



Schermerhorn ■ Hunt ■ Osborn

Organizational Behavior

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seventh edition

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Organizational Behavior

Seventh Edition

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John Wiley & Sons, Inc.

New York Chichester Weinheim Brisbane Singapore Toronto

*File
853-8443*

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This book was set in ITC Garamond Light by LCI Design and printed and bound by Von-Hoffmann Press. The cover was printed by Lehigh Press.

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Library of Congress Cataloging-in-Publication Data

Schermerhorn, John R.

Organizational behavior / John R. Schermerhorn, Jr., James G.

Hunt, Richard N. Osborn. — 7th ed.

p. cm.

— (Wiley series in management)

Includes bibliographical references and index.

ISBN 0-471-33287-9 (cloth : alk. paper)

1. Organizational behavior. 2. Management. I. Schermerhorn, John R. II. Hunt, James G., 1932– III. Osborn, Richard. IV. Title.
HD58.7.S34 2000
658—dc21

99-41455
CIP

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

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Preface

"Fast!" That's the word one hears most frequently these days when people describe high performance organizations. "Fast," is also what you should think when you look at the cover of this book. And inside its pages, you'll find an emphasis on what might be called—"Fast OB." There is no denying the great opportunities and challenges of our ever-changing environment. Accordingly, *Organizational Behavior* Seventh Edition has been designed and updated to meet the demanding tests faced by organizations and their members in the emerging 21st century. While retaining the emphasis on the fundamentals of organizational behavior that has characterized past editions, this edition grounds the study of OB in the fast-paced action context of today's organizations and careers.

Organizational Behavior Seventh Edition has been developed on the premise that the study of organizational behavior is essential for everyone seeking career success in the modern workplace. It doesn't matter whether that career unfolds in the arena of business, government, education, or public service. It does matter that the individual is prepared to perform in organizations challenged by uncertainty, bound for continuous change, and affected by the forces of high technology.

The goal of this book is to help today's students become leaders of tomorrow's organizations. The twenty-first century is here, and its character belongs to everyone who studies with us today. What they do as managers and leaders will not only shape the contributions of the institutions of society, but also fundamentally alter lives around the globe.

Organizations aren't just fast today, they also increasingly differ from past traditions in their essential forms and characters. We are in an era that values entrepreneurship, horizontal structures, knowledge management, virtual organizations, work-life balance, and more. At the same time that borderlines are disappearing in the global economy, functional lines are disappearing within organizations. One has only to read the pages of *The Wall Street Journal*, *FAST@COMPANY Magazine*, *Fortune*, *Business Week*, *The Economist*, and other periodicals and local newspapers to realize how dominant and persistent are the forces of continuous change. These changes affect work and education alike and they call ceaselessly for a commitment to integrated learning and teamwork.

As management educators, we bear an important responsibility—one that cannot deny that the old ways and standards just aren't good enough anymore. We live, work and learn in a society that expects high performance and high quality-of-work-life to go hand in hand; that considers ethics and social responsibility paramount measures of individual and organizational performance; that respects the talents of workforces increasingly rich in demographic and cultural diversity; and that knows the imprint of globalization.

The seventh edition of *Organizational Behavior* was revised with these realities in mind. The book has been redesigned and substantially redeveloped from the foundations set by its predecessors. Our recommitment to organizational behavior and its central role in the learning environment is well illustrated by the "OB Skills Workbook" that is included as an essential component in the textbook. This unique feature has been expanded and enriched based upon the enthusiastic feedback of those using the last edition. We are especially pleased to include in this OB Skills Workbook the **FASTCOMPANY** Collection, a carefully selected group of full-text articles from the innovative **FASTCOMPANY** magazine.

