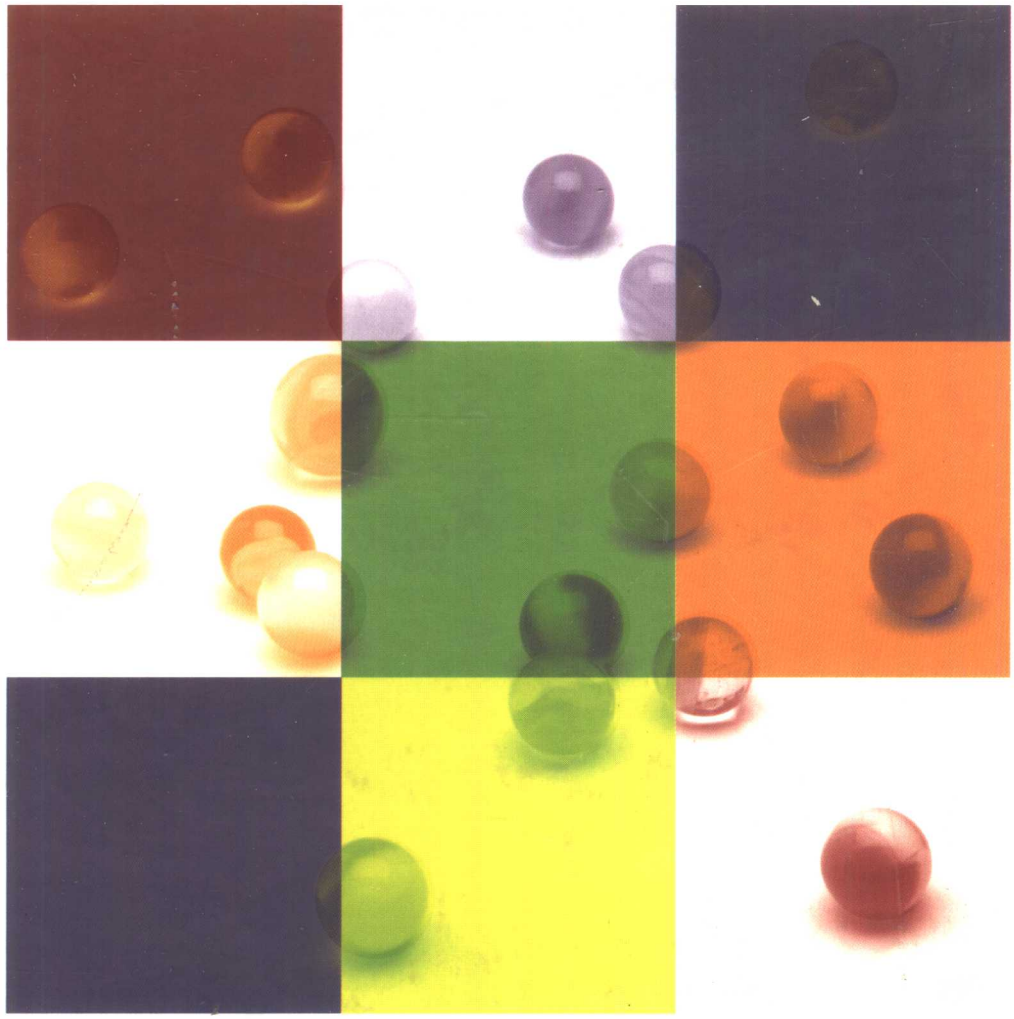

Organizations

Behavior
Structure
Processes

Gibson
Ivancevich
Donnelly

Organizations

Behavior
Structure
Processes

Ninth Edition

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Throughout

its history, *Organizations: Behavior, Structure, Processes* has been used successfully in a variety of different courses. This was our purpose: we developed it to present a realistic view of people working in organizations. However, we also knew that continued success would come not from resting on the success of the past, but from forging ahead. Our goal is that students and teachers find the current edition of our book to be a useful and valuable resource.

Consequently, we have done more than tinker with this new edition. The basic structure has been kept much as it was originally, but we have significantly altered the content of the chapters. And of course, we continually update all of the information.

The ninth edition of *Organizations: Behavior, Structure, Processes* presents theories, research results, and applications that focus on managing organizational behavior in small, as well as large and multinational organizations. Through the successful history of the book, feedback from students and teachers has indicated that we have succeeded in presenting a realistic view of organizational behavior.

