

Organizational Behavior

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Organizational Behavior

EDITION

15

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- *Fundamentals of Human Resource Management*, 10th ed., with David DeCenzo (Wiley, 2010)
- *Prentice Hall's Self-Assessment Library 3.4* (Prentice Hall, 2010)
- *Fundamentals of Management*, 8th ed., with David DeCenzo and Mary Coulter (Prentice Hall, 2013)
- *Supervision Today!* 7th ed., with David DeCenzo and Robert Wolter (Prentice Hall, 2013)
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- *Managing Today!* 2nd ed. (Prentice Hall, 2000)
- *Organization Theory*, 3rd ed. (Prentice Hall, 1990)
- *The Truth About Managing People*, 2nd ed. (Financial Times/Prentice Hall, 2008)
- *Decide and Conquer: Make Winning Decisions and Take Control of Your Life* (Financial Times/Prentice Hall, 2004).

Other Interests

In his "other life," Dr. Robbins actively participates in masters' track competition. Since turning 50 in 1993, he has won 18 national championships and 12 world titles. He is the current world record holder at 100 meters (12.37 seconds) and 200 meters (25.20 seconds) for men 65 and over.



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Research: 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 has published more than 140 articles on these and other major topics in journals such as *Journal of Organizational Behavior*, *Personnel Psychology*, *Academy of Management Journal*, *Journal of Applied Psychology*, *European Journal of Personality*, and *European Journal of Work and Organizational Psychology*.

Fellowship: Dr. Judge is a fellow of the American Psychological Association, the Academy of Management, the Society for Industrial and Organizational Psychology, and the American Psychological Society.

Awards: In 1995, Dr. Judge received the Ernest J. McCormick Award for Distinguished Early Career Contributions from the Society for Industrial and Organizational Psychology. In 2001, he received the Larry L. Cummings Award for mid-career contributions from the Organizational Behavior Division of the Academy of Management. In 2007, he received the Professional Practice Award from the Institute of Industrial and Labor Relations, University of Illinois.

Books Published: H. G. Heneman III, T. A. Judge, and J. D. Kammeyer-Mueller, *Staffing Organizations*, 7th ed. (Madison, WI: Mendota House/Irwin, 2011)

Other Interests

Although he cannot keep up (literally!) with Dr. Robbin's accomplishments on the track, Dr. Judge enjoys golf, cooking and baking, literature (he's a particular fan of Thomas Hardy and is a member of the Thomas Hardy Society), and keeping up with his three children, who range in age from 23 to 9.

Preface

Welcome to the fifteenth edition of *Organizational Behavior*! Long considered the standard for all organizational behavior textbooks, this edition continues its tradition of making current, relevant research come alive for students. While maintaining its hallmark features—clear writing style, cutting-edge content, and engaging pedagogy—the fourteenth edition has been updated to reflect the most recent research within the field of organizational behavior. This is one of the most comprehensive and thorough revisions of *Organizational Behavior* we’ve undertaken, and while we’ve preserved the core material, we’re confident that this edition reflects the most important research and topical issues facing organizations, managers, and employees.

Key Changes to the Fifteenth Edition

- The **most substantial updating ever**. The following sections of each chapter are new to the fifteenth edition:
 - *Opening Vignette*
 - *Myth or Science?*
 - *Ethical Choice*
 - *Point/Counterpoint*
 - *Case Incident*
- In addition, the following material is substantially revised and updated:
 - *Case Incident* (those not entirely new are revised and updated)
 - *OB Poll* (more than half are new to this edition)
 - *Ethical Dilemma* (more than half are new to this edition)
 - *Photos/captions* (more than half are new to this edition)
- New feature: **gLOBalization!**, which features organizational behavior in an international context.
- Improved integration of **global implications**: With the explosion of international research, global OB research is now woven into each chapter, rather than in a stand-alone section at the end of the chapter.
- Revision to **Summary and Implications for Managers** section, with more focus on practical ways to apply the material on the job.
- NEW videos—up-to-date videos showing management topics in action, access to the complete management video library, as well as instructional materials for integrating clips from popular movies into your class, are at www.mymanagementlab.com.

