

CHRISTOPHER P. NECK • JEFFERY D. HOUGHTON • EMMA L. MURRAY

ORGANIZATIONAL BEHAVIOR

A
CRITICAL-THINKING
APPROACH



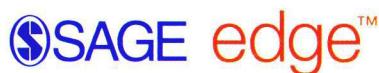
ORGANIZATIONAL BEHAVIOR

A CRITICAL-THINKING APPROACH TO UNDERSTANDING, PREDICTING, AND INFLUENCING BEHAVIOR IN THE WORKPLACE

Organizational Behavior: A Critical-Thinking Approach provides insight into OB concepts and processes through a first-of-its-kind active learning experience. *Thinking Critically* challenge questions tied to Bloom's taxonomy appear throughout each chapter, challenging students to understand, apply, analyze, evaluate, and create. Unique, engaging case narratives that span several chapters along with experiential exercises, self-assessments, and interviews with business professionals foster students' abilities to think critically and creatively, highlight real-world applications, and bring OB concepts to life. Christopher P. Neck, Jeffery D. Houghton, and Emma L. Murray provide a "big picture" framework that illustrates how individual processes, team processes, influence processes, and organizational processes impact important organization outcomes such as individual performance, job satisfaction, team performance, and organizational performance. Rich with thought-provoking content and practical applications, students will walk away with critical-thinking skills that help them make effective and thoughtful decisions.

KEY FEATURES

- A critical-thinking approach equips students with the mindset and skills needed to thrive in today's complex organizations.
- Rich, extended case study narratives inspired by real people and real events illustrate OB concepts and critical thinking in action, showing students why OB matters and how OB topics fit together.
- *Thinking Critically* challenges, experiential exercises, self-assessments, and real-world case studies allow students to engage with the content and understand how organizational behavior affects their lives.
- *Examining the Evidence* boxes highlight a recent seminal OB study and discuss its application to the real world, demonstrating how academic research applies to real-life settings.
- *OB in the Real World* boxes include stories, quotes, and real-life examples from seasoned business professionals and recent graduates who describe how they have used OB concepts to positively influence outcomes and achieve organizational success.
- A unique chapter on creativity and innovation explores how managers can use creativity to solve problems, motivate employees, and inspire teams.



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ORGANIZATIONAL BEHAVIOR

We dedicate Organizational Behavior: A Critical-Thinking Approach to all of our students who have believed in us, inspired us, and encouraged us to try new ways of teaching.

Chris Neck dedicates this book to his wife, Jennifer, and his children, Bryton and GiGe, for helping him realize what is truly important in life.

Jeff Houghton dedicates this book to his wife, Loree, and sons, Pierce and Sloan, and thanks them for all their support, encouragement, and love.

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SAGE was founded in 1965 by Sara Miller McCune to support the dissemination of usable knowledge by publishing innovative and high-quality research and teaching content. Today, we publish over 900 journals, including those of more than 400 learned societies, more than 800 new books per year, and a growing range of library products including archives, data, case studies, reports, and video. SAGE remains majority-owned by our founder, and after Sara's lifetime will become owned by a charitable trust that secures our continued independence.

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PREFACE

Nikos Kazantzakis once wrote:

Ideal teachers are those who use themselves as bridges over which they invite their students to cross; then having facilitated their crossing, joyfully collapse, encouraging them to create bridges of their own.

Our goal as an author team was to write an organizational behavior (OB) textbook that really engaged students—not one that involved memorizing its content for the sole purpose of passing exams and then quickly forgetting whatever they had learned. We wanted to write a textbook that students could use well after the semester was over to help them actively learn and think critically in order to understand how people behave as they pursue their career goals. In other words, we wanted to help students “build bridges” to their goals and dreams. We hope we have achieved our goal in *Organizational Behavior: A Critical-Thinking Approach* for students in organizational behavior classes across the world.

In our 21st-century business world, organizational behavior has taken on a new significance. In an environment in which competition is fiercer than ever, it is people who act as differentiators in the workplace. In every aspect of business, people are the cornerstone of success. This is why it is so important to understand human behavior.

