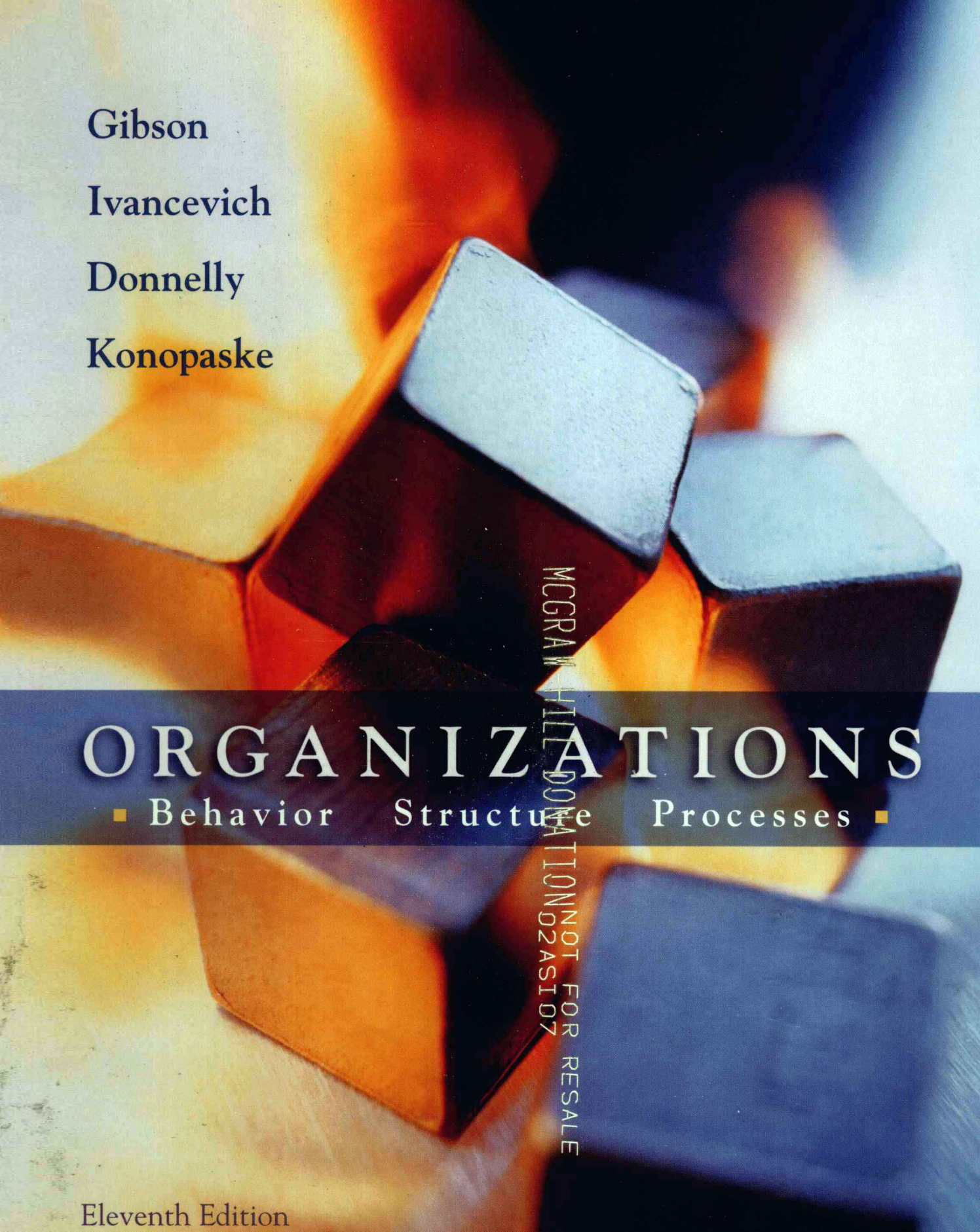

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Organizations

Behavior
Structure
Processes

Eleventh Edition

James L. Gibson
Professor Emeritus
College of Business and Economics
University of Kentucky

James H. Donnelly, Jr.
Thomas C. Simons
Professor of Business
College of Business and Economics
University of Kentucky

John M. Ivancevich
Hugh Roy and Lillie Cranz Cullen Chair
and Professor of Organizational Behavior and Management
University of Houston

Robert Konopaske
Assistant Professor of Management
College of Business
University of North Carolina, Wilmington

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This book is dedicated to students
who inspire us.