Chapter-by-Chapter Changes

Chapter 1: What Is Organizational Behavior?

- Entirely new *Opening Vignette* (The New Normal?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Most Acts of Workplace Bullying Are Men Attacking Women”)
- New *OB Model*, with better integration with pedagogy (structure) of book

- New *Point–Counterpoint* (Lost in Translation?)
- New *An Ethical Choice* (Can You Learn from Failure?)
- New *Case Incident* (Lessons for ‘Undercover’ Bosses)
- New *Case Incident* (Era of the Disposable Worker?)

Chapter 2: Diversity in Organizations

- Entirely new *Opening Vignette* (The Rise and Fall of Erin Callan)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Dual-Career Couples Divorce Less”)
- Enhanced coverage of stereotyping and discrimination research
- Revised content regarding age discrimination and implications of an aging workforce
- Updates to discussion of disability in the workplace
- Expanded coverage of sexual orientation discrimination
- New material and integration of diversity with international/cultural diversity
- New *Point–Counterpoint* (Men Have More Mathematical Ability Than Women)
- New *An Ethical Choice* (Religious Tattoos)
- New *Case Incident* (Increasing Age Diversity in the Workplace)
- Updated *Case Incident* (The Flynn Effect)

Chapter 3: Attitudes and Job Satisfaction

- Entirely new *Opening Vignette* (What Does SAS Stand For?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Favorable Job Attitudes Make Organizations More Profitable”)
- Review of recent studies on within-person variation in job attitudes
- New developments in organizational commitment
- Updated material on organizational citizenship behaviors
- New perspectives on attitudes and organizational performance
- New ethical dilemma
- New *Point–Counterpoint* (Employer–Employee Loyalty Is an Outdated Concept)
- New *An Ethical Choice* (Do Employers Owe Workers More Satisfying Jobs?)
- New *Case Incident* (Crafting a Better Job)
- Updated *Case Incident* (Long Hours, Hundreds of E-Mails, and No Sleep: Does This Sound Like a Satisfying Job?)

Chapter 4: Emotions and Moods

- Entirely new *Opening Vignette* (Love at Work: Taboo No More?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“We Are Better Judges of When Others Are Happy Than When They Are Sad”)
- Revised introduction to the topic
- Review of research on moods and employee attachment
- New section on “moral emotions”
- Discussion of emotion regulation strategies and their consequences
- New research on gender and emotions
- Updated content on emotional displays at work
- New section on *Emotional Intelligence*, with substantially more coverage and a new exhibit
- New *Point–Counterpoint* (Sometimes Blowing Your Top Is a Good Thing)
- New *An Ethical Choice* (Schadenfreude)
- New *Case Incident* (Is It Okay to Cry at Work?)
- Updated *Case Incident* (Can You Read Emotions from Faces?)

Chapter 5: Personality and Values

- Entirely new *Opening Vignette* (Changing of the Guard in Japan: Is it the Economy, or the Values?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Personality Predicts the Performance of Entrepreneurs”)
- Introduces concepts related to dispositional self- and other-orientation
- New material regarding vocational choices
- New discussion of values and reactions to violations of employee values
- Major revision regarding Hofstede’s model of culture and its consequences
- Updated information on personality and expatriate success
- New *Point–Counterpoint* (Millennials Are More Narcissistic)
- New *An Ethical Choice* (Should You Try to Change Someone’s Personality?)
- New *Case Incident* (Leadership from an Introvert’s Perspective)
- Updated *Case Incident* (Is There a Price for Being Too Nice?)

