Preface

The World’s Most Successful Organizational Behavior Text Is Better Than Ever

This matrix identifies which features and end-of-chapter material will help you develop specific skills employers are looking for in job candidates.

**Employability**

A new **Employability Skills Matrix** at the beginning of each chapter provides students with a visual guide to features that support the development of skills employers are looking for in today’s business graduates, helping students to see from the start of class the relevance of the course to their career goals.

<table>
<thead>
<tr>
<th>Employability Skills Matrix (ESM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Myth or Science?</td>
</tr>
<tr>
<td>Critical Thinking</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Collaboration</td>
</tr>
<tr>
<td>Knowledge Application and Analysis</td>
</tr>
<tr>
<td>Social Responsibility</td>
</tr>
</tbody>
</table>

(Employability Skills Matrix for Chapter 2)

**Develop Self-Awareness and an Awareness of Others**

The authors have recommended a **Personal Inventory Assessment** for each chapter, which is assignable in MyLab Management. These assessments help develop professionalism and awareness of oneself and others, skills necessary for future career success.

(Emotional Intelligence Assessment in MyLab Management for Chapter 4)
Applied Learning Opportunities Throughout

Multiple opportunities to apply course concepts are found throughout the text and in MyLab Management. Each chapter references MyLab Management exercises such as branching, scenario-based Try It Mini Sims, and Watch It Videos about real companies. Global examples embedded throughout show how culture and diversity have an impact on the application of OB concepts.

Additional Application Practice in End-of-Chapter

Experiential Activities, Ethical Dilemmas, and two Cases are included at the end of each chapter. Also, five Comprehensive Cases at the end of the textbook provide more practice than any other text available.

ETHICAL DILEMMA BYOD

“What’s your cell phone number? Good, I’ll call you about the meeting.” If you’re like many people in the world who have used a smartphone for years, or one of the 1.3 billion people who bought one recently, chances are you’ve used it for work. In fact, your employer may have even invited—or asked—you to use your smartphone, tablet, or laptop in your job. Such is the bring-your-own-device (BYOD) trend, which started out of friendly convenience but now carries major ethical issues. For instance:

(Checkpoint Video in MyLab Management for Chapter 2)

EXPERIMENTAL EXERCISE  Conveying Tone Through E-Mail

Pair off with someone you have not worked with before. In this exercise, you will pretend that you work for a small air-conditioning company. Occasionally one of your coworkers, Daniel, asks you to visit clients when they have an issue. Because this is not an official part of your job, you do this as a favor to Daniel and feel comfortable turning down his requests if you are unable to help him. When you’re about to leave to go to lunch, you see the following e-mail.

 Deusit/Shutterstock

(Checkpoint Mini Sim in MyLab Management for Chapter 7)

CASE INCIDENT 1 Warning: Collaboration Overload

“Regardless of what you’re giving us, we’re dying by e-mail,” an executive told Jamie McLellan, a CTO at an advertising agency. McLellan invested in many different collaboration tools with the goal of helping the employees work more efficiently. Many organizations have taken this same approach through open-plan offices, such as those in many knowledge-intensive companies like Facebook, which has a notorious $30,000-square-foot open office space. Among these tools, employees can use them to create internal spent collaborating one’s work) era.

(Checkpoint Video in MyLab Management for Chapter 2)
Real and Relevant Examples

Every chapter is filled with examples to make OB more meaningful and help students recognize course concepts in action. Profiles of real company leaders throughout illustrate how course concepts have helped their success.

The OB Poll in each chapter highlights statistics that challenge common assumptions.

The Point/Counterpoint feature presents opposing positions on hot topics in Organizational Behavior to help students learn to think critically.

Nonunion Positions and the Gig Economy Are Bad for Workers

POINT

What do Uber, Lyft, and Amazon look for in common? All of these platforms are full for short-term, freelance work, and a reflection of what economists have dubbed the gig economy. Fifty years ago, employers expected workers to stay with a company for 20 years. In exchange, for their loyalty, employees were given more opportunities and a pension. Unlike the labor market of today, companies promoted from within. As this practice fell by the wayside, employees faced layoffs for shorter and shorter periods. Now many new jobs are not long-term or even short-term positions. They're gigs. Employees work as independent contractors, using third-party platforms to connect to clients. Because these employees do not have a traditional employment contract, they have no benefits. They can work as much or as little as they want. Income is uncertain and often inadequate.