The following quote from Curt Coffman and Gabriela Gonzalez-Molina in *Follow This Path: How the World's Greatest Organizations Drive Growth by Unleashing Human Potential* reinforces the importance of understanding human behavior in organizations:

The success of your organization doesn't depend on your understanding of economics, or organizational development, or marketing. It depends, quite simply, on your understanding of human psychology: how each individual employee connects with your company and how each individual employee connects with your customers.

One of the earliest studies of organizational behavior was carried out at AT&T's Western Electric Hawthorne plant by Harvard's Elton Mayo in 1927. The principle findings of this study showed that when workers are given the opportunity to contribute their thinking and learning to workplace issues, their job performance improves. This finding is still relevant today. Studies in organizational behavior add to our understanding of the individuals working within all types of businesses, from corporate to entrepreneurial. *Organizational Behavior: A Critical-Thinking Approach* attempts to capture the body of knowledge that encompasses the organizational behavioral research into a book that is fun to read, captures the reader's attention, and imparts the organizational behavioral knowledge in a way that promotes critical thinking.

OUR VISION

Organizational Behavior: A Critical-Thinking Approach is a textbook for college-level undergraduate students seeking insight into individual behavior, group behavior, organizational structure, and organizational processes through the lens of critical thinking.

Organizational behavior courses are defined by the following trends: larger course sizes, the need for continually changing content to stay relevant, and instructors working to make vast online resources meaningful to the student experience. The cumulative effect of these trends on instructors is a much more demanding environment for teaching and learning. In a quickly changing business environment, many books need a complete rewrite to be fully up-to-date. Even better, though, this is a new book—written from today’s perspective, with an eye to the near future. Our goal in writing this book is to bring to the classroom a fresh view of human behavior in organizations.

What Makes Our Book Unique

- *Critical-thinking approach.* Students learn to analyze behavior patterns and assess consequences to predictive paths. Managers make decisions that have delayed consequences on situations, with extraordinary complexity, yet predictable patterns of behavior. A student’s ability to make decisions that result in expected and desirable consequences should be the sole objective of all organizational behavior textbooks.
- *Continuing case narratives.* Students are associative thinkers and continuously seek multiple data points to connect into a constellation of meaning. People retain knowledge through meaningful narratives, which means that stories that illustrate richly textured situations are better for learning than listing brands and public figures in the chapters.
- *Practical applications, self-assessments, experiential exercises,* and additional pedagogical features make OB come to life and encourage students to engage with OB concepts in meaningful ways.

A Critical-Thinking Approach

We believe that in today’s business world, organizational behavior is more important than ever. Companies are looking for employees and managers who have strong organizational behavior skills. Critical thinking, problem solving, and creativity are valuable and essential commodities. Critical thinking is an essential skill; managers use critical thinking to understand, explain, predict, and influence behavior in the workplace.

Our text provides a comprehensive overview of OB theories and processes with a strong emphasis on critical-thinking applications in order to equip students with the information and skills they need to thrive in organizations today.

Why Critical Thinking Matters in OB

A critical thinker uses his or her intelligence, knowledge, and skills to question and carefully explore situations and to arrive at thoughtful conclusions based on evidence and reason. Someone thinking critically is able to get past biases and view situations from different perspectives to ultimately improve his or her understanding of the world.

Business leaders use critical thinking when making decisions, solving problems, gathering information, and asking questions. Time and again, research has shown

the effectiveness of critical thinking in the workplace. In an article published in the journal *Current Directions in Psychological Science*, the authors report that cognitive ability tests, including critical-thinking tests “are among the strongest and most consistent predictors of performance across academic and work settings.”¹

In *Organizational Behavior: A Critical-Thinking Approach*, we use the components and core skills of critical thinking to teach the many facets of organizational behavior to students. Adding critical thinking to these behaviors further enhances students’ abilities to strategically think as well as analyze and solve problems. By seeking first to understand the dynamics of human behavior, then sharing the knowledge learned, they will be able to build more successful relationships within their personal and professional lives.

