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Essentials of Organizational Behavior

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Eleventh Edition

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ESSENTIALS OF ORGANIZATIONAL BEHAVIOR

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Eleventh Edition

**ESSENTIALS OF
ORGANIZATIONAL BEHAVIOR**

*This book is dedicated to our friends and colleagues in
The Organizational Behavior Teaching Society
who, through their teaching, research and commitment
to the leading process, have significantly
improved the ability of students
to understand and apply OB concepts.*

PREFACE

This book was created as an alternative to the 600- or 700-page comprehensive textbook in organizational behavior (OB). It attempts to provide balanced coverage of all the key elements comprising the discipline of OB in a style that readers will find both informative and interesting. We're pleased to say that this text has achieved a wide following in short courses and executive programs as well as in traditional courses as a companion volume with experiential, skill development, case, and readings books. It is currently used at more than 500 colleges and universities in the United States, Canada, Latin America, Europe, Australia, and Asia. It's also been translated into Spanish, Portuguese, Japanese, Chinese, Dutch, Polish, Turkish, Danish, and Bahasa Indonesian.

KEY CHANGES TO THE ELEVENTH EDITION

- Expanded and updated coverage of international issues in management covering such topics as cohesiveness in cross-cultural settings and cross-cultural differences in attributions
- New section on how to minimize intrusion of e-mails and the management of information
- New and updated information dealing with job enrichment, bonuses, effective feedback, and alternative work arrangements
- Expanded coverage of social relationships at work, including the importance of social relationships for job satisfaction and motivation
- Coverage of emerging literature on functional conflict, dysfunctional conflict, and conflict management
- New sections on safety and emotions at work, risk aversion, self-determination theory, managing information, and downsizing

RETAINED FROM THE PREVIOUS EDITION

What do people like about this book? Surveys of users have found general agreement about the following features. Needless to say, they've all been retained in this edition.

- **Length.** Since its inception in 1984, we've tried diligently to keep this book in the range of 325 to 350 pages. Users tell us this length allows them considerable flexibility in assigning supporting materials and projects.
- **Balanced topic coverage.** Although short in length, this book continues to provide balanced coverage of all the key concepts in OB. This includes not only traditional topics, such as personality, motivation, and leadership, but also cutting-edge issues such as emotions, diversity, negotiation, and teamwork.
- **Writing style.** This book is frequently singled out for its fluid writing style and extensive use of examples. Users regularly tell us that they find this book "conversational," "interesting," "student friendly," and "very clear and understandable."
- **Practicality.** This book has never been solely about theory. It's about *using* theory to better explain and predict the behavior of people in organizations. In each edition of this book, we have focused on making sure that readers see the link between OB theories, research, and implications for practice.

- **Absence of pedagogy.** Part of the reason we've been able to keep this book short in length is that it doesn't include review questions, cases, exercises, or similar teaching/learning aids. It continues to provide only the basic core of OB knowledge, allowing instructors the maximum flexibility in designing and shaping their courses.
- **Integration of globalization, diversity, and ethics.** As shown in Exhibit A, the topics of globalization and cross-cultural differences, diversity, and ethics are discussed throughout this book. Rather than being presented in stand-alone chapters, these topics have been woven into the context of relevant issues. Users tell us they find that this integrative approach makes these topics more fully part of OB and reinforces their importance.
- **Comprehensive supplements.** Although this book may be short in length, it's not short on supplements. It comes with a complete, high-tech support package for both faculty and students. This includes a comprehensive Instructor's Manual and Test Item File; a dedicated Web site (www.prenhall.com/robbins); an Instructor's Resource CD-ROM, including the computerized Test Item File, Instructor's Manual, and PowerPoint slides; and the Self-Assessment Library, which provides students with insights into their skills, abilities, and interests. These supplements are described in detail later in this Preface.

CHAPTER-BY-CHAPTER CHANGES

Chapter 1 (What Is Organizational Behavior?)

- Updated material on evidence-based management
- New section, "Responding to Economic Pressures," to lead off *Challenges and Opportunities for OB* section
- Revised and updated material on *Challenges to OB: Responding to Globalization*
- Revised and updated material on *Challenges to OB: Improving Customer Service*
- Revised and updated material on *Challenges to OB: Improving Ethical Behavior*

Chapter 2 (Attitudes and Job Satisfaction)

- Describes how the social relationships one has at work contribute to job satisfaction
- Updated material on the relationship between satisfaction and performance
- Includes new research on satisfaction and citizenship

Chapter 3 (Emotions and Moods)

- Updated information on emotional labor
- Updated coverage on emotional intelligence
- Description of new research on creativity and performance
- Review of the latest research on emotions and leadership, negotiation, and deviance
- New section on safety and emotions at work

Chapter 4 (Personality and Values)

- Updated information on faking in personality tests
- New research on how personality changes with age
- Includes new research on satisfaction and citizenship

- Includes new research on personality and leadership
- Includes new information on cross-cultural research designs

Chapter 5 (Perception and Individual Decision Making)

- New section: “Risk Aversion” (and its implications for organizations)
- New coverage of the role of mental ability in decision-making errors
- Updated example on anchoring bias
- Updated example on availability bias
- Updated material and examples on hindsight bias
- Expanded discussion of the limits of the rational decision-making model
- Updated discussion of the relationships among moods and creativity
- Updated discussion of cross-cultural differences in attributions
- Updated material on intuition

Chapter 6 (Motivation Concepts)

- New section: “Self-Determination Theory”
- Review of new research on culture and motivation

Chapter 7 (Motivation: From Concepts to Applications)