COUNTERPOINT

While the gig economy has its drawbacks, these platforms exist for a reason. Employers and employees alike are fed up with traditional employment. Yes, some people who work through freelancing apps use it as a primary source of income. But there are just as many, if not more, who just want a flexiblesecond job to get a little extra cash. If these positions were like the services they're replacing (e.g., cab companies), then gig employees would have to agree to specific policies regarding sick days and work conditions. The fix is skepticism of this idea that freelancers are replacing traditional employment. Yes, some city-level data shows that gig-based jobs increased while payroll jobs decreased. But there are also more data from 2010 to 2014 that suggest that contractor and payroll jobs have increased in meal sectors that support freelancing platforms. For

Is it wrong that I’d rather have guys on my team?

You would be better off putting your efforts into creating an egalitarian atmosphere and choosing your teammates based on what they can contribute to your team.

Career Objectives

The recently added Career Objectives provide advice, in question-and-answer format, to help students think through how OB concepts can help them address issues they may face in today's workplace.
Key Changes to the Eighteenth Edition

- NEW Employability matrix at the beginning of every chapter provides students with a visual guide to features that support the development of skills employers are looking for in today’s business graduates, helping students to see from the start of class the relevance of the course to their career goals.

- NEW Application and Employability section in every chapter summarizes the relevance of each chapter for students’ employability, the skills learned from chapter features, and the skills to be learned in the end-of-chapter material.

- NEW Personal Inventory Assessments (PIAs) in Chapter 5, “Personality and Values,” and Chapter 8, “Motivation: From Concepts to Applications,” reflect the most empirically sound Organizational Behavior research.

- NEW “Try It” single-chapter and multichapter mini simulations give students a chance to apply what they’ve learned about organizational behavior to real-world situations.

- NEW AND UPDATED Opening Vignettes in every chapter bring current business trends and events to the forefront.

- NEW AND UPDATED content in every chapter reflects the most current developments in OB research. This new content includes the following topics:
  - Expatriate Readjustment
  - Deviance and Counterproductive Work Behaviors
  - Customer Satisfaction
  - Emotional Labor
  - Mindfulness
  - Unemployment/Job Search
  - Behavioral Ethics
  - Deonance Theory
  - Third-Party Observations of Injustice
  - Job Enrichment
  - Voice
  - Abusive Supervision
  - Executive Board Composition
  - Espoused and Enacted Climates
  - High-Performance Work Systems
  - Human Capital Resources
  - Sleep Deprivation
  - Recovery Experiences
  - Job Demands

- NEW photos and captions in over 75 percent of chapters link the chapter content to contemporary, real-life worldwide situations to enhance students’ understanding of hands-on application of concepts.

- NEW Point/Counterpoint features reflect ongoing tensions between perspectives in OB, focusing students’ attention on new topics in 5 of 18 chapters.

- The following end-of-chapter material is either completely new or substantially revised and updated for each chapter (along with assisted-graded writing questions), bringing the most contemporary thinking to the attention of students:
  - Experiential Exercise (9 of 18 total)
  - Ethical Dilemma (9 of 18 total)
  - Case Incidents (18 of 36 total)

- Updated References throughout every chapter.

Chapter-by-Chapter Changes

Chapter 1: What Is Organizational Behavior?

- Revised Learning Objectives
- New Opening Vignette (Road Warriors)
- New research in The Importance of Interpersonal Skills and Big Data
- New major section: Employability Skills
Chapter 2: Diversity in Organizations
- New Opening Vignette (“Foodtrepreneurs” Unite!)
- New section on Expatriate Adjustment
- Revised/updated sections: Demographic Characteristics, Tenure, Sexual Orientation and Gender Identity, and Ability
- New research in Stereotype Threat; Discrimination in the Workplace; Age, Sex, Race, and Ethnicity; Hidden Disabilities; Religion; Sexual Orientation and Gender Identity; and Intellectual Abilities
- Updated OB Poll (Gender Pay Gap: Narrowing but Still There)
- Updated An Ethical Choice (Affirmative Action for Unemployed Veterans)
- New Ethical Dilemma (Voiding the “License to Discriminate”)
- New Case Incident 1 (Can Organizations Train Diversity?)
- New Try It Mini Simulation (Human Resources)