How Our Book Incorporates Critical Thinking

A lot of OB books claim to help students to develop their critical-thinking skills. What makes our book different? Our book incorporates critical thinking on every page. Instead of passively reading through each chapter, the student is asked to pause, reflect, and engage more critically with the content.

- Chapter 1 explains the central role critical thinking plays in OB and introduces a five-step **critical-thinking framework** that students can apply to challenging scenarios, problems, decisions, and other issues.
- **Thinking Critically** questions tied to Bloom’s Taxonomy appear throughout each chapter. Bracketed notations identify which domain(s) of Bloom’s Taxonomy the question falls into: understand, apply, analyze, evaluate, and create. These questions don’t necessarily have a right or wrong answer but rather are designed to challenge students to think critically and achieve higher levels of learning.
- **Examining the Evidence** boxes highlight a recent seminal OB study from high-quality OB journals and discusses its practical applications in the business world. Critical-thinking questions at the end of each box allow students to see how research in academe applies to real-life settings.
- **OB in the Real World** boxes feature real-world anecdotes, quotes, and examples from seasoned business professionals who share their knowledge and experience with students by describing how they used OB to positively influence outcomes and achieve organizational success. Critical-thinking questions help students see how OB concepts impact real people and organizations.

These critical-thinking elements are perfect for assignments or class discussions and lively debate.

Continuing Case Narratives

In order to support our balanced approach to research and practice, and our pedagogical commitment to critical thinking, *Organizational Behavior: A Critical-Thinking Approach* takes a new approach to the style of OB textbooks. We include all the concepts and key terms that are expected, but we do so in a context that aids instructors in showing how and why they are applied in real world situations, and in a style that ignites the imagination and sparks discussion.

Rather than a series of unrelated organizational snapshots that offer only a superficial understanding of OB content, we create rich, continuing case study narratives

that illustrate the exciting and challenging complexities of the real world. Each of the main OB subdivisions is presented through business case narratives that span multiple chapters. These continuing case narratives serve two key purposes:

1. Provide fully imagined characters and relationships that reflect challenges and opportunities that managers encounter
2. Provide sufficiently rich contexts to practice critical-thinking skills in ways that mimic actual workplace dynamics. How do we ensure that these case narratives are consistent with top-tier research and the challenges that businesses are addressing in today's economy?

For Parts 2–5 of the book, we develop a case representing an industry and featuring several managers in an organization. These continuing cases are inspired by real people and real events but fictionalized for the learning process. Chapters include a Back to the Case recap that summarizes the events of the previous chapter's case narrative, making it easy for instructors to assign chapters out of order.

Following is a summary of each continuing case narrative in the text:

Chapters 2–4. The Case of Laura Pierce: Differences at the West Texas Regional Theatre

The narrative focuses on Laura Pierce, a newly employed marketing and development director at the financially struggling West Texas Regional Theatre (WTRT), and the challenges she faces in trying to overcome individual differences in order to help save the theatre. In Chapter 2, Laura meets her new colleagues and gets to know more about their different backgrounds and personalities. In Chapter 3, Laura introduces her ideas to drive business to WTRT but needs to navigate the attitude and behavior of the staff. In Chapter 4, Laura deals with the consequences of differing perceptions as she meets with the WTRT board members to discuss the theatre's financial decline.

Chapters 5–6. The Case of Katie O'Donnell: Motivating Staff at the Waterfront Grill

Katie O'Donnell is an MBA student who has been a server at the restaurant for the past two years and just accepted the job of assistant manager at the Waterfront Grill in upstate New York. She sees her promotion as an opportunity to identify and solve a number of problems she has experienced at the restaurant over the past two years. In Chapter 5, Katie focuses on addressing high turnover by suggesting different strategies to resolve problems and motivate staff at the Waterfront Grill. In Chapter 6, Katie starts to put some of these motivational concepts into practice with mixed results.

