

ORGANIZATIONAL BEHAVIOR

◆ SIXTH EDITION ◆



DON HELLRIEGEL JOHN W. SLOCUM, JR.
RICHARD W. WOODMAN

SIXTH EDITION

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BEHAVIOR**

PREFACE

The 1980s brought tremendous changes in the world. Governments altered in fundamental ways, the Berlin Wall came down, and the world's work force became a culturally diverse one. Some previously successful organizations were suddenly faced with pressures to innovate and change their ways in order to remain successful. The restructuring of organizations around the world put pressures on many managers to alter how they managed their people and organizations. These changes often required them to develop new insights and practices.

One major goal of the sixth edition of *Organizational Behavior* is to present a realistic and complete picture of people working in organizations. As we did in the last two editions, we have included an Across Cultures section in each chapter that enables the reader to see problems and issues from other perspectives. Managers must learn to compete for resources, negotiate contracts, influence behaviors, and conduct business with a diverse group of employees and customers. These Across Cultures sections permit the reader to see how management concepts and practices are applied in other parts of the world.

A theme introduced in Chapter 1 and carried throughout the book is that successful employees and managers should understand how various management concepts and approaches can be applied in an organization. Given this theme, each chapter opens with a Preview Case that details a problem or issue that is addressed by the content of that chapter. Current research is provided as a foundation for practical applications.

A second goal of the sixth edition is to present the readers with true-to-life problems and issues that illustrate the concepts and models in the chapter. The In Practice sections that appear in each chapter are about problems and issues that managers and employees have faced in hospitals, manufacturing plants, insurance companies, and other organizations. Many chapters contain diagnostic questionnaires that make topics "come alive" for readers by providing them with insights into their own experiences or behaviors.

The third goal for *Organizational Behavior*, sixth edition, is to help readers who study this book to:

- Develop a clear and meaningful understanding of the field of organizational behavior.
- Acquire insights and knowledge concerning the behavior of culturally diverse individuals and groups in work settings.
- Develop an appreciation for how managers design their organizations.
- Develop a foundation to guide them in their choice of relevant concepts and models to use in diagnosing and implementing an effective solution to a problem.
- Experience first-hand some of the problems and issues that employees and managers face on a daily basis in many organizations.

NEW MATERIAL IN THIS EDITION

The sixth edition includes important new subject matter, as well as additional learning approaches. We have reorganized the book to more clearly focus on four key areas of organizational behavior: the individual, interpersonal and group processes, organizational processes, and individual and organizational change.

Reviewers encouraged us to introduce a new chapter on “Learning about Organizational Behavior” (Chapter 2). This chapter helps readers decide how to design a research project to address important questions facing them and their organization. Not all designs will yield reliable and valid data that managers and other employees can use to make a decision.

We have expanded our materials on goal-setting and reward systems by introducing another new chapter, “Goal-Setting and Performance Enhancement” (Chapter 8). Included in this chapter is information on goal-setting, as well as on performance-appraisals and types of reward systems that managers can choose to increase employees’ performance and sustain it over time.

We also have expanded our coverage of managing a culturally diverse work force and ethics. Managing a culturally diverse work force is a major factor in organizations. Rather than singling it out in any one chapter, we continuously introduce this theme in many chapters. Our coverage of ethics has grown, and now ethical problems and issues facing employees and managers are included in many chapters.

Positive reactions to the experiential exercises in earlier editions encouraged us to change and add new ones. In all cases, new exercises were chosen to reinforce major sections of a chapter.

The In Practice sections have been well received by students and instructors. These present actual managerial problems and issues that reinforce the concepts and models presented in the chapter. They appear where the concept or model is discussed in the text. All chapters have at least three

In Practice sections, and more than 80 percent of these are new to this edition.

We have added new management cases and exercises at the end of all chapters. Special care was taken to choose new cases and exercises that will aid the readers' understanding of the materials presented in the chapter. Other end-of-chapter features that aid reader understanding and comprehension are a list of key words and concepts and discussion questions that can be used for written assignments or class discussion.

