

ORGANIZATIONAL BEHAVIOR



ORGANIZATIONAL BEHAVIOR

concepts
and
controversies

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For those Robbins' upon whom I have grown to depend:

Dana
Jennifer
Baskin

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PREFACE

I had some ambitious objectives when I first sat down to write this book. I wanted the final manuscript to be readable, interesting, thought-provoking, current, goal-oriented, and integrative. Let me briefly elaborate on what I did as I attempted to turn these objectives into reality.

Readable

Readers should find the writing style in this book to be clear, logical and conversational. To further readability, I have made extensive use of examples as a way to illustrate concepts. Very importantly, you will find that the objective of high readability has been achieved without sacrificing content nor by significantly “watering down” the more technical concepts.

Interesting

The chapters in this book have been purposely designed to be short and concise. Long discourses on topics of marginal relevance have been avoided. The result, I believe, is a book that comprehensively “covers the distance” in organizational behavior, but in a way that makes the journey enjoyable.

Thought-Provoking

The education process is composed of more than merely knowing a lot of facts. It is of equal or greater importance to *understand* that which we *know*. Toward this end, the reader is encouraged to think about and critically evaluate issues in organizational behavior through the “Point—Counterpoint” dialogues at the conclusion of each chapter.

Current

Almost every book in organizational behavior discusses the traditional topics such as motivation, learning, group dynamics, communication, leadership, and organization design. Yet during the 1970s, the O.B. field has expanded and certain concepts have taken on increasing importance. Therefore, in addition to presenting the latest research findings in the traditional O.B. topics, this book seeks to recognize recent developments by giving special attention to values, reward structures, power, conflict, and political forces in organizations.

Goal-oriented

This book is intended to aid the reader in understanding and predicting behavior in organizations. More specifically, it is concerned with those factors that influence performance (productivity, absence and turnover) and satisfaction. To emphasize these objectives, there is a section entitled “Implications for Performance and Satisfaction” at the end of chapters 3 through 17. This section brings together the material in each of these 15 chapters for the specific purpose of ascertaining its relevance to organizational performance and member satisfaction.

Integrative

A building-block model is developed in Chapter 2 which is used throughout the book to sequentially develop and integrate the individual, group, and organizational structure linkages. This model should assist the reader in assimilating the diverse topics within O.B. into a cohesive whole.

Acknowledgements

At this point, I want to move away from talking about the book and acknowledge those organizations and people who made a major contribution to its development.

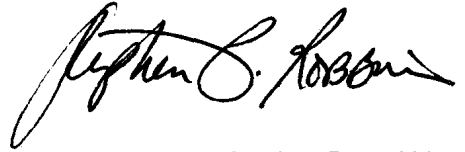
I would be derelict if I failed to mention the institutions where I *really* learned about organizational behavior: the Shell Oil and Reynolds Metals Companies. My special thanks to Roy, Raul, Cleon and Dan for their insights at Shell. At Reynolds, I want to single out George, R.J., Frank, Tip, Pearl, Jean, Cliff, Carolyn, Al and, of course, Mr. D., for the education and the wealth of examples they provided me.

I want to acknowledge Acting Dean Larry Boyle and Professor Gunther Brink of Concordia University for their administrative encouragement. I am also grateful for the ideas provided over the years by my Concordia departmental colleagues in O.B.: Joe Kelly, Ron Crawford, Gary Johns, Peter Pitsiladis, V. V. Baba, Pierre Brunèt, Jack Goodwin, M. Jamal, Bob Knoop, and Bob Oppenheimer. My graduate assistants—Joan Livingston, Steve Pesner, and Ian Rakita—provided considerable help, especially with the book’s instructor’s manual.

An author relies heavily on the comments of reviewers and mine were particularly helpful. I appreciate the suggestions made by Professors John P. Alexander (Burlington County College), John R. Anstey (University of Nebraska at Omaha), Louis R. Desfosses (University of Rhode Island), Richard E. Dutton (University of South Florida), Richard Hall (SUNY at Albany), Gary Johns (Concordia University), Milo C. Pierce (Corpus Christi State University), and Mitchell B. Shapiro (SUNY at Buffalo) while at the same time absolving them of any errors or omissions in the text.

There are dozens of people at Prentice-Hall who contributed to this book. To acknowledge all of them is impossible. I am particularly indebted to Earl T. Kivett, Garrett White, Ted Jursek, and Barbara Piercecchi; Barbara's assistant, Linda Siebert; my production editor, Kim Field, and designer Janet Schmid.

Last, but far from least, let me thank my speedy and accurate typists: Sandy Pritchard and Veronica Traynor. They were able to do the difficult immediately, while the impossible took them only a little bit longer.

A handwritten signature in black ink, reading "Stephen P. Robbins". The signature is written in a cursive style with a large, sweeping initial 'S'.

Stephen P. Robbins

Burlington, Vermont

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