Chapter 6: Perception and Individual Decision Making

- Entirely new *Opening Vignette* (Do Machines Make Better Decisions?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Creative Decision Making Is a Right-Brain Activity”)
- Review of recent work on self-serving biases
- New information on stereotyping processes
- Discussion of latest trends in decision errors research
- Updated discussion of culture and perceptions
- New section on *Financial Decision Making* and how it informs to understand recent and current crises
- New Experiential Exercise
- New *Point–Counterpoint* (Checklists Lead to Better Decisions)
- New *An Ethical Choice* (Whose Ethical Standards to Follow?)
- New *Case Incident* (Computerized Decision Making)
- Updated *Case Incident* (Predictions That Didn’t Quite Pan Out)

Chapter 7: Motivation Concepts

- Entirely new *Opening Vignette* (The Motivations of the 99ers)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“The Support of Others Improves Our Chances of Accomplishing Our Goals”)
- New material on psychological need theories
- Increased discussion of employee engagement
- Updates to the discussion on goal-setting theory
- New perspectives on equity and organizational justice
- New *Point–Counterpoint* (Fear Is a Powerful Motivator)
- New *An Ethical Choice* (Motivated to Behave Unethically)
- New *Case Incident* (It’s Not Fair!)
- Updated *Case Incident* (Bullying Bosses)

Chapter 8: Motivation: From Concepts to Applications

- Entirely new *Opening Vignette* (Motivation Minus the Moolah)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“CEO Pay Can’t Be Measured”)
- Updated discussion of job characteristics
- New coverage of flextime, telecommuting, and related work practices
- Revised discussion of employee empowerment and its effects
- Discussion of innovations in gainsharing practices

- New *Point–Counterpoint* (“If Money Doesn’t Make You Happy, You Aren’t Spending It Right”)
- New *Case Incident* (Bonuses Can Backfire)
- Updated *Case Incident* (Multitasking: A Good Use of Your Time?)

Chapter 9: Foundations of Group Behavior

- Entirely new *Opening Vignette* (To the Clickers Go the Spoils)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Asians Have Less Ingroup Bias Than Americans”)
- New material on dysfunctional behavior in teams
- Discussion of minority influence on group decision making
- Introduces material on team mental models
- Updated information on group decision errors and groupthink
- New information on international variations in group behavior
- New *Point–Counterpoint* (Affinity Groups Fuel Business Success)
- New *An Ethical Choice* (Should You Use Group Peer Pressure?)
- New *Case Incident* (Negative Aspects of Collaboration?)
- Updated *Case Incident* (Herd Behavior and the Housing Bubble [and Collapse])

Chapter 10: Understanding Work Teams

- Entirely new *Opening Vignette* (Killing bin Laden)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Teams Work Best Under Angry Leaders”)
- Updated discussion of strategies to improve team performance
- Review of research on team decision-making strategies
- New perspectives on creativity in teams
- New material on team proactivity
- Presents new literature on work teams in international contexts
- New *Point–Counterpoint* (We Can Learn Much about Work Teams from Studying Sports Teams)
- New *An Ethical Choice* (Using Global Virtual Teams as an Environmental Choice)
- New *Case Incident* (Why Don’t Teams Work Like They’re Supposed To?)
- Updated *Case Incident* (Multicultural Multinational Teams at IBM)

Chapter 11: Communication

- Entirely new *Opening Vignette* (Goldman Rules)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“We Know What Makes Good Liars Good”)
- New section on *Social Networking*
- New section on *Persuasive Communication* strategies
- Discussion of how to frame messages for maximum impact
- Discussion of the effects of authority, expertise, and liking on communication effectiveness
- Updated discussion of body language in communication
- Introduces new ideas about the effects of electronic communications
- New *Point–Counterpoint* (Social Networking Is Good Business)
- New *An Ethical Choice* (The Ethics of Gossip at Work)
- New *Case Incident* (Using Social Media to Your Advantage)
- Updated *Case Incident* (Should Companies That Fire Shoot First?)