Chapters 7–10. The Case of Brian Stevens: Trouble at the Tractor Assembly Plant

HR Manager Brian Stevens has been working in a tractor-engine manufacturing plant in the Midwest. He recently received a promotion to plant manager at the company's tractor assembly plant and reports directly to the president of the company, Hans Wagner. Over the course of the narrative, Brian faces challenges across different teams and departments and is forced to make some tough decisions. In Chapter 7, Brian discovers one of the main problems in the tractor assembly plant: the team in the purchasing department is underperforming and he must work with the team to resolve the issue. In Chapter 8,

Brian faces an ethical dilemma when his boss, Hans Wagner, tries to convince Brian to accept his decision to make some unethical cost-cutting initiatives. In Chapter 9, Brian faces the challenge of creating innovative new machinery that will increase productivity. In Chapter 10, Brian must deal with some conflict when new competitors threaten the plant's new product and use some negotiation strategies in order to resolve the conflict.

Chapters 11–13. The Case of Langston Burrows: Leadership Challenges

Langston Burrows is a recent college graduate with a bachelor's degree in business administration who has been offered a place in the leadership development program (LDP) at a mid-sized regional bank. Langston sets out to determine his own leadership style. In Chapter 11, Langston begins a three-month rotational leadership position and gets to know the bank staff and experiment with different leadership styles. In Chapter 12, Langston learns about how different people wield power and influence and endures the unfair political behavior of a more senior colleague. In Chapter 13, Langston must overcome some communication barriers in order to find a new role within the bank.

Chapters 14–17. The Case of Yolande Turner: Pioneering Health Goes International

Pioneering Health is a small organization based outside Chicago and consisting of 300 people. Headed by founder and CEO Yolande Turner, a former pharmaceutical-product line manager, the company sells disease management strategies to other health care providers, associations, and corporations that offer health insurance. This OB Story follows Yolande as she takes the business international in an effort to break into new markets. Chapter 14 describes Pioneering Health and its organizational culture. In Chapter 15, Yolande and her senior team work out strategies to expand the business internationally, choosing Germany as a location. In Chapter 16, Yolande must implement some organizational changes and developments to improve the working relationships among staff members and overcome resistance to change. In Chapter 17, Yolande introduces a new organizational structure to meet the needs of the rapidly expanding Frankfurt office.

END-OF-CHAPTER FEATURES

In each chapter, we include traditional chapter review materials to help students check their comprehension and prepare for quizzes and exams.

- **In Review**, organized by learning objective, summarizes key chapter information
- **Thinking Critically About the Case** challenges students to apply the five-step critical-thinking framework to the fictionalized chapter case.
- **Short exercises and experiential exercises** are designed to help students build valuable experience and increase their skills through decision-oriented and hands-on exercises. Notes on the instructor resources site include tips on how to best use the exercises in class as well as suggestions for adapting these experiential exercises to use in online or large classes.
- **Self-assessments**. The assessments allow students to apply chapter content to their own lives and better understand their own behaviors, skills, and strengths.

- **Case studies** profile real-world companies and people and illustrate how OB concepts function in the real world, providing students with engaging case examples and opportunities to apply OB concepts to the case studies.
- **Self-Tests** allow students to quickly check their knowledge of key chapter ideas.

CONTENT AND ORGANIZATION

Each chapter is introduced by an OB model that provides students with a big picture overview of how all the chapters and parts fit together.

Chapter 1, “Why Organizational Behavior Matters,” explains how and why OB has become significant in today’s organizations and describes the value of critical thinking in making thoughtful, effective decisions.

Chapter 2, “Diversity and Individual Differences,” explores the types of diversity and the importance of accepting and respecting individual personalities in order to create a harmonious workforce.

Chapter 3, “Emotions, Attitudes, and Stress,” examines how emotions influence our behavior and the behavior of those around us in the workplace; common workplace attitudes and the relationship between attitudes and behaviors; and the different ways in which stress can affect behavior in the workplace.