Consistent also with feedback on the last edition, we have retained the trim and professional format of the book. We are convinced that by content and design *Organizational Behavior* Seventh Edition can well serve the needs of your OB course and help to inform and enthuse students who must face the challenges of tomorrow's workplace, not yesterday's. We have written this book for students who want to understand the discipline of OB in full awareness of its practical value and importance to their future careers. And we have written this book to meet the needs of instructors who want to give their students a solid introduction to the discipline, a rich array of alternative learning activities, and a strong emphasis and commitment to skill development. *Organizational Behavior*, Seventh Edition is our contribution to the study of a dynamic discipline that becomes increasingly relevant as our society and its institutions rush forward into an uncertain future.

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About This Book

Organizational Behavior, Seventh Edition brings to its readers the solid and complete content core of prior editions, the exciting “OB Skills Workbook,” and many revisions, updates, and enhancements that reflect today’s dynamic times. The book covers the discipline in an orderly progression, but allows for parts and/or chapters to be used out of sequence at the instructor’s prerogative. We do strongly suggest, however, that the first two opening chapters in Part 1: The Environment—Chapter 1, “Organizational Behavior Today,” and Chapter 2, “The High Performance Organization”—be used in sequence to set the context for the course.

Parts 2, 3, 4, and 5 offer the basic building blocks for understanding OB—the study of individuals, groups, organizations, and processes, respectively. In each of these parts, readers will find chapters offering solid coverage of the basic theories and concepts of organizational behavior, along with many examples and guidelines emphasizing their practical application to the 21st century workplace.

■ CHANGES AND UPDATES

In addition to the foundations provided in preceding editions, *Organizational Behavior*, Seventh Edition offers new and expanded coverage of the following topics.

- *Chapter 1: Organizational Behavior Today*—Intellectual Capital, e-commerce, virtual organizations, life-long learning, ethical behavior, social responsibility
- *Chapter 2: High Performance Organizations*—Change and high performance organizations, characteristics and challenges of high performance organizations, organizational learning, building a high performance organization
- *Chapter 3: Global Dimensions of Organizational Behavior*—Regional economic alliances, values and national cultures, cultural relativism, ethical imperialism, expatriate work, global organizational learning
- *Chapter 4: Diversity and Individual Differences*—Workforce diversity, demographic differences, personality differences, valuing and managing diversity

- *Chapter 5: Perception and Attribution*—Perception as an influence in organizational behavior, attribution theory and implications
- *Chapter 6: Motivation and Reinforcement*—Motivation across cultures, motivation and job satisfaction, social learning, behavioral self management, classical & operant conditioning
- *Chapter 7: Human Resource Management Systems*—Human resource management, career planning and development, performance evaluation, reward systems
- *Chapter 8: High Performance Job Designs*—Technology and job design, process reengineering, goal setting and MBO, flexible working hours
- *Chapter 9: The Nature of Groups*—Group contributions to organizations, foundations of group effectiveness, group dynamics and decision making
- *Chapter 10: Teamwork and High Performance Teams*—High-performance teams, team building, employee involvement teams, self-managing teams, virtual teams
- *Chapter 11: Basic Attributes of Organizations*—Organizational goals, formal structures and the division of labor, horizontal specialization, coordination, bureaucracy, alternative structures
- *Chapter 12: Information Technology and Organizational Design*—Contingency influences of size, information technology, operations technology, environment, and strategy
- *Chapter 13: High Performance Organizational Cultures*—The functions of culture, common assumptions and culture, values and organizational culture, subcultures, culture building through organizational development
- *Chapter 14: Leadership*—Behavioral and contingency theory updates, attribution theory and the new leadership, leadership and high performance organizations
- *Chapter 15: Power and Politics*—Gaining and using power, empowerment, understanding and dealing with organizational politics, organizational politics and self protection
- *Chapter 16: Informational Communication*—Effective communication, technology and communication, the electronic office, virtual meetings, cultural differences in communication
- *Chapter 17: Decision Making*—Decision-making approaches, garbage can view, judgmental heuristics, creativity, participation, cultural differences
- *Chapter 18: Conflict and Negotiation*—Constructive conflict, conflict management, win-win conflict, distributive negotiation, integrative negotiation
- *Chapter 19: Change, Innovation, and Stress*—Continuous change, strategies of change, resistance to change, innovation processes, stress management
- *Module: Research Foundations of OB*—Research designs, working with data, ethical considerations

