

MANAGEMENT

ORGANIZATIONAL

BEHAVIOR

SECOND EDITION



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Second Edition

Management of Organizational Behavior

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Preface

By reading this book you are committing yourself to learn about how to manage people in organizations. We can't think of anything more important. Today's societies depend on organizations for everything from the necessities of food, water, and shelter to conveniences like cellular phones, color televisions, and personal computers. And organizations depend on the people within them and on the management activities that keep these people working together. In a very real sense, modern life depends on the kind of things you will learn about in this book.

Why did we write it? Over the years, we have taught courses on management and organizational behavior, and we've talked with others who have taught similar courses throughout North America. In our experiences and conversations, we've noticed a repeating theme: Although the management of organizational behavior is a topic whose importance should be obvious, students often don't take courses on organizational behavior all that seriously. One typical student reaction is to argue that organizational behavior is little more than common sense. Another is to suggest that management and organizational behavior are "soft" subjects, lacking much in the way of hard facts and figures. A third is to claim that organizational behavior is nothing but theory and research, and not at all about anything real or practical.

Of course, all three of these reactions are mistaken. However, in trying to determine the reason for their existence, we've come to realize that they *are* accurate reflections of the way that organizational behavior is characterized in many of today's leading textbooks. In some instances it seems that textbook authors have decided that the material they are writing about doesn't merit depth coverage. In others it seems they have concluded that students can't deal with challenging reading. Both of these viewpoints have had the effect of driving down the complexity and factuality of textbooks, and contributing to the perception that organizational behavior is both simplistic and useless.

Our experiences tell us, however, that organizational behavior *is* an important topic and deserves to be appreciated in all of its intrinsic complexity. We also know, through personal experience, that students *do* have the ability and motivation to excel when challenged by a demanding book. Thus we have set out to write a textbook that requires students to think and take seriously what it has to say. This challenge, we believe, is the key to reversing the all-too-prevalent tendency to underestimate the importance of understanding the management of organizational behavior.

■ Active Learning

As a science, organizational behavior is the study of human behavior in the workplace. This real-world focus makes it a discipline that embraces both research and the practical application of research findings. Some textbooks tend to emphasize research; some focus on practical applications. Still others try to cover both areas by dotting their explorations of theory and research with applications material. Instructors of organizational behavior have long struggled with the issue of whether theory and practice can be presented together effectively.

We believe they can. The utility of research on organizational behavior is measured by its usefulness in the real world of business and industry. And what makes it useful is having the right tools to apply its theories and concepts. When we started writing this book we set two primary goals: first, to cover the field of organizational behavior thoroughly and accurately, and second, to offer you, the student, solid guidance and practice in using the theories and concepts that we discuss. With these two objectives before us, we created a set of tools that will help you acquire the skills and expertise you'll need to be effective managers in the complex world of work.

Problem Solving and Diagnostic Questions

Problem solving is a big part of a manager's daily job. The problem-solving tools you'll acquire in studying this book and in participating in classwork will help you build the foundation for a successful management career. The first four chapters of our book are designed to orient you to the field of organizational behavior and to our particular focus on learning how to manage human behavior in organizations. With Chapter 5, we move into the core part of the book, in which each chapter includes a set of "Diagnostic Questions" that have several functions. First, they supplement the chapter's review questions in helping you to summarize the important issues covered in the chapter. Second, they provide basic guidance in working through the exercises and cases they precede. Third, they offer you valuable guidelines that you'll use throughout your career in analyzing problems and devising effective solutions.

Exercises and Cases

Cases and exercises included from Chapter 5 onward offer you the opportunity to practice applying key concepts and theories. The cases will help you think about how you would manage a real-world situation, based on what you've learned from our book. They will also give you a chance to practice using some of the diagnostic questions in working toward solutions of the problems they pose. Similarly, the exercises we've selected for this book, which are designed to be performed in the classroom, are realistic models of problems that managers encounter on the job. For this reason they'll also give you meaningful practice in dealing with critical management issues.

