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FRED
LUTHANS

Professor of Management
University of Nebraska

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ORGANIZATIONAL BEHAVIOR

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FRED LUTHANS holds the National Bank of Commerce Chair of Management at the University of Nebraska at Lincoln. He received his Ph.D. from the University of Iowa and taught at the U.S. Military Academy at West Point while serving in the Armed Forces. A prolific writer, he has published fifteen books and over fifty articles in applied and academic journals. His book *Organizational Behavior Modification*, coauthored with Robert Kreitner, won the ASPA (American Society of Personnel Administration) award for the outstanding contribution to human resource management. His articles are widely reprinted and have brought him the ASHPA (American Society of Hospital Personnel Administration) award. The consulting co-editor for the McGraw-Hill Management Series, Professor Luthans also serves on a number of editorial boards. He has served on the editorial board of the *Academy of Management Review* since its beginning. He has been very active in the Academy over the years and currently is the President of the Midwest Division. Professor Luthans has a very extensive research program at the University of Nebraska and teaches courses in organizational behavior and management at both the graduate and undergraduate levels. In addition, he is an active consultant to both private and public sector organizations and conducts workshops on behavioral management both in this country and abroad.

FOR
KAY, KRISTIN, BRETT, KYLE, AND PAIGE

PREFACE

The field of organizational behavior is rapidly progressing. I am amazed how much more we know about human behavior in organizations today than we did when I wrote the first edition of this text. Yet, despite this progress in our knowledge, human problems continue to be the major challenge facing managers today and in the foreseeable future.

As with the previous editions, this latest version provides a strong conceptual framework for the study, understanding, and application of organizational behavior. The book has been thoroughly revised and updated to reflect emerging perspectives in the organizational behavior field as a whole, changes in the specific topics covered, and the great number of research studies published in the last four years. In addition, although the book retains its coverage of time-proven material, it is also much more student- and applications-oriented. The changes in this edition are more specifically summarized in the following sections.

Conceptual framework The book contains twenty-two chapters in six major parts. Part 1 provides an overview and foundation for the reader. After an introductory chapter which defines the field and gives some historical background on the practice of management, the next two chapters provide a behavioral science/research methodology foundation and a specific conceptual framework for the study and application of organizational behavior. Part 2 examines organizational behavior from a micro perspective, with chapters on perception and personality. Part 3 presents the very heart of the micro approach to organizational behavior. Chapters on theoretical aspects of both motivation and learning are followed by chapters on practical application. The psychological processes of motivation and learning covered in these five chapters are more closely associated with organizational behavior than is any other concept. The applications evolving out of the study of motivation and learning directly lead to more effective management of people and result in improved organizational performance. Part 4 explores the dynamics of organizational behavior. Separate chapters are devoted to the specific topics of groups, communication, conflict and stress, power and politics, and leadership. These topics begin to move the study of organizational behavior away from a strictly micro orientation. Part 5 on organization theory and the management processes completes the transition by presenting a more macro perspective on organizational behavior. The four chapters on management

processes and organization theory take a broader-based approach to the study of organizational behavior. Finally, Part 6 deals with direct applications of organizational behavior to human resource management, organizational development, and personal development. There are chapters on selection and appraisal, organizational development, and self-management and career development. Although applications of concepts are discussed throughout the book, these last three chapters are directly concerned with actual skills and techniques that will lead to “bottom line” results for the conceptual and human dimensions of the practice of human resource management. Some comments about the future of management conclude the book.

The parts of the book are generally arranged so that the units of analysis and study progress from very micro-oriented individual concepts (perception, personality, motivation, and learning) to groups and their dynamics (communication, conflict, stress, power, and leadership) and finally to the macro end of the spectrum with the study of organization structure and management processes. These sections are fairly self-contained so that selected chapters could be dropped or studied in a different sequence without damaging the flow or content of the book. The same is true of the foundation part near the front and the direct applications part near the back of the book.

New topical coverage In addition to the reorganization of the book, there are three new chapters:

Chapter 8 Goal Setting and Job Design

Chapter 14 Power and Politics

Chapter 22 Self-Management, Career Development, and the Future

There are also numerous new sections within the other chapters. Some new topics covered include:

Threats to the internal validity of research studies

The use of multiple measures

A social learning framework for organizational behavior

Attributions in perception

Split-brain psychology

The socialization process

Social theories of personality

Alderfer's ERG motivation theory

Attribution models of motivation

Cognitive learning theories

Modeling learning processes and applications

New applications of O.B. Mod. in industrial, retail and public organizations

Groupthink problems

Mintzberg's managerial roles

Communications feedback

Strategies for managing organizational conflict

Leader/match training

A social learning approach to leadership

A general contingency framework for management
An information processing view of organizations
The Perrow contingency model of organizations
The Galbraith contingency model of organizations
Duncan's decision tree analysis of organizations
Content, predictive, and construct validities
Judgmental techniques for performance appraisal
New organization development techniques for the future

Pedagogical changes To make this edition more applications- and student-oriented, several new pedagogical features have been added. First, each chapter opens with a vignette drawn from the real world. These vignettes help the student relate the more theoretical content of each chapter to real events, real people, and real organizations. Second, in keeping with the recent trend toward *experiential learning* in the teaching of organizational behavior, at the end of each major part there is a new section containing a case study followed by two or three experiential exercises. Also, a new shorter case has been added to the existing cases at the end of each chapter. Finally, there is a supplementary book (Fred Luthans and Kenneth Thompson, *Contemporary Readings in Organizational Behavior*, 3d ed., McGraw-Hill, 1981) that correlates outside readings to give added depth and a different perspective to the major topics covered in the text.

Intended audience Despite the reorganization, changes, and additions described above, the purpose and the intended audience of the book remain the same. Similar to the earlier editions, this new edition is aimed at those who wish to take a totally modern, research-based approach to organizational behavior and human resource management. It does not assume the reader's prior knowledge of either management or the behavioral sciences. Thus, the book can be used effectively in the first or only course in four-year or two-year colleges. It is primarily aimed at the behavioral follow-up course to the more traditional introductory management course or the organizational behavior course in the MBA program. Moreover, the book should be helpful to practicing managers who want to understand and more effectively manage their most important asset—human resources.

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Fred Luthans

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