Chapter 3: Attitudes and Job Satisfaction
- New Opening Vignette (The Benefaction of Baristas)
- Revised/updated sections: Attitudes, Organizational Commitment, Perceived Organizational Support, Employee Engagement, and Organizational Citizenship Behavior (OCB)
- New research in Job Satisfaction and Involvement, Employee Engagement, Personality, Customer Satisfaction, and Counterproductive Work Behavior (CWB)
- New international research in Attitudes, Job Conditions, and Corporate Social Responsibility (CSR)
- Updated Exhibit 3-2 (Worst Jobs of 2016 for Job Satisfaction)
- New Try It Mini Simulation (Attitudes and Job Satisfaction)
- New Experiential Exercise (Job Attitudes Situational Interview)
- New Case Incident 1 (Self-Service Kiosks: From People to Robots)

Chapter 4: Emotions and Moods
- New Opening Vignette (Objections Sustained)
- Revised/updated sections: What Are Emotions and Moods?, The Basic Emotions, Moral Emotions, Do Emotions Make Us Ethical?, and Emotion Regulation Techniques
- New research in The Function of Emotions, Do Emotions Make Us Ethical?, Stress, Age, Sex, Emotional Labor, Affective Events Theory, Emotional Intelligence, and Emotion Regulation Techniques
- New international research in The Basic Emotions, Experiencing Moods and Emotions, Emotional Labor, Emotional Intelligence, and Emotion Regulation Techniques
- Updated OB Poll (Emotional States)
- New Try It Mini Simulation (Emotions and Moods)
- Updated Experiential Exercise (Mindfulness at Work)
- New Case Incident 1 (Managers Have Feelings, Too!)
- New Case Incident 2 (When the Going Gets Boring)

Chapter 5: Personality and Values
- Revised Learning Objectives
- New Opening Vignette (Leading the “Quiet Revolution”)
- New major section on Personality, Job Search, and Unemployment
- Revised/updated section: The Big Five Personality Model
- New research in Conscientiousness at Work, Emotional Stability at Work, Extraversion at Work, Openness at Work, Agreeableness at Work, and Proactive Personality
• New Feature! Personal Inventory Assessment (Core Five Personality Dimensions)
• Updated Myth or Science? (We Can Accurately Judge Individuals’ Personalities a Few Seconds after Meeting Them)
• Revised Summary
• Revised Questions for Review
• New Ethical Dilemma (From Personality to Values to Political Ideology in Hiring)
• New Case Incident 2 (The Clash of the Traits)

Chapter 6: Perception and Individual Decision Making
• New Opening Vignette (“Unethical” Decisions in “Ethical” Organizations)
• Revised section on Halo and Horns Effects
• Revised/updated sections: Context, Attribution Theory, Selective Perception, Confirmation Bias, and Three Ethical Decision Criteria
• New research in Context, Bounded Rationality, Intuition, Escalation of Commitment, Risk Aversion, Personality, Gender, and Three Ethical Decision Criteria
• New international research in Contrast Effects
• New Try It Mini Simulation (Perception and Individual Decision Making)
• New Point/Counterpoint (Implicit Assessment)
• New Experiential Exercise (Mafia)
• New Case Incident 1 (Warning: Collaboration Overload)
• New Case Incident 2 (Feeling Bored Again)

Chapter 7: Motivation Concepts
• Revised Learning Objectives
• New Opening Vignette (When Goals Go out of Control)
• New sections on Equity Theory/Organizational Justice and Others’ Reactions to Injustice
• Revised/updated sections: Hierarchy of Needs Theory, Two-Factor Theory, McClelland’s Theory of Needs, Other Contemporary Theories of Motivation, and Expectancy Theory
• New research in McClelland’s Theory of Needs, Self-Determination Theory, Goal-Setting Theory, Goal Commitment, Task Characteristics, Implementing Goal Setting, Equity Theory/Organizational Justice, and Job Engagement
• New international research in McClelland’s Theory of Needs, Self-Determination Theory, and Equity Theory/Organizational Justice
• Revised Summary
• Revised Implications for Managers
• Revised Questions for Review
• New Ethical Dilemma (Follies of Reward)
• New Case Incident 2 (Laziness Is Contagious)
• New Try It Mini Simulation (Motivation)

Chapter 8: Motivation: From Concepts to Applications
• New Opening Vignette (Employees Trading Places)
• New Section on Job Enrichment
• Revised/updated sections: Relational Job Design, Flextime, Job Sharing, Telecommuting, and How to Pay: Rewarding Individual Employees through Variable-Pay Programs
• New research in The Job Characteristics Model, Flextime, Telecommuting, Participative Management, Using Rewards to Motivate Employees, How
to Pay: Rewarding Individual Employees through Variable-Pay Programs, Bonus, and Employee Stock Ownership Plan

