

ORGANIZATIONAL BEHAVIOR

TWELFTH
EDITION

Managing
People and
Organizations



Ricky W. Griffin

Jean M. Phillips

Stanley M. Gully

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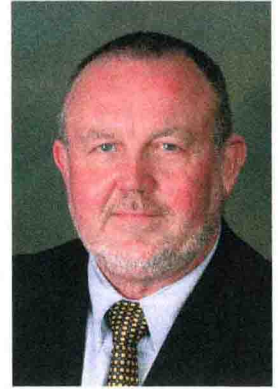
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He has authored or co-authored several leading textbooks, most of which have been revised across multiple editions. His books have also been translated or adapted for use in over a dozen other countries. Ricky teaches international management, organizational behavior, human resource management, and general management. He has taught both undergraduate and graduate students, participated in numerous executive training programs, and has lectured in London, Paris, Warsaw, Geneva, Berlin, Johannesburg, Tokyo, Hong Kong, and Sydney.



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Jean was among the top 5 percent of published authors in the *Journal of Applied Psychology* and *Personnel Psychology* during the 1990s and she received the 2004 Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management. She has published over thirty research articles and nine books, including *Strategic Staffing* (3e, 2014), *Organizational Behavior* (2e, 2013), *Human Resource Management* (2013), *Managing Now* (2008), and the five-book *Staffing Strategically* (2012) series for the Society for Human Resource Management. Jean was also the founding co-editor of the Organizational Behavior/Human Resource Management series for Business Expert Press.

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PREFACE

Welcome to the 12th edition of *Organizational Behavior*. Or is it the 3rd edition? Or even the 1st edition? In some ways any of these edition numbers might be correct. How is this possible? Let's explain. ...

Ricky Griffin and Greg Moorhead published a textbook entitled *Organizational Behavior* in 1986. The book was very successful and underwent regular revisions every few years. The hallmark of *Organizational Behavior* has long been comprehensive content based on sound academic research brought to life through examples and case studies. Since its very first edition the book has been a market leader. A few years ago Greg retired from teaching after a long and distinguished career but continued to work with Ricky on multiple editions of *Organizational Behavior*. However, he finally decided to give up this work as well, and the 11th edition was his last.

Meanwhile, Jean Phillips and Stan Gully published the first edition of their own *Organizational Behavior* textbook in 2012 and revised it in 2014. Jean and Stan's book also had strong content, of course, but it truly set new standards of excellence with its outstanding array of features, learning aids, digital support material, and video programs. In 2014, Ricky, Jean, and Stan met in Philadelphia during the Academy of Management meeting and came up with the idea of combining our books. We saw this as a true win-win opportunity to create a new book that would merge the historically strong content of the older book with the contemporary content and cutting-edge support materials of the newer book.

Development Process

We started our work by carefully reviewing each of the two existing books, new and current developments in the field of organizational behavior, and reviewer feedback about the strengths of each book. We then carefully developed a new outline of sixteen chapters. In our judgment, this structure provides thorough and comprehensive coverage of the major topics within the field of organizational behavior while also providing a framework that can be effectively covered in a single semester.

We also developed an integrated learning model that demonstrates how all of the topics within the book relate to one another. This model is developed in Chapter 1. It is then revisited at the beginning of each part. The reader is reminded of how earlier chapters led them to the current discussion and where the discussion is headed next. Last but not least, we included most of the features that Jean and Stan had so carefully created.

Our goals are to make you more successful in your life and career by helping you understand yourself, understand organizations, and understand the role of organizational behavior (OB) in your personal career success. We also want to cultivate an understanding of and ability to apply knowledge about individual and group behavior in organizations and to appreciate how the entire organizational system operates. This will enhance your understanding of how to flexibly apply the OB concepts that are appropriate for different problems or situations. Finally, we want to ensure that you have a complete

understanding of the modern OB context, including ethics, diversity, competitive advantage, technology, and the global context.

Features

Our new book contains several features designed to reinforce the themes of the book and further develop your OB skills.

Real World Challenge To help you recognize OB-relevant issues in organizations, each chapter begins with a *Real World Challenge* that describes a real challenge or problem faced by a person or organization that relates to that chapter's content. The chapter then concludes with a description of how the company or individual addressed the challenge.

Global Issues A *Global Issues* feature in each chapter highlights the global implications of some of the chapter's content.

Case Study A *Case Study* in each chapter reinforces some of each chapter's material and gives you the opportunity to apply what you learn in the chapter to a real organizational situation.

Understand Yourself To help you better understand your own characteristics, an *Understand Yourself* feature in each chapter gives you the chance to assess yourself on a variety of topics relevant to OB. This feature will help you better understand what motivates you, how you view money, your leadership style, your emotional intelligence, and your diversity awareness, among other things.

Improve Your Skills Each chapter also contains an *Improve Your Skills* box to help you become more effective in different areas including dealing with challenging managerial behaviors, interviewing, managing stress, negotiating, and assessing an organization's culture and political environment.

Group Exercises Each chapter also includes a group-based experiential exercise. This exercise will help both further your understanding of basic concepts of organizational behavior while simultaneously helping you improve your skills in working with others.

