaviors, but they also serve to create an ongoing dialogue, as each assessment and exercise can be returned to many times over the course of a semester. The Self-Assessments and Skill-Development Exercises have been well-accepted features of the previous six editions.
- *Implications for Managerial Practice* sections, located near the end of each chapter, set off several practical suggestions for applying organizational behavior information in a managerial context.
- *Summaries of Key Points*, located at the end of each chapter, integrate all key topics and concepts into several cogent paragraphs and link them with the chapter's stated learning objectives.
- *Key Terms and Phrases* provide a useful review of each chapter's terminology.
- *Discussion Questions and Activities*, located at the end of each chapter, are suitable for individual or group analysis. Included are collaboration questions aimed at fostering group activity.
- *Case Problems*, located at the end of each chapter, illustrate major themes of the chapter and are suitable for individual or group analysis. Case Problems are uniquely designed to complement this textbook, and include relevant follow-up discussion questions.

The Framework

Fundamentals of Organizational Behavior is a blend of description, skill development, insight, and prescription. Divided into four parts, it moves from the micro to the macro, beginning with a brief introduction to the discipline. It then progresses to an exploration

of the individual, to a discussion of groups and intergroup dynamics, and to an examination of organizational systems.

As just noted, Part 1 provides an introduction to organizational behavior. Chapter 1 focuses on the nature and scope of organizational behavior and provides the foundation for what is to come.

Part 2 includes six chapters that deal with the individual in the organization. Chapter 2 describes fundamental aspects of understanding individuals in terms of individual differences, mental ability, and personality. Chapter 3 describes individuals from the standpoint of learning, perception, and values. Chapter 4 describes attitudes, job satisfaction, and ethics as they relate to behavior in organizations. Chapter 5 is about individual decision making and creativity. Chapter 6 presents basic concepts of motivation, and Chapter 7 discusses techniques for enhancing motivation.

Part 3, about groups and intergroup relations, contains six chapters. Chapter 8 is about interpersonal communication, and Chapter 9 covers group dynamics, including the characteristics of an effective work group. Chapter 10 is devoted to teams and teamwork. Chapter 11 deals with leadership, a cornerstone topic in organizational behavior and management. Chapter 12 extends the study of leadership by describing power, politics, and influence. Chapter 13 describes the nature and management of conflict and stress. (This chapter deals in part with interpersonal phenomena and in part with individual phenomena.)

Part 4, about the organizational system and the global environment, contains four chapters covering macro issues in organizational behavior. Chapter 14 deals with organization structure and design. Chapter 15 is about organizational culture and knowledge management. Chapter 16 is about organizational change and innovation, but it also deals with the individual profiting from change. Chapter 17 covers cultural diversity and cross-cultural organizational behavior.

Changes in the Seventh Edition

The seventh edition updates the sixth edition as the knowledge base of organizational behavior continues to evolve. Eleven of the seventeen chapter-opening vignettes are new, and six are updated. Ten of the Organizational Behavior in Action boxes are new, and seven have been updated. Fourteen of the seventeen case problems are new, and new research findings can be found in every chapter. We have also selectively eliminated concepts that are essentially new names and labels for existing concepts. We have reduced the number of technical terms, particularly where recent terms are variations of useful terms that already exist. We have reduced a few complicated models and theories that do not add value to what is already explained in the text. Two new self-assessment quizzes and five new skill-development exercises are added to the book. Major additions and new or enhanced topical coverage are listed here, chapter by chapter:

Chapter 1: The Nature and Scope of Organizational Behavior

A brief discussion presents how archival data is used in research. The chapter also describes the importance of natural experiments. Plus, a new section describes the application of artificial intelligence (AI) and Big Data as a historical development in organizational behavior.

Chapter 2: Individual Differences, Mental Ability, and Personality

A brief section describes how demographic factors, such as age, can contribute to individual differences in job performance and behavior. Honesty-humility has been added as a key factor of personality. A quiz on self-evaluation of humility is added to the chapter.