A consistent theme throughout the book is that effective management of organizational behavior requires an understanding of theory, research, and practice. Given this theme, we view our task as the presentation and interpretation of organizational behavior theory and research so that students can comprehend the three characteristics common to all organizations—behavior, structure, and processes—as affected by actions of managers. Accordingly, we illustrate how organizational behavior theory leads to research and how both theory and research provide the basic foundation for practical applications in business firms, hospitals, educational institutions, government agencies, and other organizations.

Special features of this edition

Interestingly, this edition has both more and less than previous editions. It is significantly shorter than the previous edition because we have eliminated the chapters on stress and careers and shortened the length of every other chapter. But it also has a significant amount of new material on diversity, ethics, global management, organizational culture, teams, team building, and total quality management (TQM). Coverage of many of these topics began in the previous edition and is further expanded in this edition. Let us briefly review some of the changes in this edition.

- We have incorporated more international material throughout the entire book. Chapter 3, "Globalization," new to the previous edition, has been completely revised for this edition. In addition, new international material has been integrated into other chapters either as part of the text, in our Close-Up Boxes, or as end-of-chapter cases.
- Cultural diversity in the workplace receives greater attention in this edition. It is now included in part of Chapter 4, "Individual Behavior and Differences," as well as throughout the text and in end-of-chapter materials and Close-Up Boxes.
- We believe our book to be the leader in incorporating TQM into mainstream organization behavior texts. This edition includes new material on this important topic.
- New material on teams and team building has been added and is reflected in Chapter 8, "Group Behavior and Team Work," and Chapter 9, "Intergroup Behavior, Negotiation, and Team Building."

- Coverage of ethics has been greatly expanded. Ethical issues are covered in many parts of the book as well as in our Close-Up Boxes and end-of-chapter materials.
- Our Close-Up Boxes have been shortened in number and in length. They remain a favorite of students and teachers. Each chapter now has two boxes per chapter. They report actual applications of the concepts and theories presented in the chapter. Wherever appropriate and feasible, we've adopted these two features to reflect the important issues of ethics, diversity, and international organizational behavior.
- Every chapter has been completely revised and updated. The length of each chapter is less and in many cases the titles have been changed to reflect the major changes throughout the text. The coverage of socialization which formerly appeared in the careers chapter now appears in Chapter 2, "Cultural Influences on Organizational Behavior." Two chapters on organizational change and development in the previous edition have been combined in this edition and appear as Chapter 18, "Managing Organizational Change and Development."
- A requirement for any revision is that existing chapters be updated. Sections on negotiating, conflict resolution, total quality management, cultural diversity, not-for-profit organizations, service organizations, flexible manufacturing, social support networks, quality of work life, competitiveness, ethics, and charismatic leadership, to name a few, have been expanded or improved upon. In all cases, the new material reflects the latest research. Finally, the end of each chapter lists additional references for readers desiring more in-depth discussions or writing research papers.
- Continuing attention to teaching also went into preparing the supplements for our book. We believe these are the best available. In developing and testing our supplements, we continually focus on needs of both students and instructors. Simply, we want our supplements to add to students' understanding while simultaneously enabling the instructor to teach an exciting course. Our Instructor's Manual, Lecture Resource Manual, color transparencies, Test Bank, Computerized Test Service, and—new to this edition—PowerPoint® Presentation Software, comprise a total system to enhance learning and teaching. Furthermore, we have increased the number of objective questions in the Test Bank to approximately 100 questions per chapter.

Framework of this edition

This book is organized and presented in a sequence based on the three previously cited characteristics common to all organizations: behavior, structure, and processes. This framework has been maintained based on the responses from numerous users of previous editions. However, in this edition, each major part has been presented as a self-contained unit and can therefore be presented in whatever sequence the instructor prefers. Some instructors present the chapters on structure first, followed by those on behavior and processes. The text is easily adaptable to these individual preferences. The book concludes with an Appendix which reviews research procedures and techniques used in studying organizational behavior.

Contributors to this edition

Our book reflects the efforts of many people over an extended period of time. We always try to recognize those who have helped us and we hope we have not omitted someone. In addition, the thousands of students whom we have taught have helped us improve our book. Our thanks to all of you.

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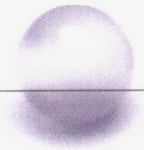

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Introduction

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2 Cultural Influences on Organizational Behavior

3 Globalization

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