

Basic Organizational Behavior



SECOND EDITION

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2nd
E D I T I O N

Basic Organizational Behavior

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Puzzle pieces are wonderful, coming as they do in all patterns, sizes, and colors. Their diversity represents the shape of things in today's dynamic organizations. Just as all pieces of a puzzle must fit properly, people must work well together if organizational goals are to be accomplished and high-performance outcomes achieved. And just as the borderlines disappear as pieces blend into the final scene or picture of a great puzzle, so, too, must processes, structures, and resources be integrated into high-performing organizational systems.

Like a puzzle board, the new workplace is a meeting ground for diverse viewpoints, new ideas, intense problem-solving, and interactive teamwork. The changing landscape of organizations is a patchwork of puzzle pieces linked together, but in dynamic ways. These symbols of an emerging world of work are bold, bright, imaginative, and ever-changing. They are alive with color and possibilities. So, too, is the learning potential of the discipline we call organizational behavior—the study of individuals and groups in organizations.

Like a newly opened puzzle box, we have entered a new era of management and organizational practices. Past successes don't count. The old ways and solutions aren't good enough to master new challenges. Society increasingly demands high-performance, quality products and services, respect for diversity, ethical behavior, and socially responsible actions by all organizations and the people who staff them. This is the world in which our students must find career success as individual contributors, team members, and group leaders or managers.

The second edition of *Basic Organizational Behavior* has been prepared with these many challenges, needs, and opportunities in mind. The book presents the basic foundations of OB through discussions of core theories, concepts, and issues. An all new design embraces readers with open page layouts and a professional appearance. Each chapter opens with a set of **study questions** tied directly to major text headings; end-of-chapter **summaries** use these questions again to remind readers of core points. In keeping with our commitment to theory-into-practice applications, **Effective Manager** boxes in each chapter offer action guidelines for using the insights in real work situations. A supplementary module, *Research Methods in Organizational Behavior*, new to this edition, allows further study and enables students to make better use of appropriate research foundations in dealing with questions and problems of concern to them.

Basic Organizational Behavior/2e was revised to meet new realities. You will find the second edition is organized in a convenient manner that allows for flexible scheduling of chapters to fit a variety of innovative course design. The book can be easily used with case studies, experiential exercises, Internet research, group projects, and outside readings. It gives special attention to important contemporary themes, including: life-long learning,

organizational learning, cultural differences, values and diversity, technology and job design, high-performance teams, organizational cultures, empowerment and the new leadership, dynamics of change, and much more. And importantly, it does all this in the form of a concise paperback book that we are pleased to offer you—*Basic Organizational Behavior/2e*.

• • • Acknowledgments

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JOHN SCHERMERHORN
JERRY HUNT
DICK OSBORN

For MiMi with love.
—John

To my mother for her love, wisdom, and support.
—Dick

To the new workplace women in my life:
Donna, Holly, Robin and Linda.
—Jerry

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