

preface

Welcome to the dynamic world of organizational behavior! Knowledge is replacing infrastructure. Social media and virtual teams are transforming the way employees interact and accomplish organizational objectives. Values and self-leadership are replacing command-and-control management. Companies are looking for employees with emotional intelligence and team competencies, not just technical smarts.

Organizational Behavior, Seventh Edition, is written in the context of these emerging workplace realities. This edition explains how emotions are the foundation of employee motivation, attitudes, and decisions; how social networks generate power and shape communication patterns; how self-concept influences individual behavior, team cohesion, and leadership; and how adopting a global mindset has become an important employee characteristic in this increasingly interconnected world. This book also presents the reality that organizational behavior is not just for managers; it is relevant and valuable to anyone who works in and around organizations.

Linking Theory With Reality

Every chapter of *Organizational Behavior* is filled with examples to make OB knowledge more meaningful and reflect the relevance and excitement of this field. These stories about real people and organizations translate academic theories into relevant knowledge and real-life applications. For example, we describe how Hilcorp Energy Company has become one of the most successful oil and gas companies in the United States through job design and organization-level rewards; how JCPenney's sales dropped by one-third after its incoming CEO and fellow executives made a series of decision blunders; how Michigan software company Menlo Innovations has an intensive team-based "pair programming" work arrangement; how Telstra CEO David Thodey orchestrated a remarkable turnaround of the Australian telecommunications giant; how Deloitte Touche Tohmatsu employees are motivated through innovative game-based positive reinforcement to document client visits and attend online courses; and how online shoe retailer Zappos thrives on a strong corporate culture.

These real-life stories appear in many forms. Every chapter is filled with photo captions and in-text anecdotes about work life. Lengthier examples appear in *Global Connections* features, which "connect" OB concepts with real organizational incidents and situations. Case studies in each chapter also connect OB concepts to the emerging workplace realities. These stories provide representation across the United States and around the planet, covering a wide range of industries—from software to government, and from small businesses to the largest global organizations.

Global Focus

From its first edition, this book has been crafted around the reality that we live in a world of increasing globalization. The Seventh Edition continues this global focus by introducing the theme in the first chapter and by discussing global and cross-cultural issues in many other chapters. Furthermore, every chapter includes truly global examples, not just how American companies operate in other parts of the world. Some examples include how Tencent founder and CEO "Pony" Ma Huateng relies on transformational leadership rather than charisma to lead China's social media revolution; how the MARS model of individual behavior helps Iceland Foods Group in the United Kingdom create a high-performing workforce; how Brasilata in Sao Paulo, Brazil, succeeds through employee involvement and creativity; how the CEO of Alcoa Russia fended off corruption by emphasizing the company's values; and how DHL Express in Africa succeeds through high employee engagement.

Contemporary Theory Foundation

Organizational Behavior has a solid foundation in contemporary and classic research and writing, as reflected in the references. Each chapter is based on dozens of articles, books, and other sources. The most recent literature receives thorough coverage, resulting in what we believe is the most up-to-date organizational behavior textbook available. The topics in this book reflect our strong belief that organizational behavior is multi-disciplinary, not aligned mainly with one social science field. This book's references also reveal that we reach out to marketing, information management, human resource management, and other business disciplines for new ideas. Our approach is also to focus information that readers value, namely OB knowledge and practices. Consequently, with a few classic exceptions, we avoid writing a "who's who" book; most scholars are named in the references, not in the main text.

One of the driving forces for writing *Organizational Behavior* is to provide a faster conduit for emerging OB knowledge to reach students, practitioners, and fellow scholars. To its credit, this is apparently the first major OB book to discuss the full self-concept model (not just core self-evaluation), workplace emotions, social identity theory, global mindset, four-drive theory, specific elements of social networks, appreciative inquiry, affective events theory (but without the jargon), somatic marker theory (also without the jargon), virtual teams, mindfulness in ethical behavior, Schwartz's values model, employee engagement, learning orientation, workaholism, and several other groundbreaking topics. This edition continues this leadership by introducing the latest knowledge on predictors of moral intensity, distinguishing the two main types of matrix organizational structure, the degrees of virtuality (ranging from in-situ to virtual teams), task interdependence as a contingency in the team cohesion-performance relationship, communicator characteristics that influence coding and decoding, and the social characteristics of job design.

Organizational Behavior Knowledge for Everyone

Another distinctive feature of *Organizational Behavior* is that it is written for everyone in organizations, not just managers. The philosophy of this book is that everyone who works in and around organizations needs to understand and make use of organizational behavior knowledge. People throughout the organization—systems analysts, production employees, accounting professionals—are taking on more responsibilities as companies remove layers of management and give the rest of us more autonomy and accountability for our work outcomes. This book helps everyone to make sense of organizational behavior, and provides the conceptual tools to work more effectively in the workplace.

Active Learning and Critical Thinking Support

We teach organizational behavior, so we understand how important it is to use a textbook that offers deep support for active learning and critical thinking. Business school accreditation associations also emphasize the importance of the learning experience, which further reinforces our attention on classroom activities. This Seventh Edition includes almost three dozen case studies in various forms and levels of complexity, as well as four dozen self-assessments, most of which have been empirically tested and validated. This book is also a rich resource for in-class activities, some of which are not available in other organizational behavior books, such as the Employee Involvement Cases, Deciphering the (Social) Network, Test Your Knowledge of Personality, Mist Ridge, and the Cross-Cultural Communication Game.