■ PEDAGOGICAL FEATURES

As always, a primary goal in writing this book is to create a textbook that appeals to the student reader, while still offering solid content. Through market research surveys and focus groups with students and professors, we learned what features worked best from previous editions, what could be improved, and what could be added to accomplish this goal both effectively and efficiently. The participants in the focus groups in particular were quite forthcoming about their

likes and dislikes. They told us what worked for them and what didn't. The outcome is the following list of pedagogical elements that appear in every chapter of *Organizational Behavior, Seventh Edition*.

- *Chapter-Opening Photo Essays* Each chapter opens with a “real world” vignette that is linked to the chapter content. These real-world examples show how people can make a difference in the way organizations operate and offer a visionary stimulus to start students on a voyage of discovery as they examine the content that follows. Internet Web Site addresses for many of the organizations are included in these essays.
- *Study Questions* Following the opening vignette, the chapter focuses the reader's attention through a set of boxed study questions that are tied to both the major headings of the chapter and the concluding summary.
- *Embedded Boxes* Throughout the chapter, embedded boxes are used to further illustrate best practices applications. These short and photo enhanced boxes provide concise and relevant examples without disrupting the flow of the text. *Entrepreneurship, Ethics and Social Responsibility, Globalization, High Performance Organizations, Technology, and Workforce Diversity* issues are the themes of these visual examples.
- *OB Across Functions* Unique and new to this edition is a timely feature that provides in each chapter clear and real examples of how OB plays a role in all aspects of an organization, and in all the various roles and functions that make them work.
- *Annotated margin photos* add variety to the content without breaking up the flow of text. These annotated margin photos provide additional current real-world examples of OB in practice. Many include the organization's Web Site address so that the student can peruse additional information about the company on the Internet.
- *Effective Manager boxes* are integrated into the text as practical tips and applications. They offer useful action guidelines on topics relevant to skills development and career readiness.
- *Running glossary* The most important and relevant concepts are boldfaced and defined in the margin as key terms. All of the boldfaced key terms and additional italicized important terms are included in a comprehensive *glossary* at the end of the book, providing one-stop definitions of all the terms introduced in the book.
- *Margin list identifiers* call out important lists for the reader's attention. As with the last edition, the use of lists has been minimized.
- *Chapter Study Guide* At the end of each chapter is a total learning feature that includes three components to help students consolidate their learning and prepare for quizzes and examinations. A *bullet-list summary* is tied back to the chapter-opening study questions. A *list of key terms*, with page references, links them back to the boldfaced terms in the text and their margin definitions. A chapter *self-test* serves as a built-in study guide, offering multiple-choice, true-false, short response, and applications essay questions. Specifically added at the request of students, the format of the self-tests reflects the types of questions students will be expected to answer on in-class

exams. Students can access an interactive version of the self-tests on the Schermerhorn Web Site at www.wiley.com/college/schermerhorn.



■ THE OB SKILLS WORKBOOK

A collection of **FST@MPANY** magazine articles, along with numerous *case studies for critical thinking*, *experiential exercises*, and *self-assessment inventories* have been contributed by a number of professors of Organizational Behavior throughout the United States and Canada, and assembled in this update of our regular *OB Skills Workbook*. This selection represents a collection of both tried-and-true and unique cases, exercises, and assessments. We have brought them to you in one self-contained section of this book to help you enrich your class sessions. Rather than tie this vast portfolio of choices to specific chapters, we have offered a matrix of choices for you to select from. Most importantly, we have gathered these from colleagues who are known for their innovative teaching.