- New, updated job enrichment example (University of New Mexico)
- Updated material on bonuses
- New section about social context as an important job characteristic
- Updates on how to provide effective feedback at work
- Outlines new findings on how the meaningfulness of work can be enhanced
- New information about flextime and alternative work arrangements

Chapter 8 (Foundations of Group Behavior)

- Updated research on role conflict
- Update on a major replication of Zimbardo’s famous prison experiment
- Updated research on workplace deviance in groups
- Updated material on groupshift or group polarization
- Expanded discussion on cohesiveness in cross-cultural settings

Chapter 9 (Understanding Work Teams)

- Update to research on demographic diversity and team performance
- Expanded description of how to effectively manage teams with diverse knowledge
- Increased attention to the importance of assigning members to roles in teams
- Discussion of the latest research on team processes

Chapter 10 (Communication)

- Extensive updating of e-mail communication and video conferencing
- New section on how to minimize intrusion of e-mails
- New section: “Managing Information”
- Updated information on potentially divisive issues in cross-cultural communication
- New sections on noncommunication and silence in organizations
- Discussion of emotion in electronic communications

Chapter 11 (Leadership)

- Updated discussion of the functions and processes underlying transformational and charismatic leadership
- Major revision of the discussion of trust and leadership

Chapter 12 (Power and Politics)

- Updated research on legitimate power
- Several updates to material on influence tactics
- Revised introduction to “The Reality of Politics”
- Extensive updates to “Impression Management” section
- Revision of Exhibit 12-4 (Impression Management [IM] Techniques)

Chapter 13 (Conflict and Negotiation)

- Extensive updates to “Functional View of Conflict” section
- Updates to personality and negotiation and moods/emotions and negotiation sections
- Extensive updates to “Dysfunctional View of Conflict” section
- Updates to “Transitions in Conflict Thought” section
- New material on managing functional conflict
- Extensive updates to “Global Implications” section
- Revision to definition of negotiation and accompanying material
- New material in “Negotiation: Preparation and Planning” section
- New section, “Resolution Focused View of Conflict,” which focuses on latest research on this emerging topic

Chapter 14 (Foundations of Organization Structure)

- Major new section: “The Leaner Organization: Downsizing”

Chapter 15 (Organizational Culture)

- New example of effect of top management on culture formation (Wegman’s)
- New example on dark side of socialization (Siemens)

Chapter 16 (Organizational Change and Stress Management)

- Updated material in “Forces for Change” section

SUPPLEMENTS PACKAGE

Essentials of Organizational Behavior continues to be supported with an extensive supplement package for both students and faculty.

FACULTY RESOURCES

Instructor’s Resource Center

www.pearsonhighered.com/educator is where instructors can access a variety of print, media, and presentation resources available with this text in downloadable, digital format.

Once you register, you will not have additional forms to fill out, or multiple usernames and passwords to remember to access new titles and/or editions. As a registered faculty member, you can log in directly to download resource files, and receive immediate access and instructions for installing Course Management content to your campus server.

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Instructor's Manual

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Video segments illustrate the most pertinent topics in management today and highlight relevant issues that demonstrate how people lead, manage, and work effectively. Contact your Pearson representative for the DVD. Additional videos are available to mymanagementlab users at www.mymanagementlab.com

STUDENT RESOURCES

Prentice Hall's Self-Assessment Library (SAL)

The Self-Assessment Library is available with this text in print, CD-ROM, and online. It contains more than 60 self-scoring exercises that provide insights into your skills, abilities, and interests. To order *Essentials of Organizational Behavior* with the Self-Assessment Library, please use ISBN 0132616270.

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ABOUT THE AUTHORS

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Stephen P. Robbins is professor emeritus of management at San Diego State University and the world's best-selling textbook author in the areas of both management and organizational behavior. His books are used at more than a thousand U.S. colleges and universities, have been translated into 19 languages, and have adapted editions for Canada, Australia, South Africa, and India. Dr. Robbins is also the author of the best-selling books *The Truth About Managing People*, 2nd ed. (Financial Times/Prentice Hall, 2008) and *Decide & Conquer* (Financial Times/Prentice Hall, 2004).

In his "other life," Dr. Robbins actively participates in masters' track competitions. Since turning 50 in 1993, he's won 18 national championships; 12 world titles; and set numerous U.S. and world age-group records at 60, 100, 200, and 400 meters. In 2005, Dr. Robbins was elected into the USA Masters' Track & Field Hall of Fame.

Timothy A. Judge

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Timothy A. Judge is currently the Franklin D. Schurz Professor of Management at the Mendoza College of Business, University of Notre Dame. He has held academic positions at the University of Florida, University of Iowa, Cornell University, Charles University in the Czech Republic, Comenius University in Slovakia, and University of Illinois at Urbana-Champaign. Dr. Judge's primary research interests are in (1) personality, moods, and emotions; (2) job attitudes; (3) leadership and influence behaviors; and (4) careers (person–organization fit, career success). Dr. Judge published more than 120 articles in these and other major topics in journals such as the *Academy of Management Journal* and the *Journal of Applied Psychology*. He is a fellow of several organizations, including the American Psychological Association and the Academy of Management. In 1995, Dr. Judge received the Distinguished Early Career Contributions Award from the Society for Industrial and Organizational Psychology, and in 2001, he received the Larry L. Cummings Award for midcareer contributions from the Organizational Behavior Division of the Academy of Management. He is a co-author of *Organizational Behavior*, 13th ed., with Stephen P. Robbins and *Staffing Organizations*, 6th ed., with Herbert G. Heneman III. He is married and has three children, who range in age from a 22-year-old daughter who is in graduate school at Florida State University to an 8-year-old son.

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