Examples

As you read the chapters of our book, you will find a wealth of examples of real people and of companies that are familiar to you. These examples help make the text's theories and concepts more concrete. We present some of them in a sentence or two in the course of explaining a particular aspect of a theory. More complex examples are discussed at greater length, in the stories that open each chapter and in boxes located later in these chapters. And you'll find other examples in the captions that describe the book's photographs of people on the job.

Integrating Ethical and International Dimensions

Because both ethics in business and industry and the international aspects of management are so important, we have integrated our coverage of these topics into the text. Throughout our book, boxes discuss such subjects as responsibility for the *Exxon Valdez* oil spill and the surveillance of employees without their knowledge. Other boxes explore international issues such as the Japanese notion of *karoshi*, or death from overwork, and the rise of innovation in Taiwan. International organizational behavior also receives chapter-length attention in

the introductory part of our book. Students are encouraged to think about important international issues as they read the rest of the book.

A Structure That Emphasizes Applications

We have structured our book to provide more than one level of application. As we've said, every chapter includes in-text examples, opening stories, and boxed discussions, and each core chapter also includes end-of-chapter diagnostic questions, exercises, and cases to help you apply what you've learned. In addition, in each major part of the book a concluding chapter expands on the applications already described and introduces you to a formal, applied field of management practice. Chapter 9, on managing individuals, discusses the applied field of human resources management. Chapter 14, on managing groups, discusses the applied field of organization development. And Chapter 19, on managing the organization, returns to the topic of organization development and discusses the applied field of strategic management.

Learning Through Experience

As you can see, the various tools included in our book are there to encourage you to become an active participant in the learning process—to learn through experience. The structure of our book is designed to reinforce this message. We want you to be able to *understand*, *recall*, and *use* the material we present. To help you understand and recall text material, we have included numerous figures, tables, and captioned pictures. Wherever possible we have also organized existing knowledge into integrative frameworks to enable you to remember a large amount of information as a single, manageable chunk. To help you use what you've learned, we've clustered diagnostic questions, exercises, and cases together into end-of-chapter sections that we call "Learning Through Experience." You should think of these sections as allowing you the opportunity to try out different approaches to managing people and organizations before you are put in a situation where mistakes could cost money and jobs. Conscientious rehearsal now will help you perform like an expert later on when it really counts.

■ New to the Second Edition

In preparing the second edition we've improved our coverage of several important subjects and added discussions of topics that have emerged since we wrote the first edition. Improvements to coverage include moving our chapter-length discussion of international organizational behavior to the introductory part of the book (Chapter 2). Also restructured are our discussions of ability and personality (Chapter 5), perception and judgment (Chapter 6), interpersonal processes (Chapter 10), decision making (Chapter 12), and organization design (Chapter 18), to integrate newly-discovered insights and further clarify our presentation of critical facts and evidence.

Newly-emerging issues addressed for the first time in the second edition include international differences in short-term versus long-term orientation (Chapter 2), the "Big Five" personality structure (Chapter 5), team performance and effectiveness (Chapter 11), autonomous unit and virtual organization structures (Chapter 16), the quality perspective on job design (Chapter 17), and pre-bureaucratic and post-bureaucratic organization design (Chapter 18).

We've also updated the opening examples and included numerous new imbedded examples in every chapter. Finally, material appearing in boxes

throughout the book reflects current happenings in the management of organizational behavior. Our book provides the most up-to-date overview possible of both theory and practice.

■ Acknowledgments

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Finally, we owe special thanks to our families, who put up with our occasional absences and our constant preoccupation with the task of writing both editions of this book. Without their support and understanding the book would not exist.

We conclude with a special invitation to you, our newest student. We want to know how you like our book and how you feel about the field of organizational behavior. We encourage you to contact us with your ideas, especially your suggestions for making future editions of our book even better. Please write to us at:

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