Chapter 12: Leadership

- Entirely new *Opening Vignette* (Making Google’s Leaders)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Power Helps Leaders Perform Better”)
- Expanded discussion of leader effects on employee attitudes
- New perspectives on culture and leadership
- New material regarding emotional intelligence and leadership
- Increased consideration of contemporary theories of leadership
- Consideration of “servant leadership”
- Discussion of how leaders can increase employee creativity
- New *Point–Counterpoint* (Heroes Are Made, Not Born)
- New *An Ethical Choice* (Do Leaders Have a Responsibility to Protect Followers?)
- New *Case Incident* (Leadership Mettle Forged in Battle)
- Updated *Case Incident* (Leadership Factories)

Chapter 13: Power and Politics

- Entirely new *Opening Vignette* (Appearances Can Be Deceiving)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Corporate Political Activity Pays”)
- Coverage of latest research on influence tactics
- Revised discussion of sexual harassment
- Updated discussion of political behavior in organizations
- Revision to international issues in power and politics
- New *Point–Counterpoint* (Power Corrupts People)
- New *An Ethical Choice* (Should All Sexual Behavior Be Prohibited at Work?)
- New *Case Incident* (Delegate Power, or Keep it Close?)
- Updated *Case Incident* (The Persuasion Imperative)

Chapter 14: Conflict and Negotiation

- Entirely new *Opening Vignette* (No Conflict at the Post Office. . . Is That Good?)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Communicating Well Is More Important in Cross-Cultural Negotiations”)
- Updated material on gender and negotiation styles
- New material on individual differences in negotiation styles
- Discussion of emotions in negotiation
- New information on suspicion and deception in negotiation
- Updates to discussion on conflict and conflict management processes
- New *Point–Counterpoint* (Player–Owner Disputes Are Unnecessary)
- New *An Ethical Choice* (Using Empathy to Negotiate More Ethically)
- New *Case Incident* (Choosing Your Battles)
- Updated *Case Incident* (Mediation: Master Solution to Employment Disputes?)

Chapter 15: Foundations of Organization Structure

- Entirely new *Opening Vignette* (Dismantling a Bureaucracy)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Employees Resent Outsourcing”)
- Latest research on boundaryless organizations and their functioning
- Discussion of technology’s influence on organizational structure

- Updated review of the relationship between organizational structure and attitudes
- New *An Ethical Choice* (Downsizing with a Conscience)
- New *Case Incident* (Creative Deviance: Bucking the Hierarchy?)
- Updated *Case Incident* (Siemens' Simple Structure—Not)

Chapter 16: Organizational Culture

- Entirely new *Opening Vignette* (Ursula M. Burns and the Culture of Xerox)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Employees Treat Customers the Same Way the Organization Treats Them”)
- New review of basic issues in organizational culture and subcultures
- Enhanced discussion of ethical culture
- Review of culture and organizational performance
- Revised discussion of organizational socialization practices and outcomes
- New *Point–Counterpoint* (Organizations Should Strive to Create a Positive Organizational Culture)
- New *An Ethical Choice* (Designing a Culture of Ethical Voice)
- New *Case Incident* (Did Toyota's Culture Cause Its Problems?)
- Updated *Case Incident* (Mergers Don't Always Lead to Culture Clashes)

Chapter 17: Human Resource Policies and Practices

- Entirely new *Opening Vignette* (Testing NFL Quarterbacks)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Work Is Making Us Fat”)
- Discussion of the implications of the Great Recession
- New material on legal issues
- Updated discussion of the effects of high performance work practice on employee attitudes and behavior
- Expanded discussion of the effects of staffing decisions on employee turnover
- New section on *Job Performance and Workplace Civility*
- New material related to performance appraisals and rater goals
- New *Point–Counterpoint* (Social Media Is a Great Source of New Hires)
- New *An Ethical Choice* (Recruiting the Unemployed)
- New *Case Incident* (The End of the Performance Appraisal?)
- Updated *Case Incident* (Job Candidates Without Strong SAT Scores Need Not Apply)