Chapter 4, “Perception and Learning,” describes the ways in which we interpret our environment; the factors that can influence and distort perception; and the different learning processes that shape our perceptions.

Chapter 5, “Motivation: Concepts and Theoretical Perspectives,” introduces the theories of motivation and how they influence behavior in the workforce.

Chapter 6, “Motivation: Practices and Applications,” outlines the practical ways and strategies used by organizations to encourage motivation and empower employees.

Chapter 7, “Teams,” emphasizes the critical role of teams and teamwork in today’s organizations; types of teams; and the components that make up an effective team.

Chapter 8, “Decision Making and Ethics,” addresses the main types of decisions made in organizations; the factors that influence how these decisions are made; and the various approaches to ethical decision-making.

Chapter 9, “Creativity and Innovation,” highlights the types of creativity and innovation processes; their importance to organizations; and how they affect organizational behavior.

Chapter 10, “Conflict and Negotiation,” describes the impact of conflict on organizational behavior and the ways in which negotiation and bargaining can help resolve conflict.

Chapter 11, “Leadership Perspectives,” explains the different types of leaders through theories and perspectives and discusses cultural and gender issues in leadership.

Chapter 12, “Influence, Power, Politics,” discusses power and politics in the context of leadership, and describes the tactics and outcomes of different influence tactics.

Chapter 13, “Effective Communication,” provides an overview of the basic model of communication; the types of communication channels; and key barriers to effective communication.

Chapter 14, “Organizational Culture,” explores the facets of organizational culture and how culture is shaped and molded in organizations.

Chapter 15, “Organizational Strategy,” describes the importance of effective strategies in order to achieve organizational goals and explores strategies in the context of globalization and across cultures.

Chapter 16, “Organizational Change and Development,” explains the change process; the reasons behind resistance to change; and how organizational development is used to cope with internal and external changes.

Chapter 17, “Organizational Structure, Design, and Technology,” focuses on the impact of organizational structure on behavior in organizations; how organizational design is connected to organizational behavior; and how technology is integrated into organizational structure and design.

ANCILLARIES

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- **Test banks built on Bloom’s Taxonomy** to provide a diverse range of test items, which allow you to save time and offer a pedagogically robust way to measure your students’ understanding of the material
- **Sample course syllabi** with suggested models for structuring your course
- Editable, chapter-specific **PowerPoint slides** that offer flexibility when creating multimedia lectures
- EXCLUSIVE access to full-text **SAGE journal articles** to expose students to important research and scholarship tied to chapter concepts
- **Video and multimedia content** that enhances student engagement and appeal to different learning styles
- **Lecture notes** that summarize key concepts on a chapter-by-chapter basis to help you with preparation for lectures and class discussions
- Sample **answers to in-text questions** that provide an essential reference
- Additional **critical-thinking challenges**, including suggested writing prompts and assignments
- Lively and stimulating **experiential exercises** that can be used in class to reinforce active learning
- **Teaching notes for the cases** to guide analysis
- **Ethical dilemmas** for each chapter require students to respond to real-world scenarios and decide what they would do in those situations
- Suggested film clips showing **OB in the movies** that include analysis and critical-thinking questions
- **Web resources** that provide further research and insights.

SAGE edge for Students helps students accomplish their coursework goals in an easy-to-use, rich learning environment that offers:

- Mobile-friendly **flashcards** to strengthen understanding of key concepts
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- EXCLUSIVE access to full-text **SAGE journal articles** and other readings, which support and expand on chapter concepts
- **Web resources** that provide further research and insights
- **Learning objectives** with summaries that reinforce the most important material
- Online **action plans** that allow you to track your progress and enhance your learning experience

ENDNOTE

1. Kuncel, Nathan R., and Sarah A. Hezlett. "Fact and Fiction in Cognitive Ability Testing for Admissions and Hiring Decisions." *Current Directions in Psychological Science* 19, no. 6 (December 2010): 339–345.

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