

Preface

Welcome to the sixth 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 on the job. 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 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, and cultural intelligence.

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 other instructional media. In addition, the comprehensiveness of *Fundamentals of*

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

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 five editions.
- *Implications for Managerial Practice* sections, located near the end of each chapter, set off several smart 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 SIXTH EDITION

The sixth edition updates the fifth edition as the knowledge base of organizational behavior continues to evolve. Fifteen of the seventeen chapter-opening vignettes and Organizational Behavior in Action boxes are new. Fifteen 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. In several instances, we have eliminated the descriptions of research and focused on the conclusion of the research. We have reduced the number of technical terms, particularly where recent terms are variations of useful terms that already exist. Four new self-assessment quizzes and one new skill-development exercise 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

The history of organizational behavior includes a mention of artificial intelligence. A section on “The New Age Workplace” is added to the history of organizational behavior.

Chapter 2: Individual Differences, Mental Ability, and Personality

A self-assessment quiz about narcissism is added to the chapter. A brief section is now included about how performance is aided by having the optimum amount of a given personality trait. Information is presented about competencies associated with emotional intelligence.

Chapter 3: Learning, Perception, and Values

The link between modeling and social cognitive theory is added. An implication for managerial practice is added about not stereotyping workers who are talented in one aspect of work.

Chapter 4: Attitudes, Job Satisfaction, and Ethics

A key approach to enhancing ethical and socially responsible behavior is added: focus on the triple bottom line of profit, people, and the planet. Information is added about a meta-analysis of the positive consequences of ethical leadership on organizational performance.

Chapter 5: Individual Decision Making and Creativity

The classical/behavioral decision-making model is replaced by simply a decision-making model. Decision biases are added to the influences on decision making. Information is provided about how artificial intelligence influences managerial decision making.

Chapter 6: Foundation Concepts of Motivation

A discussion of grit as part of intrinsic motivation is added to the chapter. A self-assessment quiz about grit is also provided.

Chapter 7: Motivational Methods and Programs

A brief section is added about how having a purpose or cause contributes to meaningful work. Information is also provided about how a sense of purpose can be found in performing mundane or routine tasks. Information is added about how using personal strengths and performing tasks of interest contribute to job crafting.

Chapter 8: Interpersonal Communication

Additional information is presented about how the human touch can enhance the benefits of computer-mediated communication. A new point is added to overcoming cross-cultural communication barriers by recognizing cultural differences in behavior during meetings.

Chapter 9: Group Dynamics

Psychological safety is added as a characteristic of work group effectiveness. Another new section describes the problems of excessive collaboration including workflow bottlenecks and burnout.

Chapter 10: Teams and Teamwork

A brief summary is presented about how encouraging trust in a virtual team enhances collaboration. The role of prosocial motivation in building teamwork is explained.

Chapter 11: Leadership in Organizations

A self-assessment quiz about strategic thinking is added to the section about cognitive skills. A section is added on mindfulness as a leadership behavior. Crisis leadership is presented as a form of contingency leadership. We eliminate the section about the path-goal theory and substitutes for leadership to help reduce the complexity of the chapter.

Chapter 12: Power, Politics, and Influence

The *hubris syndrome* is presented as an explanation of how too much power can corrupt a leader. Bringing forth solutions rather than problems is added as an ethical political tactic.

Chapter 13: Conflict and Stress

More extensive information is presented about sexual harassment because of heightened interest in the topic. Abusive supervision is highlighted as a contributor to conflict. A self-assessment quiz is included about a person's approach to negotiation. The negotiation tactic of "use facts more than threats" is added. Another stressor is presented, *nomophobia*, referring to not having a smartphone accessible. More information is presented about organizational wellness programs.

Chapter 14: Organization Structure and Design

Information is presented about how organizational silos can be dysfunctional. Figure 14-3 is revised, showing the new product organizational structure at Caterpillar. A skill-development exercise is added about choosing an organization structure for your own company.

Chapter 15: Organizational Culture and Knowledge Management

Orientation toward serving customers and joy and happiness are added as dimensions of organizational culture. Two new consequences of organizational culture are added: emotional and physical safety of workers, and organizational health.

Chapter 16: Organizational Change and Innovation

A key addition is an influence model of the change process in organizations. A new tactic for overcoming resistance to change is added: leaders must change also. Artificial intelligence is added to the discussion of how information technology has changed organizations. The sections on linkage analysis and the process consultation are deleted because of their waning use. An eighth behavioral principle of innovation is added—imposing some constraints on innovation.

Chapter 17: Cultural Diversity and Cross-Cultural Organizational Behavior

Avoiding cultural gaffes is added to the section about the advantages of cultural diversity. Information is presented about SAP as a multicultural organization. A seventh cross-cultural negotiating tactic is added, related to integrative versus distributed outcomes. Recruitment of minority group members is added as a corporate diversity initiative, as is anti-bias training.

ONLINE AND IN PRINT

STUDENT OPTIONS: PRINT AND ONLINE VERSIONS

This sixth 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).
- *Upgrades*—The online version includes the ability to purchase additional study apps and functionality that enhance the learning experience.

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*, 6e, 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.
- *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.
- *Study Guide*—A printable version of the online study guide is available via downloadable PDF chapters for easy self-printing and review.