Chapter 18: Organizational Change and Stress Management

- Entirely new *Opening Vignette* (Sweet Changes at Cadbury?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Men Experience More Job Stress Than Women”)
- Updated review of research on individual readiness for organizational change
- Discussion of maladaptive behavioral response to stress at work
- Updated discussion of coping strategies
- Implications of the stress-health relationship
- New *Point–Counterpoint* (Responsible Managers Relieve Stress on Their Employees)
- New *An Ethical Choice* (Responsibly Managing Your Own Stress)
- New *Case Incident* (Starbucks Returns to Its Roots)
- Updated *Case Incident* (The Rise of Extreme Jobs)

Teaching and Learning Support

MyManagementLab (www.mymanagementlab.com) is an easy-to-use online tool that personalizes course content and provides robust assessment and reporting to measure student and class performance. All the resources you need for course success are in one place—flexible and easily adapted for your course experience.

Instructor's Resource Center

At www.pearsonhighered.com/irc, instructors can access a variety of print, digital, and presentation resources available with this text in downloadable format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content on your campus server.

If you need assistance, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit 247pearsoned.custhelp.com for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available to adopting instructors (for detailed descriptions, please visit www.pearsonhighered.com/irc):

- Instructor's Manual—updated and revised to provide ideas and resources in the classroom.
- Test Item File—Revised and updated to include questions that require students to apply the knowledge that they've read about in the text through Learning Objectives and Learning Outcomes. Questions are also tagged to reflect the AACSB Learning Standards.
- TestGen Test Generating Software—Test management software that contains all material from the Test Item File. This software is completely user-friendly and allows instructors to view, edit, and add test questions with just a few mouse clicks. All of our TestGens are converted for use in Blackboard and WebCT and are available for download from www.pearsonhighered.com/irc.
- PowerPoint Presentation—A ready-to-use PowerPoint slideshow designed for classroom presentation. Use it as is, or edit content to fit your individual classroom needs.
- Image Library—includes all the charts, tables, and graphs that are found in the text.

Videos on DVD

Adopters can access the 48 videos on the 2013 Organizational Behavior Video Library DVD. These videos have been produced to depict real-world OB issues and give students a taste of the multi-faceted nature of OB in real companies.

Learning Management Systems

BlackBoard and WebCT Course Cartridges are available for download from www.pearsonhighered.com/irc. These standard course cartridges contain the Instructor's Manual, TestGen, Instructor PowerPoints, and when available, Student PowerPoints and Student Data Files.

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Pearson's Self-Assessment Library (S.A.L.)

A hallmark of the Robbins series, S.A.L. is a unique learning tool that allows you to assess your knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. Self-assessments have been integrated into each chapter, including a self-assessment at the beginning of each chapter. S.A.L. helps students better understand their interpersonal and behavioral skills as they relate to the theoretical concepts presented in each chapter.

Highlights

- **69 research-based self-assessments**—All 69 instruments of our collection are from sources such as *Journal of Social Behavior and Personality*, *Harvard Business Review*, *Organizational Behavior: Experiences and Cases*, *Journal of Experimental Education*, *Journal of Applied Measurement*, and more.
- **Work-life and career focused**—All self-assessments are focused to help individuals better manage their work lives or careers. Organized in four parts, these instruments offer you one source from which to learn more about yourself.
- **Choice of formats**—The Prentice Hall Self-Assessment Library is available in CD-ROM, online, or print format.
- **Save feature**—Students can take the self-assessments an unlimited number of times, and they can save and print their scores for class discussion.
- **Scoring key**—The key to the self-assessments has been edited by Steve Robbins to allow students to quickly make sense of the results of their score.
- **Instructor's manual**—An *Instructor's Manual* guides instructors in interpreting self-assessments and helps facilitate better classroom discussion.