- New international research in The Job Characteristics Model, Flextime, How to Pay: Rewarding Individual Employees through Variable-Pay Programs, and Flexible Benefits: Developing a Benefits Package
- New Feature! Personal Inventory Assessment (Diagnosing Poor Performance and Enhancing Motivation)
- Updated OB Poll (Who Works from Home?)
- Updated An Ethical Choice (Sweatshops and Worker Safety)
- New Try It Mini Simulation (Motivation: From Concepts to Applications)
- New Experiential Exercise (Developing an Organizational Development and Compensation Plan for Automotive Sales Consultants)
- New Ethical Dilemma (You Want Me to Do What?)
- New Case Incident 1 (We Talk, But They Don’t Listen)

Chapter 9: Foundations of Group Behavior

- New Opening Vignette (A Tale of Two Cops)
- New research in Social Identity, Group Development, Role Expectations, Negative Norms and Group Outcomes, Status and Stigmatization, and Group Property 6: Diversity
- New international research in Group Property 4: Size and Dynamics and Group Property 6: Diversity
- New Try It Mini Simulation (Group Behavior)
- New Point/Counterpoint (Diverse Work Groups Are Smarter and More Innovative)
- New Ethical Dilemma (Is it Okay to Violate a Psychological Contract?)

Chapter 10: Understanding Work Teams

- New Opening Vignette (A Solution to Growing Pains)
- Revised/updated section: Diversity of Members
- New research in Multiteam Systems, Adequate Resources, Leadership and Structure, Team Composition, Common Plan and Purpose, Team Identity, Team Cohesion, Conflict Levels, and Training: Creating Team Players
- New international research in Conflict Levels
- New Try It Multi-Chapter Mini Simulation (Innovation and Teams)
- New Try It Mini Simulation (Virtual Teams)
- New Try It Mini Simulation (Teams)
- New Experiential Exercise (Should You Use Self-Managed Teams?)
- New Ethical Dilemma (Is It Worth Hiring a Star Instead of a Team Player?)
- New Case Incident 1 (Trusting Someone You Can’t See)

Chapter 11: Communication

- New Opening Vignette (The Oakhurst Comma)
- Revised/updated section: Social Media Websites
- New research in Upward Communication, The Grapevine, Meetings, E-Mail, Information Overload, Language, and Silence
- New international research in Cultural Barriers
- New Try It Multi-Chapter Mini Simulation (Diversity)
- New Try It Mini Simulation (Communication)
- New Experiential Exercise (Conveying Tone through E-Mail)
- New Case Incident 1 (Do Men and Women Speak the Same Language?)
- New Case Incident 2 (Trying to Cut the Grapevine)
Chapter 12: Leadership

- New Opening Vignette (From “Wacky” Vision to Total Hotel Industry Disruption)
- New section on Abusive Supervision
- Revised/updated sections: Trait Theories, Behavioral Theories, Leader-Member Exchange (LMX) Theory, How Charismatic Leaders Influence Followers, How Transformational Leadership Works, Evaluation of Transformational Leadership, Responsible Leadership, Authentic Leadership, and Ethical Leadership
- New international research in Leader-Member Exchange (LMX) Theory, Are Charismatic Leaders Born or Made?, How Transformational Leadership Works, Evaluation of Transformational Leadership, Authentic Leadership, Ethical Leadership, and Servant Leadership
- New Try It Multi-Chapter Mini Simulation (Leadership and Teams)
- New Try It Mini Simulation (Leadership)
- Revised Implications for Managers
- New Experiential Exercise (What’s in a Leader?)
- New Case Incident 1 (Sharing Is Performing)

Chapter 13: Power and Politics

- New Opening Vignette (A Tale of Presidential Corruption)
- New research in Coercive Power, Social Network Analysis: A Tool for Assessing Resources, Applying Power Tactics, and Interviews and IM
- New international research in Performance Evaluations and IM
- New Try It Mini Simulation (Power and Politics)
- New Ethical Dilemma (Sexual Harassment and Office Romances)
- New Case Incident 1 (Should Women Have More Power?)
- New Case Incident 2 (Where Flattery Will Get You)

Chapter 14: Conflict and Negotiation

- New Opening Vignette (Bargaining Chips)
- Revised/updated section: Stage III: Intentions and Managing Functional Conflict
- New research in Types of Conflict, Stage IV: Behavior, Integrative Bargaining, Personality Traits in Negotiations, Moods and Emotions in Negotiations, and Gender Differences in Negotiations
- New international research in Loci of Conflict and Culture in Negotiations
- New Exhibit 14-7 (Integration of Two Bargaining Strategies within One Negotiation Episode)
- New Point/Counterpoint (Nonunion Positions and the “Gig Economy” Are Bad for Workers)
- New Ethical Dilemma (The Case of the Overly Assertive Employee)