We also have changed the integrated cases. Two of the more popular cases have been retained, and others added. The new cases focus on ethics, managing a culturally diverse work force, and self-managed work groups.

Finally, the materials in each chapter have been expanded and updated. A sampling of the new materials include social learning theory, mentoring, charismatic and attributional leadership, wellness programs, quality of work life, information technologies, goal setting and performance, self-managed teams, electronic brainstorming, communication networks, negotiations in conflict management, network organizations, ethical intensity, lateral thinking method, cognitive moral development, globalization, the exchange process in power relationships, computer-integrated manufacturing, and continuous improvement programs. The list of references at the end of each chapter provides current sources for students who desire additional materials on each subject.

FRAMEWORK OF THIS EDITION: FIVE MAJOR PARTS

This book is organized around four major issues facing employees and managers: understanding people, managing people in groups, designing organizations to be more effective, and changing the organization and employees' behaviors to respond to pressures from customers, competitors, and others. This order has been followed in response to many reviewers who have found it easier to discuss materials that focus on why and how people behave and then on understanding groups. As in the fifth edition, this material is integrated but in a manner that allows instructors to change the sequence of materials as they prefer.

Part I—The Introduction consists of two chapters. Chapter 1 discusses the changing nature of the work force and what this means for organizations. It also discusses what managers do and how they accomplish their roles in organizations. Chapter 2 develops the theme that managers and other employees need to know how to design and conduct some basic research programs in their organizations to improve their organization's effectiveness.

Part II—Individual Processes includes seven chapters that focus on factors that influence an individual's behavior. Separate chapters are included on personality and how attitudes are formed (Chapter 3); the factors

that influence a person's perceptual processes (Chapter 4); how a person's problem-solving style influences how he or she makes decisions, motivates, and communicates with others (Chapter 5); how employees learn (Chapter 6); what motivates employees (Chapter 7); evaluating and rewarding behavior (Chapter 8); and stress, including methods of coping with stress (Chapter 9).

Part III—Interpersonal and Group Processes focuses on group behavior and interpersonal communications. It is organized into five chapters. What happens within groups is the focus of Chapter 10, while Chapter 11 looks at what can happen between groups in an organization. The nature of leadership and how a leader can influence groups and individuals to achieve organizational goals are the central themes of Chapter 12. Chapter 13 illustrates the influence of communication openness, networks, and media. We close this section with Chapter 14, which focuses on ways that people manage conflict and negotiate effectively with others.

Part IV—Organizational Processes includes five chapters. Chapter 15 describes organizational culture and how culture influences employee attitudes and behaviors. Power and political behavior are the focuses of Chapter 16. In Chapter 17, we examine how the design of employees' jobs can influence their productivity and job satisfaction. Chapter 18 considers the factors that influence the design of organizations and the range of design options. We conclude this part with Chapter 19 on decision making, including an extensive discussion of ethical decision making.

Part V—Individual and Organizational Change has three chapters that focus on change. Chapter 20 addresses how organizations socialize new employees and describes the career paths that most employees will take. Chapter 21 examines organizational change, including pressures for and resistance to change. Chapter 22 concludes the book with a discussion of approaches that managers and employees have actually used to change their organization.

SUPPLEMENTS AVAILABLE

A variety of supplementary materials are available for use with this book. These include:

- The third edition of *Organizational Behavior: Experience and Cases*, written by Dorothy Marcic. This book contains experiential exercises and cases that closely parallel material presented in *Organizational Behavior*, sixth edition.
- A *student study guide* prepared by Roger Roderick. This contains learning objectives, chapter outlines, practice questions, and a programmed study supplement to *Organizational Behavior*.
- An *instructor's resource guide* by Patricia Fandt. It contains lecture resource materials; transparency masters; answers to all discussion questions, end-of-chapter case questions, and end-of-book case

questions; and suggestions for films and videotapes that correspond to topics covered in the book.

- A *test manual* by Patricia Fandt. It contains over fourteen hundred true-or-false and multiple-choice questions.
- A set of four-colored *transparency acetates* from the instructor's resource guide.
- *Westtest*, a computer-based test bank.

these supplements are available from West Publishing Company.

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