Acknowledgments

Getting this book into your hands was a team effort. It took faculty reviewers and a talented group of designers and production specialists, editorial personnel, and marketing and sales staff.

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Preface

Welcome to the fifteenth edition of *Organizational Behavior*! Long considered the standard for all organizational behavior textbooks, this edition continues its tradition of making current, relevant research come alive for students. While maintaining its hallmark features—clear writing style, cutting-edge content, and engaging pedagogy—the fourteenth edition has been updated to reflect the most recent research within the field of organizational behavior. This is one of the most comprehensive and thorough revisions of *Organizational Behavior* we’ve undertaken, and while we’ve preserved the core material, we’re confident that this edition reflects the most important research and topical issues facing organizations, managers, and employees.

Key Changes to the Fifteenth Edition

- The **most substantial updating ever**. The following sections of each chapter are new to the fifteenth edition:
 - *Opening Vignette*
 - *Myth or Science?*
 - *Ethical Choice*
 - *Point/Counterpoint*
 - *Case Incident*
- In addition, the following material is substantially revised and updated:
 - *Case Incident* (those not entirely new are revised and updated)
 - *OB Poll* (more than half are new to this edition)
 - *Ethical Dilemma* (more than half are new to this edition)
 - *Photos/captions* (more than half are new to this edition)
- New feature: **gLOBalization!**, which features organizational behavior in an international context.
- Improved integration of **global implications**: With the explosion of international research, global OB research is now woven into each chapter, rather than in a stand-alone section at the end of the chapter.
- Revision to **Summary and Implications for Managers** section, with more focus on practical ways to apply the material on the job.
- NEW videos—up-to-date videos showing management topics in action, access to the complete management video library, as well as instructional materials for integrating clips from popular movies into your class, are at www.mymanagementlab.com.

Chapter-by-Chapter Changes

Chapter 1: What Is Organizational Behavior?

- Entirely new *Opening Vignette* (The New Normal?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Most Acts of Workplace Bullying Are Men Attacking Women”)
- New *OB Model*, with better integration with pedagogy (structure) of book

- New *Point–Counterpoint* (Lost in Translation?)
- New *An Ethical Choice* (Can You Learn from Failure?)
- New *Case Incident* (Lessons for ‘Undercover’ Bosses)
- New *Case Incident* (Era of the Disposable Worker?)

Chapter 2: Diversity in Organizations

- Entirely new *Opening Vignette* (The Rise and Fall of Erin Callan)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Dual-Career Couples Divorce Less”)
- Enhanced coverage of stereotyping and discrimination research
- Revised content regarding age discrimination and implications of an aging workforce
- Updates to discussion of disability in the workplace
- Expanded coverage of sexual orientation discrimination
- New material and integration of diversity with international/cultural diversity
- New *Point–Counterpoint* (Men Have More Mathematical Ability Than Women)
- New *An Ethical Choice* (Religious Tattoos)
- New *Case Incident* (Increasing Age Diversity in the Workplace)
- Updated *Case Incident* (The Flynn Effect)

Chapter 3: Attitudes and Job Satisfaction

- Entirely new *Opening Vignette* (What Does SAS Stand For?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Favorable Job Attitudes Make Organizations More Profitable”)
- Review of recent studies on within-person variation in job attitudes
- New developments in organizational commitment
- Updated material on organizational citizenship behaviors
- New perspectives on attitudes and organizational performance
- New ethical dilemma
- New *Point–Counterpoint* (Employer–Employee Loyalty Is an Outdated Concept)
- New *An Ethical Choice* (Do Employers Owe Workers More Satisfying Jobs?)
- New *Case Incident* (Crafting a Better Job)
- Updated *Case Incident* (Long Hours, Hundreds of E-Mails, and No Sleep: Does This Sound Like a Satisfying Job?)