Preface

The 11th edition of *Organizations: Behavior, Structure, Processes,* like the previous ones, is based on the proposition that managing people and their behavior in organizations is one of the most challenging tasks anyone could face. There is nothing boring about managing organizational behavior. Traditional approaches that worked a decade ago or even a few years ago are currently being questioned, modified, or rejected. This book will provide an opportunity for you to look inside organizations and to develop your own perspective and skills for managing organizational behavior. Your own perspective and approach will serve you in the positions you hold, the challenges you face, and the career choices you make in the 21st century.

This 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 global 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 presenting and interpreting 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.

As dedicated teachers of organizational behavior and management we were guided in this edition by student needs, feedback, and applications in real-world settings. This edition is current and offers a variety of techniques to encourage student involvement. The book wants to challenge students to continue to explore the content areas long after they successfully complete their current course. This self-initiated exploration will result in the continuous learning and inquiry so that students' knowledge, skills, and competencies are sharpened at each new juncture.

SPECIAL AND NEW FEATURES

This edition emphasizes that the most successful managers in the global economy will be those who can anticipate, adapt, and manage change. The world changes continuously and the ability to manage behavior, structure, and processes in such a rapidly changing environment will be a premier competency. In order to deal with change better a significant amount of new material on information technology, e-commerce, diversity, ethics, global management, organizational culture, teams, team building, and total quality management (TQM) is included. Coverage of some of these topics began a few editions back and is further expanded in this edition. Some of the content and element changes and improvements in this edition include:

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- **Opening Vignettes** frame the start of each chapter. Real-world situations, events, facts, or problems bring out upcoming issues that the chapter's content will cover. These are the circumstances that managers of behavior, structure, and processes face every day.
- The book uses more **real-world situations** and examples to illustrate how the theory and research lessons can be applied in work settings. Students prefer to have real examples to support what academics and researchers are proposing or stating. The real world is reflected in the chapter content, the Close-Up Boxes, and the cases.
- Learning more about real companies is made easier by providing **World Wide Web addresses** in each chapter. Each website for a company has a unique address called the Uniform Resource Locator (URL). By accessing these addresses students can enter the company's domain. Many of the addresses are hyperlinked or connected to other pages on the World Wide Web. This feature will allow students to stay very current on what is going on within the companies listed. Using these addresses will enrich what is occurring in the classroom. We have found that students learn by visiting the sites and linking to new sites.
- An extension of having students more involved with the World Wide Web is a new element designated **"Taking It to the Net."** This is an exercise requiring students to perform a specific assignment on the Internet. Each assignment is associated with a theory, research findings, management applications, organization, or topic area covered in the particular chapter. By completing the exercise the student will become more comfortable with the Internet, the issue he or she is researching, and how classmates addressed the exercise.
- Each year organizations become more involved in global business, global joint ventures, and global negotiations. This edition pays particular attention to **global business** and issues in each chapter.
- Diversity needs to be examined in all organizations. **Diversity management** and issues are presented, debated, and analyzed throughout the text.
- **Teams, group dynamics,** and **group decision making** are each important topics that are emphasized more in this edition.
- One of the characteristics of every one of our new editions is that the **latest thinking, debate,** and **insight** be included. This new edition adheres to this concept of currentness. Content is updated in such areas as cultural diversity, competitiveness, globalization, empowerment, organizational learning, justice, performance-based rewards, managing information technology, virtual organizations, electronic commerce, strategic decision making, innovation, flexible organizational and job design, contingency theory, ethical dilemmas, sexual harassment, politics and change, communication skills, enterpreneurship, and motivation.
- 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 material.
- The Close-up boxes remain a favorite of students and teachers. There are two or more boxes per chapter. They report actual applications of the concepts and theories presented in the chapter. Wherever appropriate and feasible, we've utilized these features to reflect the important issues of ethics, diversity, and international organizational behavior.
- *Organizations: Behavior, Structure, Processes* many editions ago was one of the first books to have a **work stress** chapter. Based on feedback and length constraints we

removed it from the book. Since then the feedback received, however, indicates that work stress is such a major individual factor that it must be included in this type of book. Thus, we have added a thoroughly researched and new updated Chapter 7 on work stress.

- Every chapter has been completely **revised** and **updated.** The content in the field of organizational behavior and management is constantly changing and expanding. We want to capture currentness along with a sense of history. Thus, the revision work concentrated on using current concepts along with proven approaches to managing behavior within organizations.
- Continuing attention to **teaching** also went into preparing the supplements for the 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. The Instructor's manual, Lecture Resource Manual, color transparencies, Test Bank, Computerized Test Service, and 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.

AACSB GUIDELINES

The guidelines of the American Assembly of Collegiate Schools of Business (AACSB) guided the preparation of the revision. This book is used across campuses in business schools, social science disciplines, engineering, hotel and restaurant management, education, and public administration. We are pleased and honored by the many adoptions and the loyalty of instructors in many different disciplines.