Changes to the Seventh Edition

In response to reviews by dozens of organizational behavior instructors and researchers in several countries, there are numerous improvements throughout the book. Chapter 8 (teams) and Chapter 12 (leadership) have been significantly revised, and almost every other chapter has noticeable updates and revisions. Along with dozens of conceptual improvements, this edition has substantially revised the examples. All chapter-opening case studies are new or revised. Most captioned photos and Global Connections features are new or updated. We have also added more than 100 new in-text examples. Here are the main conceptual improvements in *Organizational Behavior*, Seventh Edition:

- *Chapter 1: Introduction to the Field of Organizational Behavior*—This opening chapter received considerable revision in the previous edition, so this edition has relatively minor refinements and updates, notably regarding the four perspectives of organizational effectiveness.
- *Chapter 2: Individual Behavior, Personality, and Values*—This edition updates several topics in this chapter, including new information about organizational citizenship behaviors, elements of task performance, the importance of role clarity, predictors of moral intensity, and mindfulness in ethical behavior. The sections on personality and personal values have also been further refined in several places.
- *Chapter 3: Perceiving Ourselves and Others in Organizations*—This book was apparently the first to discuss the full model of self-concept and its relevance to organizational behavior. This edition further refines this important topic, including a new exhibit that illustrates the full set of self-concept characteristics and processes. Other improvements to this chapter are found in the topics on attribution rules, fundamental attribution error, and improving perceptions through meaningful interaction.
- *Chapter 4: Workplace Emotions, Attitudes, and Stress*—This was the first OB book to discuss theories of emotion (i.e., affective events theory, somatic marker hypothesis, and affect infusion model) and to integrate those concepts with attitudes, motivation, decision making, and other topics. This edition continues this tradition by updating information on types of emotions, the relationship between emotions and attitudes, and emotional labor. The topics of cognitive dissonance and emotional intelligence outcomes and training have also been updated.
- *Chapter 5: Foundations of Employee Motivation*—This chapter has relatively minor updating, including some rewriting on employee drives and Maslow's needs hierarchy.
- *Chapter 6: Applied Performance Practices*—This edition introduces recent job design knowledge about the social characteristics of jobs as well as the predictability or information processing demands of jobs.
- *Chapter 7: Decision Making and Creativity*—The most noticeable change in this chapter is that the topic of escalation of commitment is significantly rewritten and updated. You will also find minor rewriting and updating on subjective expected utility, problems with problem identification, and a few other topics.
- *Chapter 8: Team Dynamics*—This chapter has been substantially revised and updated. The types of teams are now discussed around the emerging taxonomy of team permanence, skill differentiation, and authority differentiation. The team decision-making section has been substantially rewritten, including the addition of brainwriting as a team structure to improve creative decisions in teams. The team environment topic has been rewritten to distinguish environmental resources from drivers of change within teams. The task characteristics discussion now points out the tension between task complexity and task ambiguity. The virtual teams topic incorporates the emerging concept of virtuality. The chapter now outlines two key contingencies

(task interdependence and team norms) in the team cohesion-performance relationship. The outdated “groupthink” concept has been replaced with overconfidence as a team decision-making constraint. The topics of team diversity and team development processes (team identities and mental models) have also been revised.

- *Chapter 9: Communicating in Teams and Organizations*—Along with almost complete replacement or updating of examples throughout this chapter, this edition refines and updates the topic of effective coding and decoding. There is also minor rewriting on the topics of direct communication with top management and workplace communication through social media.
- *Chapter 10: Power and Influence in the Workplace*—The previous edition substantially revised this chapter (particularly on social networks), whereas this edition has relatively minor changes. In particular, the topics of impression management and ingratiation as well as minimizing organizational politics have been rewritten.
- *Chapter 11: Conflict and Negotiation in the Workplace*—This chapter has minor changes and updated content, particularly on task conflict, emotional stability as a factor that minimizes the link with relationship conflict, and conflict avoidance strategies.
- *Chapter 12: Leadership in Organizational Settings*—This chapter has been completely reorganized and substantially rewritten. Transformational leadership is widely considered the core perspective on this subject, so we now begin the chapter with the transformational leadership perspective (after the chapter introduction, which also describes shared leadership). The transformational leadership perspective also now includes “encourage experimentation” as one of its four elements. The second perspective, managerial leadership, is described and contrasted with transformational leadership. The managerial leadership perspective incorporates earlier behavioral leadership concepts, contemporary contingency leadership theories, and servant leadership. The other two leadership perspectives—implicit leadership and leadership competencies—have minor updates from the previous edition.
- *Chapter 13: Designing Organizational Structures*—This chapter revises and updates the matrix structure topic, including the two main forms of this structure (divisional-based and project-based), and specific problems with matrix structures. Other parts of this chapter, such as organic structures, received more subtle updating and revision.
- *Chapter 14: Organizational Culture*—The section on changing and strengthening organizational culture has been revised, particularly with the addition of supporting workforce stability and communication. The issue of espoused versus enacted values is more clearly highlighted.
- *Chapter 15: Organizational Change*—This edition streamlines the discussion on resistance to change and updates the discussion of why employees resist change.

acknowledgments

Organizational behavior is a fascinating subject. It is also incredibly relevant and valuable, which becomes apparent while developing a world-class book such as *Organizational Behavior, Seventh Edition*. Throughout this project, we witnessed the power of teamwork, the excitement of creative thinking, and the motivational force of the vision that we collectively held as our aspiration. The tight coordination and innovative synergy was evident throughout this venture. Our teamwork is even more amazing when you consider that most team members on this project are scattered throughout the United States, and the lead co-author (Steve) spends most of his time on the other side of the planet!

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