Chapter 15: Foundations of Organization Structure

- Revised Learning Objectives
- New Opening Vignette (Flattened Too Thinly?)
• Revised/updated sections: Departmentalization, The Simple Structure, The Virtual Structure, and The Leaner Organization: Downsizing
• New international research in Boundary Spanning
• New Point/Counterpoint (Open-Air Offices Inspire Creativity and Enhance Productivity)
• Revised Questions for Review
• New Case Incident 2 (Turbulence on United Airlines)
• New Try It Mini Simulation (Organizational Structure)

Chapter 16: Organizational Culture
• New Opening Vignette (The Chevron Way)
• Updated/revised sections: A Definition of Organizational Culture, Culture Creates Climate, Barriers to Acquisitions and Mergers, and Top Management
• New research in A Definition of Organizational Culture, Do Organizations Have Uniform Cultures?, Strong versus Weak Cultures, The Functions of Culture, Culture Creates Climate, The Ethical Dimension of Culture, Culture As an Asset, Barriers to Diversity, Toxicity and Dysfunctions, Symbols, and Developing an Ethical Culture
• New international research in Culture Creates Climate, Culture and Innovation, and Barriers to Acquisitions and Mergers
• Updated Myth or Science? (An Organization’s Culture Is Forever)
• Updated An Ethical Choice (A Culture of Compassion)
• New Point/Counterpoint (Organizational Culture Can Be “Measured”)
• New Experiential Exercise (Culture Architects)
• Updated Case Incident 1 (The Place Makes the People)
• New Try It Mini Simulation (Organizational Culture)

Chapter 17: Human Resources Policies and Practices
• New Opening Vignette (An Unusual Perk)
• Updated/revised sections: Types of Training, Improving Performance Evaluations, and The Leadership Role of HR
• New research in Recruitment Practices, Selection Practices, Application Forms, Background Checks, Assessment Centers, Interviews, Interpersonal Skills, Evaluating Effectiveness, and The Leadership Role of HR
• New international research in Who Should Do the Evaluating?
• Updated An Ethical Choice (HIV/AIDS and the Multinational Organization)
• New Experiential Exercise (Designing a Virtual Assessment Center Exercise)
• New Ethical Dilemma (Can I Recruit from My Social Network?)

Chapter 18: Organizational Change and Stress Management
• New Opening Vignette (The Bigs: Navigating the Job Market and Building a Career)
• Revised/updated sections: Change, Forces for Change, Process Consultation, Stimulating a Culture of Innovation, Stressors, and Physiological Symptoms
• New research in Implementing Changes Fairly; Selecting People Who Accept Change; Sources of Innovation; Context and Innovation; Stressors; Personal Factors; Perception; Physiological Symptoms; Managing Stress; Individual Approaches; Selection and Placement, and Training; Goal Setting; Redesigning Jobs; Employee Sabbaticals; and Wellness Programs
• New international research in Implementing Changes Fairly, Demands and Resources, Cultural Differences, Physiological Symptoms, and Psychological Symptoms
• New Try It Multi-Chapter Mini Simulation (Change)
• New Experiential Exercise (Learning from Work)
• New Case Incident 2 (Lonely Employees)

MyLab Management

Reach Every Student by Pairing This Text with MyLab Management
MyLab is the teaching and learning platform that empowers you to reach every student. By combining trusted author content with digital tools and a flexible platform, MyLab personalizes the learning experience and improves results for each student. Learn more about MyLab Management at www.pearson.com/mylab/management.

Deliver Trusted Content
You deserve teaching materials that meet your own high standards for your course. That's why we partner with highly respected authors to develop interactive content and course-specific resources that you can trust—and that keep your students engaged.

Empower Each Learner
Each student learns at a different pace. Personalized learning pinpoints the precise areas where each student needs practice, giving all students the support they need—when and where they need it—to be successful.

Improve Student Results
When you teach with MyLab, student performance improves. That's why instructors have chosen MyLab for over 20 years, touching the lives of over 50 million students.

Instructor Resource Center
At Pearson’s Higher Ed catalog, https://www.pearsonhighered.com/sign-in.html, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit https://support.pearson.com/getsupport for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with this text:
• Instructor’s Resource Manual
• Test Bank
• TestGen® Computerized Test Bank
• PowerPoint Presentation

This title is available as an eBook and can be purchased at most eBook retailers.