The AACSB guidelines are used as a starting point for synthesizing management and organizational behavior as fields of study. These guidelines call for a more cross-discipline (e.g., psychology, sociology, engineering) approach. A cross-discipline approach is important since organizations are much more than simply business entities and institutions in which managing behavior, structure, and processes across functional areas poses numerous challenges.

ORGANIZATIONS: BEHAVIOR, STRUCTURE, AND PROCESSES ON THE WEB

Numerous resources relevant to this course and its topic areas can be found on the World Wide Web. Listed below by topic are some of the thousands of sites that can enhance your learning. We provide these addresses and encourage you to take a look at those sites that suit your interest. As you know URLs are always changing. At the time of publication all of the following sites were available.

Communications
- www.bib.ohio-state.edu/gateway/bib/organizational.html
- www.bizmove.com/skills/m8g.htm
- www.collegegrad.com/ezine/21nonver.shtml
- st1.yahoo.com/forleaders/emcom.htlm
- www.leadsolutions.com
- www.members.tripod.com/~cooperate/impcom.htm
- www.ee.ed.ac.uk/~gerard/Management/art7.html

Conflict Resolution
- www.geocities.com/Athens/8945/sycho.htm

www.conflictres.org
www.hewlett.org/guidelines/gconflict.htm
www.convenor.com
www.mwi.org/programs/index.html

Empowerments
www.empoweryou.com/InternetJobSearch.html
www.innerworkcoaching.com/presentations.html
www.innovint.com
www.oikos.org/ecology/freehome.htm
www.peoplepositive.com
www.ldb.org/perth99.htm
www.stanford.edu/~davidf/empowermentevaluation.html
www.city.grande-prairie.ab.ca/self_emp.htm

Goal Setting
www.andersonplan.com.au/wb/goals1.htm#Smart
www.ucc.vt.edu/lynch/tmgoalsetting.htm
www.mindtools.com/page6.html
http://www.topachievement.com/goalsetting.html
www.adv-leadership-grp.com
www.bouldercycling.com
www.gsu.edu/~gsolnmm/

Leadership
www.uconsultus.com
www.fifthdiscipline.com/index.html
www.leadershipmanagement.com/
www.cmd-glg.com/
http://situational.com/index.html
www.emergingleader.com
www.ccl.org/index.html
www.newleadership.com
www.lios.org/

Motivation
www.qmtheory.com
www.engr.uark.edu
www.epic.com/motiv/motivtip.htm
www.motivateus.com/
www.themms.com
miinc.com

Stress
www.onhealth.com/ch1/in-depth/item/0.1007.2557.00.htm
primusweb.com/fitnesspartner/library/weight/stresmgt.htm
www.mindtools.com/smpage.html
www.stressfree.com
www.gday-mate.com
www.lindaland.com/stressbook/bookindex.htm
www.arc.sbc.edu/stress.html
hammock.ifas.ufl.edu/txt/fairs/30922
fitlife.com/health/stress.shtml

Teams
www.cts-corporatetraining.com/team.html
www.oeg.net/twkmod.html
www.teamresources.com
www.ianr.unl.edu/pubs/misc/cc352.htm
www.onlinewbc.org/docs/manage/team.html
www.teambuildinginc.com

FRAMEWORK OF THIS EDITION

The 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 that reviews research procedures and techniques used in studying organizational behavior.

CONTRIBUTORS TO THIS EDITION

Allan E. Pevoto, St. Edward's University; Robin C. Smith, Tarleton State University; David J. Cherrington, Brigham Young University; Mark Fichman, Carnegie-Mellon University; Harry E. Stucke, Long Island University; S. Stephen Vitucci, Tarleton State University; and Courtney Hunt, Northern Illinios University

REVIEWERS OF PREVIOUS EDITIONS

Macgorine A. Cassell, Fairmont State College; James W. Fairfield-Sonn, University of Hartford; Mitchell J. Hartson, Florida Institute of Technology; Mary Giovannini, Truman State University; Monty L. Lynn, Abilene Christian University; Jeffrey Glazer, San Diego State University; Eugene H. Hunt, Virginia Commonwealth University; William D. Murry, SUNY at Binghamton; Stanley J. Stough, Southeast Missouri State University; William E. Stratton, Idaho State University; Harold Strauss, University of Miami; Harry A. Taylor, Capitol College; Betty Velthouse, University of Michigan-Flint; and Diana Ting Liu Wu, Saint Mary's College of California.

Ginger Roberts was invaluable in making sure everything was done correctly. She is the astute manager of this book's authors and processes. Of course, we are responsible for any errors that may be present.

James L. Gibson

John M. Ivancevich

James H. Donnelly, Jr.

Robert Konopaske

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