Chapter 4: Emotions and Moods

- Entirely new *Opening Vignette* (Love at Work: Taboo No More?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“We Are Better Judges of When Others Are Happy Than When They Are Sad”)
- Revised introduction to the topic
- Review of research on moods and employee attachment
- New section on “moral emotions”
- Discussion of emotion regulation strategies and their consequences
- New research on gender and emotions
- Updated content on emotional displays at work
- New section on *Emotional Intelligence*, with substantially more coverage and a new exhibit
- New *Point–Counterpoint* (Sometimes Blowing Your Top Is a Good Thing)
- New *An Ethical Choice* (Schadenfreude)
- New *Case Incident* (Is It Okay to Cry at Work?)
- Updated *Case Incident* (Can You Read Emotions from Faces?)

Chapter 5: Personality and Values

- Entirely new *Opening Vignette* (Changing of the Guard in Japan: Is it the Economy, or the Values?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Personality Predicts the Performance of Entrepreneurs”)
- Introduces concepts related to dispositional self- and other-orientation
- New material regarding vocational choices
- New discussion of values and reactions to violations of employee values
- Major revision regarding Hofstede’s model of culture and its consequences
- Updated information on personality and expatriate success
- New *Point–Counterpoint* (Millennials Are More Narcissistic)
- New *An Ethical Choice* (Should You Try to Change Someone’s Personality?)
- New *Case Incident* (Leadership from an Introvert’s Perspective)
- Updated *Case Incident* (Is There a Price for Being Too Nice?)

Chapter 6: Perception and Individual Decision Making

- Entirely new *Opening Vignette* (Do Machines Make Better Decisions?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Creative Decision Making Is a Right-Brain Activity”)
- Review of recent work on self-serving biases
- New information on stereotyping processes
- Discussion of latest trends in decision errors research
- Updated discussion of culture and perceptions
- New section on *Financial Decision Making* and how it informs to understand recent and current crises
- New Experiential Exercise
- New *Point–Counterpoint* (Checklists Lead to Better Decisions)
- New *An Ethical Choice* (Whose Ethical Standards to Follow?)
- New *Case Incident* (Computerized Decision Making)
- Updated *Case Incident* (Predictions That Didn’t Quite Pan Out)

Chapter 7: Motivation Concepts

- Entirely new *Opening Vignette* (The Motivations of the 99ers)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“The Support of Others Improves Our Chances of Accomplishing Our Goals”)
- New material on psychological need theories
- Increased discussion of employee engagement
- Updates to the discussion on goal-setting theory
- New perspectives on equity and organizational justice
- New *Point–Counterpoint* (Fear Is a Powerful Motivator)
- New *An Ethical Choice* (Motivated to Behave Unethically)
- New *Case Incident* (It’s Not Fair!)
- Updated *Case Incident* (Bullying Bosses)

Chapter 8: Motivation: From Concepts to Applications

- Entirely new *Opening Vignette* (Motivation Minus the Moolah)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“CEO Pay Can’t Be Measured”)
- Updated discussion of job characteristics
- New coverage of flextime, telecommuting, and related work practices
- Revised discussion of employee empowerment and its effects
- Discussion of innovations in gainsharing practices

- New *Point–Counterpoint* (“If Money Doesn’t Make You Happy, You Aren’t Spending It Right”)
- New *Case Incident* (Bonuses Can Backfire)
- Updated *Case Incident* (Multitasking: A Good Use of Your Time?)

Chapter 9: Foundations of Group Behavior

- Entirely new *Opening Vignette* (To the Clickers Go the Spoils)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Asians Have Less Ingroup Bias Than Americans”)
- New material on dysfunctional behavior in teams
- Discussion of minority influence on group decision making
- Introduces material on team mental models
- Updated information on group decision errors and groupthink
- New information on international variations in group behavior
- New *Point–Counterpoint* (Affinity Groups Fuel Business Success)
- New *An Ethical Choice* (Should You Use Group Peer Pressure?)
- New *Case Incident* (Negative Aspects of Collaboration?)
- Updated *Case Incident* (Herd Behavior and the Housing Bubble [and Collapse])