Chapter 3: Learning, Perception, and Values

A major section is added on job skills training that includes on-the-job training for cloud computing, job shadowing, and community college involvement in job training. Three other additions are the S curve in learning a new position, the importance of a growth mindset in learning, and splitting into all-or-nothing terms as a defense mechanism.

Chapter 4: Attitudes, Job Satisfaction, and Ethics

A new section describes job satisfaction, happiness, and fun. Another addition is the establishment of ethics hotlines to report unethical behavior.

Chapter 5: Individual Decision Making and Creativity

More information is presented about the role of analytics in decision making. A new skill development exercise presents the challenge of filling empty mall space. The chapter also provides information about managerial support and encouragement for boosting creativity.

Chapter 6: Foundation Concepts of Motivation

A new topic is that making goals known to a high-status person tends to increase the likelihood that the goals will be attained. Information is provided about how intrinsic motivation can vary across tasks.

Chapter 7: Motivational Methods and Programs

The chapter describes how meaningful work can depend on the perception of others. A new perspective is presented on the importance of meaningful work: more job candidates of different generations seek positions that they perceive to have a positive impact on society. Despite its contribution to worker motivation, job crafting has possible pitfalls. A section describes how passion is a contributor to meaningful work. Another new section describes recognizing group members by thanking them and expressing gratitude.

Chapter 8: Interpersonal Communication

A new section describes remote working. In addition, the chapter examines staring as part of nonverbal communication. The chapter also presents a new process model about the advantages and disadvantages of gossip. Linguistic mirroring is described as a way of understanding how to match another person's communication style.

Chapter 9: Group Dynamics

Expanded information is provided about cross-functional teams. A section describes how to encourage meaningful participation during a virtual meeting. New information is presented about improving collaboration within groups. High-quality interactions and social connections are noted as characteristics of an effective work group.

Chapter 10: Teams and Teamwork

A new section examines high-performance work systems (HPWS) as an important type of team. Another topic is teams dealing with crises and problems, indicating that teams may need resilience to bounce back from problems. The chapter also describes the most extreme form of offsite training—wilderness adventure expeditions, in which participants trek through the wilderness. Another new subject is the use of team member bonding in building team spirit and collaboration, and how bonding may require special attention in virtual teams.

Chapter 11: Leadership in Organizations

The chapter describes humility as an important leadership trait. Setting high performance standards is added as a key leadership behavior. A skill development exercise about setting high performance standards is included, and so is a self-assessment quiz about servant leadership. Plus, the subject of crisis leadership is expanded by adding new strategies and tactics.

Chapter 12: Power, Politics, and Influence

This chapter mentions that a slightly less coercive source of subordinate power for employees takes place during a very tight labor market, such as in the post-pandemic. Two new sections are power fluctuation of the individual and possible gender differences in political tactics. The text indicates that a major form of organizational politics

is favoritism, the giving of preferential treatment to subordinates for reasons other than job performance. New information includes developing a working relationship with the manager or immediate manager to help increase a person's power base at the same time.

Chapter 13: Conflict and Stress

Although complaints about sexual harassment in the workplace have increased, the chapter presents information about a scholarly analysis suggesting that considerable silence about harassment still exists. The chapter also mentions that incivility surfaces in many workplaces when people enter into conflict about political beliefs. Information is provided about creating a positive negotiation tactic. The chapter also describes how Americans are preoccupied with the articles in a negotiation. It includes a skill-development exercise about negotiating a work-from-home schedule. Included also is a recent analysis of coping with stress, suggesting that when people are in a creative state, they can cope better because they conjure up more ways to deal with stressors.

