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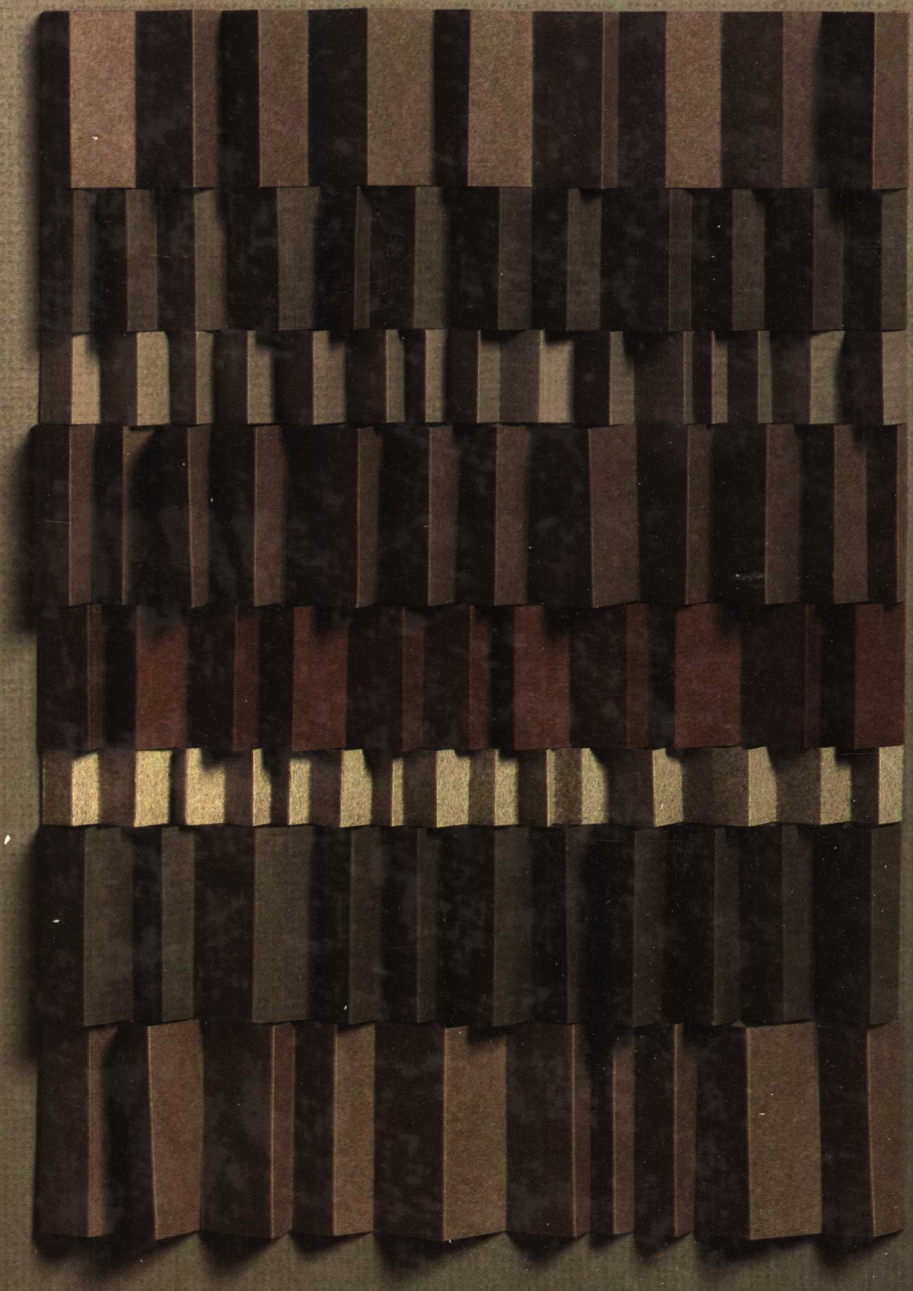

Organizational Behavior and the Practice of Management

5th Edition

FIFTH EDITION

Organizational Behavior and the Practice of Management

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To Carol and Mary Lou

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Preface

Most people who read this book probably hope to become managers in organizations. Our purpose in this Fifth Edition of *Organizational Behavior and the Practice of Management* is to assist them in two ways. First, we want to help them understand individual, interpersonal, and group behavior within organizations, as well as the interplay of human, technological, structural, cultural, and environmental factors. Second, we want to demonstrate how this understanding can be used in practicing management.