■ SUPPORT PACKAGE

Organizational Behavior, Seventh Edition is supported by a comprehensive learning package that assists the instructor in creating a motivating and enthusiastic environment.

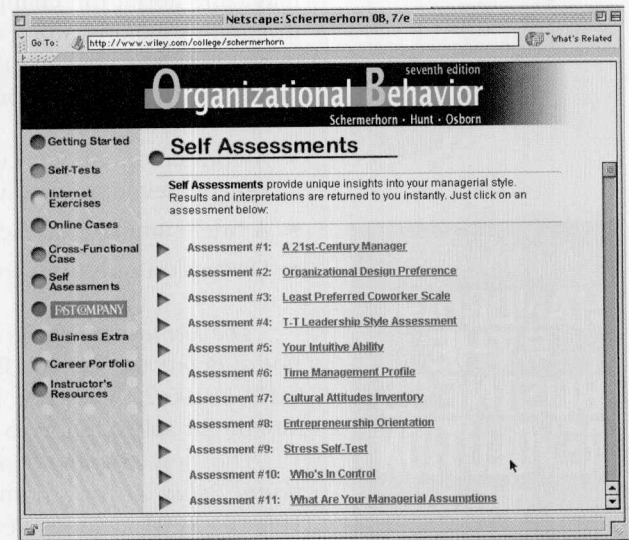
A new exciting, interactive web site supports the Seventh Edition of *Organizational Behavior*. This incredibly rich source of materials contains a wide variety of student and instructor resources including Interactive Self-Testing; Internet Exercises for each chapter; On-Line Cases; a Cross-Functional On-Line Case; Interactive Self-Assessments; The **FST@MPANY** Collection; a link to BusinessExtra; The Career Advancement Portfolio; and Instructor's Resources.

The *Cross-Functional Integrating Case* is on Trilogi Software, Inc. This case is timely, hot linked and rich in integrative learning opportunities.

Bruce Barringer of the University of Central Florida has extensively revised the *Instructor's Resource Guide*. The Instructor's Resource Guide contains numerous resources for each chapter, including Course Development, Sample Assignments and Innovative Instructional Designs; Teaching Suggestions for how to use and integrate the media components; Lecture Outline and Lecture Notes, and much more.

Bruce Barringer also has extensively revised the *Test Bank*. The expanded Test Bank now includes approximately 125 questions per chapter, which include 75-100 multiple choice questions, 25 True/False questions, and 4 essay questions with suggested responses.

The *Computerized Test Bank* is available for IBM and compatible computers, and contains an electronic version of the test bank with full custom test design features.



John Schermerhorn's personal and class-tested *PowerPoint® Slides* are available on the Web Site for downloading and on the Instructor's CD-ROM.

The *Instructor's CD-ROM* features the electronic files for the Instructor's Manual, Test Bank, Computerized Test Bank, and PowerPoint Presentations.

A comprehensive *Video Package* ties directly to the core topics of the text and brings to life real-world examples of organizational behavior in practice. *The Wiley Nightly Business Report-Organizational Behavior Video Series* contains segments from the highly respected Nightly Business Report, which have been selected for their applicability to organizational behavior principles and for their reinforcement of key concepts in the text. Each of the segments is approximately three to seven minutes long and can be used to introduce topics to the students, enhance lecture material, and provide real-world context for related concepts. Bruce Barringer of the University of Central Florida culled Nightly Business Report segments to create an expanded video package for the Seventh Edition.

A *WebCT* course is available with *Organizational Behavior*, Seventh Edition. WebCT is a course management tool that facilitates the organization and delivery of course materials on the Web.