Now What? Video Cases Captivating *Now What?* decision-making videos put you in the manager's chair. Four videos are included for each chapter, with the first video presenting a business challenge, and three shorter videos providing "correct" and "incorrect" responses to the challenge. A short synopsis and discussion questions to accompany each video are included at the end of the chapter.

Video Exercises Also included with each chapter are separate stand-alone videos featuring real-world companies to show managerial challenges. These exercises and discussion questions appear at the end of each chapter.

Instructor Support Materials

- **Instructor Companion Website:** Instructors can find course support materials, including Instructor's Resource Manual, Test Bank files, PowerPoint® slides, and DVD guide.

- On the Job DVD: “On the Job” videos provide behind-the-scene insights into management concepts at work within actual small and large businesses. Corresponding support material can be found in the DVD guide.
- Cengage Learning Testing, powered by Cognero® Instant Access: Cengage Learning Testing powered by Cognero® is a flexible, online system that allows you to: import, edit, and manipulate content from the text’s test bank or elsewhere, including your own favorite test questions; create multiple test versions in an instant; and deliver tests from your LMS, your classroom, or wherever you want.

Student Support Materials

- MindTap® Management is the digital learning solution that helps instructors engage students and help them relate management concepts to their lives. Through interactive assignments students connect management concepts to real-world organizations and say how managers should perform in given situations. Finally, all activities are designed to teach students to problem-solve and think like management leaders. Through these activities and real-time course analytics, and an accessible reader, MindTap helps you turn cookie cutter into cutting edge, apathy into engagement, and memorizers into higher-level thinkers.
Our adaptive learning solution provides customized questions, text, and video resources based on student proficiency. Priced to please students and administrators, this solution will help you develop the next generation of managers.
- The **learning path** is based on our **Engage, Connect, Perform, and Lead** model. Students are drawn into the material with self-assessments. Quizzes and homework assignments help students connect concepts with the real world, and higher level homework assignments ask students to analyze and manage complex situations.
 - **Self-Assessments** engage students by helping them make personal connections to the content presented in the chapter.
 - **Reading Quizzes** assess students’ basic comprehension of the reading material to help you gauge their level of engagement and understanding of the content. Students are able to see compare their responses against others in their class, school and everyone one who’s previously taken the self-assessment.
 - **Assignments** for each chapter elevate thinking challenging students to think critically and begin to think like managers.
 - **Concept Videos** present short enrichment clips of information on topics students typically struggle with.
 - **Video Case Activities** engage students by presenting everyday businesses facing managerial challenges, placing concepts in real-world context and making for great points of discussion.
 - **Experiential Exercises powered by YouSeeU** include role play and group projects challenge students to work in teams in our one-of-a-kind collaborative environment to solve real-world managerial problems, develop skills and begin to experience firsthand what it’s like to work in management.
 - **Branching Activities** challenge students to evaluate work situations and decide what actions they might take as managers. Then students

use their knowledge of management to identify the advantages and disadvantages of different managerial approaches.

- **Adaptive Study Centers powered by Knewton** are provided at the unit level and the exam level to help students work toward mastery of course content. Material presented is customized to students' specific needs and serves up questions, feedback, remediation, and instructional content according to how they progress.
- **Writing Activities powered by Write Experience** offers students the opportunity to improve their writing and analytical skills without adding to your workload. Offered through an exclusive agreement with Vantage Learning, creator of the software used for GMAT essay grading, Write Experience evaluates students' answers to a select set of assignments for writing for voice, style, format, and originality.

ACKNOWLEDGMENTS

Although this book bears our three names, many other people have also contributed to it. Through the years we have had the good fortune to work with many fine professionals who helped us to sharpen our thinking about this complex field and to develop new and more effective ways of discussing it. Over the course of multiple editions of two different books literally dozens of reviewers have helped us develop and refine our materials. Their contributions were also essential to the development of this edition. Any and all errors of omission, interpretation, and emphasis remain the responsibility of the authors.

The 12th edition could never have been completed without the support of Texas A&M University, Rutgers University, and Penn State University. We would also like to acknowledge the outstanding team of professionals at Cengage Learning who helped us prepare this book. Julia Chase has been steadfast in her commitment to quality and her charge to us to raise quality throughout the book. Scott Person, Carol Moore, Mike Schenk, Jason Fremder, Brian Pierce, and Erin Joyner were also instrumental to our work. Jennifer Ziegler, Rajachitra Suresh, Sarah Shainwald, and Diane Garrity were also key players in the creation of this text and support program. We would also like to acknowledge the decades-long contributions that Greg Moorhead made to this book. His friendship and professionalism will always be remembered. We would like to thank the iTV studio team as well as the entire cast and crew for helping us to create engaging and interesting videos that bring the book concepts to life. We wish to highlight the efforts of J. Allen Sudeth, Pete Troost, John Keller, and Hebert Peck for making the videos possible.

Finally, we would like to acknowledge importance of our families. For Ricky, he was reminded many times during the work on this book about the central role of family and the fragility of life. He sends special appreciation to Glenda, Dustin, Ashley, Matt, and Lura. For Jean and Stan, Ryan, Tyler, Murphy (the dog), and Mooch (the cat), provided love and laughs to motivate them and to help them to keep things in perspective.

DEDICATION

*For the next generation—Griffin, Sutton, and Andrew (RWG)
To Ryan and Tyler, who make our lives complete (JMP & SMG)*

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