Part One of the book—Individual, Interpersonal, and Group Behavior—concentrates on illuminating and explaining human behavior in organizations. Motivation theory and behaviorism guide our examination of individual behavior. Concepts of individual development and stress inform our analysis of managerial careers. Theories of power and influence plus models of managerial activity and communication discipline our study of interpersonal processes. Group-decision theory guides our study of groups. Many other theories and varieties of research, as you will see, also play a part in making the behavior of people at work understandable and in suggesting techniques for motivating, managing one's career development, communicating, influencing, and decision-making.

Part Two—Organizational Structure and Processes—and Part Three—Managing Conflict, Adaptation, and Change—concentrate on management, making use of what has been learned in Part One. Part Two consists of two chapters that explore how managers can design jobs and organizational structures; there are also two chapters that explore objectives for organizations and techniques for evaluating and rewarding performance. As you will see, the methods that will be discussed for organizing, setting objectives, and evaluating and rewarding performance synthesize many ideas and much research. Techniques such as matrix organizational structures, job enrichment, management by objectives, behaviorally anchored rating scales, and quality circles, for example, all illustrate the use of behavioral science theory in the practice of management.

Part Three shifts the emphasis from the design and use of structural and administrative techniques to the development of approaches to leadership, conflict management, change and organizational development, and adaptation to the environment. Here, we will show how behavioral science research and theory can inform and strengthen this

aspect of managerial practice. Part Three concludes with a new chapter, "Managing Organizational Culture," which, along with revisions in Chapter 10, "Leadership," summarizes recent efforts to better understand how leaders seek to create and preserve shared distinctive values and meaning within their organizations.

We have revised *Organizational Behavior and the Practice of Management* to take advantage of new developments in research and theory and new case materials.

- A sample of new topics and topics whose treatment has been substantially expanded and updated in the text include equity theory, social learning theory, managerial career stresses, quality circles, the role of information processing and strategy in organization design, leadership behavior (especially the kind of leadership by which top level executives transform organizations), negotiation as a means of resolving conflict, and the nature and management of organizational or corporate culture.
- Eighty percent of the selected readings are new.
- Over 50 percent of the cases are new.
- The *Instructor's Manual* has been revised and expanded, with several hundred objective test questions and several dozen transparency masters.

Though the Fifth Edition has been extensively revised and updated, we have continued to use concepts and research findings in organizational behavior as a foundation for the practice of management—a distinctive feature that has earned this book its strong reputation in the field. That reputation has also been based on the comprehensiveness and quality of the text, selected readings, and cases. The book has been tested for readability, and despite its comprehensiveness and rigor, it has compared favorably with many other texts. In preparing this Fifth Edition we have sought to preserve these essential characteristics.

We have also retained the book's unique structure: text, readings, and cases in one volume. Thus, *Organizational Behavior and the Practice of Management* is really three books in one. This format gives the text its comprehensive coverage of all major topics in the field, as well as its flexibility. Ideally, instructors could use the entire text, but any combination of chapters or any combination of text, readings, and cases could be used to fulfill specific course objectives and fit various time constraints.

We should like to express our gratitude to all those who have helped us to meet our objective. Many authors and publishers have kindly permitted us to reprint selections of their work in this volume. It would be fitting if our use of their works will draw deserved attention to the whole book or articles from which we have borrowed parts. We would also like to thank Jim Sitlington, John Nolan, and Jane Steinmann for providing editorial assistance.

A number of users of preceding editions and other reviewers have generously shared their thoughts with us. We are grateful to them for establishing a helpful and supportive dialogue.

D.R.H.
C.E.S.
R.A.W.

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