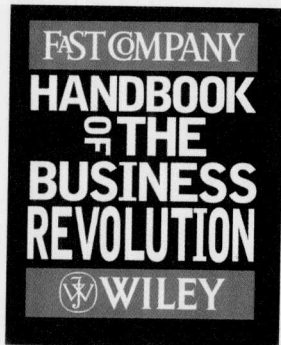
Packaging Options for Customer Value

The new **FASTCOMPANY** *Handbook of the Business Revolution*, sponsored by John Wiley & Sons, Inc., provides six insightful articles reprised from past issues of the magazine about the changing landscape of leadership, work and careers. These thought-provoking articles are sure to challenge, stimulate, and inspire your students. To help you use this Handbook in your course, we created a teaching guide on the Schermerhorn Web Site that provides:

- A correlation guide to using the handbook articles with *Organizational Behavior*, Seventh Edition
- A brief summary of each article
- Discussion questions for each article

The Handbook of the Business Revolution can be packaged with *Organizational Behavior*, Seventh Edition for a nominal fee by using this special set ISBN: 0-471-36106-2. Ask your local Wiley representative about receiving a free six month gift subscription to **FASTCOMPANY** magazine.

The new *Student Video CD-ROM* is available to package with *Organizational Behavior* for a nominal fee by using this special set ISBN: 0-471-38057-1. This CD-ROM includes key NBR videos and accompanying video viewing questions.



Acknowledgments

Organizational Behavior, Seventh Edition benefits from insights provided by a dedicated group of management educators from around the globe who carefully read and critiqued draft chapters of this edition. We are pleased to express our appreciation to the following colleagues for their contributions to this new edition.

Forrest Aven
University of Houston

Michal Cakrt
Czech management Center

Nina Cole
York University

Janice M. Feldbauer
Austin Community College

Lady Alice Hanson
*Claifornia State Polytechnic University
Pomona*

Andrew Klein
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University of Tennessee at Chattanooga

L. David Schuelke
Bethel College

Ronni Stephens
Central Missouri State University

Romuald Stone
Keller Graduate School of Management

Donald White
University of Arkansas

We also thank those reviewers who contributed to the success of previous editions, setting the groundwork for this sixth edition:

Merle Ace
Chi Anyansi-Archibong
Terry Armstrong
Leanne Atwater
Steve Axley
Addul Aziz
Richard Babcock
Robert Barbato
Richard Barrett
Nancy Bartell

Anna Bavetta
Robb Bay
Hrach Bedrosian
Bonnie Betters-Reed
Gerald Biberman
Mauritz Blonder
Dale Blount
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Harriet Kandelman	Charles L. Roegiers	Wayne Wormley
Paul N. Keaton	Steven Ross	Barry Wright
Peter Kreiner	Michael Rush	Raymond Zammuto

Efforts to extend *Organizational Behavior*, Seventh Edition in new directions have benefited greatly from those educators whose works are represented in *The OB Skills Workbook*. These colleagues are identified in the workbook with their contributions, and we greatly appreciate the range of innovative pedagogical options they help provide users of this book.

We are grateful for all the hard work of the supplements authors who worked to develop the comprehensive ancillary package described above. We thank Bruce Barringer of the University of Central Florida for authoring the Instructor's Resource Guide and the Test Bank, and assisting in the development of the *Nightly Business Report AT&T* video series. We also thank Diane Hunt-Wagner of the University of Phoenix for creating Internet Exercises available on the Web Site, and David Chappell of Ohio University for contributing several cases to the book and Web Site.

As always, the support staff at John Wiley & Sons was most helpful in the various stages of developing and producing this edition. Our editor, Brent Gordon, applied the very best of OB to build a committed high performance team to work with us on the book. We thank him for maintaining the quest for quality and timeliness—in all aspects of the book's content and design. Maddy Lesure was the creative force behind the new design, while Hilary Newman's special talent as photo researcher resulted in the beautiful use of photography that enhances this edition. We also thank Kelly Tavares of Wiley for her excellent production assistance, Betty Pessagno for copyediting, Anna Melhorn for overseeing the illustration program. Thank you everyone!!

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