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FIFTH EDITION

ORGANIZATIONS



BEHAVIOR

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ORGANIZATIONS

BEHAVIOR • STRUCTURE • PROCESSES

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Preface

Objectives of This Edition

The objective of the fifth edition of *Organizations: Behavior, Structure, Processes* is to present a realistic, relevant, and thorough view of people working in organizations. The text accomplishes this objective by providing theories, research results, and applications that apply to people in organizations. Realism, relevance, and thoroughness are the targets around which the chapters, cases, and exercises are developed. Over the history of *Organizations: Behavior, Structure, and Processes*, the student and instructor feedback that we have received indicates that we have accomplished what we intended.

A theme that is introduced early and carried throughout the book is that the effective management of organizational behavior requires an understanding of theory, research, and practice. Given this theme, our task was to interpret organizational behavior theory and research so that students could comprehend the three characteristics common to all organizations—behavior, structure, processes—as affected by actions of managers. Accordingly, we have illustrated 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, and governmental agencies.

New Material in This Edition

The fifth edition includes important new subject matter as well as additional learning approaches.

First, *power and politics* are the subjects of a new chapter written for this edition (Chapter 10). Power and politics are two topics that deserved more intensive treatment than they were given in previous editions. The new chapter is based on the most recent theory, research, and application available in the literature. To make room for the new chapter, several chapters were combined into a single chapter.

Second, material in existing chapters was updated. Material on

expectancy theory, creativity and innovation, punishment, social support, ERG theory, rewards, groupthink, organizational culture, social support networks, attribution approaches to leadership, quality of work-life, socialization, the MAPS approach to organizational design, and other topics was added or expanded in appropriate chapters. In all cases, the new material complements existing material. A listing of additional references at the end of each chapter provides current sources for readers who desire more in-depth discussions of these and other topics.

Third, experiential exercises were introduced in the third edition. Positive reaction to these exercises in the last two editions has encouraged us to increase the number of experiential exercises in this edition to 14. We have also retained the most requested and popular end-of-chapter cases that were included in the previous edition and added several new ones, for a total of 18. Each case has been written to emphasize a particular issue or managerial technique. The cases cover a variety of different types and sizes of organizations and include problems of all levels of management. Feedback on the longer cases included in Appendix B was very positive, and two of these cases have been retained in this edition. "Hovey and Beard Company" and "A Collapse of Shelving and Its Unusual Aftermath" have been added to the cases in Appendix B.

Fourth, the "Organizations: Close-Ups" have been enthusiastically received by students and instructors. The Close-Ups report actual applications of the concepts and theories presented in the chapter. They appear at the *exact* point in the text discussion where the concept or theory is being discussed. They were extremely well received in classroom testing. Most of the chapters in this edition contain three Close-Ups. Through the identification of actual managerial applications of text materials, the gap between the classroom and the real world can hopefully be narrowed.

Fifth, we have added a number of self-report questionnaires for the reader to complete. These are used to get the reader involved and to have him or her take a close look at personal style, attitudes, and behavior patterns. Norms and averages are provided so that the reader can make comparisons.

Sixth, the supplements for the text are thorough and should be secured from the publisher. The student and instructor were both considered in preparing these supplements, which add to the student's understanding and the instructor's ability to teach an exciting course. We feel that the Instructor's Manual, Lecture Resource Manual, Transparencies, Test Bank, Computerized Test Service, and Readings in Organizations are excellent for both in-class and out-of-class assignments.

In addition to the practical relevance that the experiential exercises,

cases, Close-Ups, and self-report questionnaires contribute, the text discussion itself carries out our intention to interpret the practical significance of theory and research. Of course, many issues in organizational behavior are unresolved and alternative theories compete. In these instances, issues are presented and readers are encouraged to consider the relative strengths of each. Whenever appropriate, we acknowledge the tenuousness of both contemporary theory and practice.

To heighten reader interest and to highlight the contingency nature of much of the subject matter, each chapter begins by introducing an appropriate "Organizational Issue for Debate." The Organizational Issues for Debate are short presentations of arguments for and arguments against a popular principle, theory, or application. Some of the issues are new, and others have been retained and expanded from the previous edition.

Framework of This Edition

The sequence in which the content of the book is organized is based on the three characteristics cited above as common to all organizations: *behavior, structure, and processes*. This order of presentation has been followed in response to the requests of numerous adopters, who found it easier to discuss the material on human behavior first, followed by the material on structure and processes. It should be mentioned, however, that in this edition each of the major parts has been written as a self-contained unit and can be presented in whatever sequence the instructor prefers.

The text is presented in six major parts:

Part One, Introduction, consists of two chapters that together introduce the subject matter. Chapter 1 presents the significance of organizations as a means by which societies produce and distribute goods and services and introduces the reader to the format and rationale for the book. Chapter 2 develops important ideas concerning the roles of management in achieving effective individual, group, and organizational performance.

Part Two, Behavior within Organizations: The Individual, includes five chapters that focus on *individual behavior in organizations*. Separate chapters are devoted to individual characteristics and differences (Chapter 3); content and process motivation theories and applications (Chapters 4 and 5); rewards, punishment, and discipline (Chapter 6); and individual stress (Chapter 7).

Part Three, Behavior within Organizations: Groups and Interpersonal Influence, focuses on *group behavior and interpersonal influence in organizations*. It consists of four chapters that focus on group behav-

ior (Chapter 8), intergroup behavior (Chapter 9), power and politics (Chapter 10), and leadership (Chapter 11).

Part Four, The Structure of Organizations, includes three chapters that focus on the *structure of organizations*. Separate chapters are devoted to the anatomy of organizations (Chapter 12), job design (Chapter 13), and organizational design (Chapter 14). The latter two follow a micro (job design)–macro (organizational design) sequence.

Part Five, The Processes of Organizations, includes four chapters dealing with *organizational processes*. Chapters 15 and 16, which deal with communications and decision making, begin this part. The rationale is that these two organizational processes are fundamental to the processes of performance evaluation (Chapter 17) and socialization and careers (Chapter 18).

Part Six, Developing Organizational Effectiveness, focuses on *developing organizational effectiveness*. It is a two-chapter sequence that presents the theory of organizational development in the context of an integrated model and then describes and evaluates the more widely used OD techniques.

The book concludes with a short epilogue (Chapter 21), and two appendixes. Appendix A is Procedures and Techniques for Studying Organizations: *Behavior, Structure, Processes*. New in this Appendix is a discussion of qualitative research methods. Some of the material for Appendix A was in Chapter 1 of the previous edition. We believe that it is now convenient for the reader to examine research procedures and techniques on organizational behavior by referring directly to the Appendix A material. Appendix B contains four comprehensive cases that can be used to integrate text materials.

Contributors to This Edition

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