Chapter 14: Organization Structure and Design

More information is included about the silo mentality. A modernized version of matrix structures is provided in Figure 14-1. In addition, the chapter presents a perspective that despite the move toward eliminating more layers of management and the occasional elimination of management positions, middle managers still play a vital role in their organizations. Information about spinoffs is now included in the chapter. Also, a section examines the gig economy and outsourcing. A new skill-development exercise deals with choosing an organization structure for one's own company.

Chapter 15: Organizational Culture and Knowledge Management

A new section describes methods organizations use to build their workplace culture. Two additional dimensions of organizational culture are presented: family friendliness and inclusiveness of all stakeholders. A recommended way of learning the culture when entering an organization is to find a cultural mentor. A major problem is that many employees withhold what they know, referred to as knowledge hoarding. A new skill-development exercise deals with investigating knowledge sharing.

Chapter 16: Organizational Change and Innovation

A new suggestion for overcoming resistance to change is to communicate a vision change that assures organizational members that the essences of the organizational identity will remain the same. A new skill-development exercise deals with reactions to organizational change. Plus, a new section is included about organizational agility. Three new behavior principles of innovation are presented: place a heavy focus on innovation, have experts lead experts, and develop a psychologically safe but brutally candid environment.

Chapter 17: Cultural Diversity and Cross-Cultural Organizational Behavior

More emphasis is placed on equity and inclusion as part of cultural diversity. The chapter describes how cultural values can impact how much workers are concerned about work-family conflict. Information is included about racism as a barrier to good cross-cultural relations. Plus, a paragraph describes how the problem of bias in customer service is sometimes introduced in anti-bias training. Two additional initiatives to enhance cultural diversity in organizations are provided: employee resource groups and the collection of data about the progress of diversity initiatives.

Online and in Print

Student Options: Print and Online Versions

This seventh edition of *Fundamentals of Organizational Behavior* is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical.

The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What is nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it is difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See "Harnessing the Online Version" for more tips on working with the online version.)

Harnessing the Online Version

The online version of *Fundamentals of Organizational Behavior* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- *Easy-to-navigate/clickable table of contents*—You can surf through the book quickly by clicking on chapter headings, or first-or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.
- *Key terms search*—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.
- *Notes and highlighting*—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media's online eBook reading platform (www.academicmediasolutions.com).

Instructor Supplements

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with a flexibility that fits any budget and/or learning style, *Fundamentals of Organizational Behavior*, 7e, comes with the following teaching and learning aids:

- *Test Item File*—This provides an extensive set of multiple-choice, short-answer, and essay questions for every chapter for creating original quizzes and exams.
- *Instructor's Manual*—This is a condensed version of the book offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- *PowerPoint Presentations*—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction.
- *Online Video Labs with Student Worksheets*—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the web. Organized by chapter, the video segments illustrate key topics/ issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that helps students connect the themes presented in the video segment with key topics discussed in the specific chapter.

Student Supplements and Upgrades (Additional Purchase Required)

- *Lecture Guide*—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides either to use as developed or to customize.

- *Study Guide*—A printable version of the online study guide is available via downloadable PDF chapters for easy self-printing and review.

- *Quizlet Study Set*—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbo-charge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.

Acknowledgments

About the Author

Andrew J. DuBrin is professor emeritus of management in the Saunders College of Business at the Rochester Institute of Technology, where he has taught courses and conducts research in management, organizational behavior, leadership, and human career management. He has served the college as chairman of the management department and as team leader. He received his Ph.D. in industrial psychology from Michigan State University. His business experience is in human resource management, and he consults with organizations and with individuals. His specialties include leadership and career management.

Professor DuBrin is an established author of textbooks, scholarly books, and trade titles. He also has written for professional journals and magazines. He has written textbooks on leadership, human resource management, the principles of management, political behavior in organizations, industrial psychology, and human relations. His scholarly books include the subjects of crisis leadership, impression management, narcissism, and the proactive personality. His trade titles cover many current issues, including coaching and mentoring, team play, office politics, coping with adversity, and big-picture thinking.