Chapter 10: Understanding Work Teams

- Entirely new *Opening Vignette* (Killing bin Laden)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Teams Work Best Under Angry Leaders”)
- Updated discussion of strategies to improve team performance
- Review of research on team decision-making strategies
- New perspectives on creativity in teams
- New material on team proactivity
- Presents new literature on work teams in international contexts
- New *Point–Counterpoint* (We Can Learn Much about Work Teams from Studying Sports Teams)
- New *An Ethical Choice* (Using Global Virtual Teams as an Environmental Choice)
- New *Case Incident* (Why Don’t Teams Work Like They’re Supposed To?)
- Updated *Case Incident* (Multicultural Multinational Teams at IBM)

Chapter 11: Communication

- Entirely new *Opening Vignette* (Goldman Rules)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“We Know What Makes Good Liars Good”)
- New section on *Social Networking*
- New section on *Persuasive Communication* strategies
- Discussion of how to frame messages for maximum impact
- Discussion of the effects of authority, expertise, and liking on communication effectiveness
- Updated discussion of body language in communication
- Introduces new ideas about the effects of electronic communications
- New *Point–Counterpoint* (Social Networking Is Good Business)
- New *An Ethical Choice* (The Ethics of Gossip at Work)
- New *Case Incident* (Using Social Media to Your Advantage)
- Updated *Case Incident* (Should Companies That Fire Shoot First?)

Chapter 12: Leadership

- Entirely new *Opening Vignette* (Making Google’s Leaders)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Power Helps Leaders Perform Better”)
- Expanded discussion of leader effects on employee attitudes
- New perspectives on culture and leadership
- New material regarding emotional intelligence and leadership
- Increased consideration of contemporary theories of leadership
- Consideration of “servant leadership”
- Discussion of how leaders can increase employee creativity
- New *Point–Counterpoint* (Heroes Are Made, Not Born)
- New *An Ethical Choice* (Do Leaders Have a Responsibility to Protect Followers?)
- New *Case Incident* (Leadership Mettle Forged in Battle)
- Updated *Case Incident* (Leadership Factories)

Chapter 13: Power and Politics

- Entirely new *Opening Vignette* (Appearances Can Be Deceiving)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Corporate Political Activity Pays”)
- Coverage of latest research on influence tactics
- Revised discussion of sexual harassment
- Updated discussion of political behavior in organizations
- Revision to international issues in power and politics
- New *Point–Counterpoint* (Power Corrupts People)
- New *An Ethical Choice* (Should All Sexual Behavior Be Prohibited at Work?)
- New *Case Incident* (Delegate Power, or Keep it Close?)
- Updated *Case Incident* (The Persuasion Imperative)

Chapter 14: Conflict and Negotiation

- Entirely new *Opening Vignette* (No Conflict at the Post Office. . . Is That Good?)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Communicating Well Is More Important in Cross-Cultural Negotiations”)
- Updated material on gender and negotiation styles
- New material on individual differences in negotiation styles
- Discussion of emotions in negotiation
- New information on suspicion and deception in negotiation
- Updates to discussion on conflict and conflict management processes
- New *Point–Counterpoint* (Player–Owner Disputes Are Unnecessary)
- New *An Ethical Choice* (Using Empathy to Negotiate More Ethically)
- New *Case Incident* (Choosing Your Battles)
- Updated *Case Incident* (Mediation: Master Solution to Employment Disputes?)

Chapter 15: Foundations of Organization Structure

- Entirely new *Opening Vignette* (Dismantling a Bureaucracy)
- New feature: **gLOBALIZATION!**
- New *Myth or Science?* (“Employees Resent Outsourcing”)
- Latest research on boundaryless organizations and their functioning
- Discussion of technology’s influence on organizational structure

- Updated review of the relationship between organizational structure and attitudes
- New *An Ethical Choice* (Downsizing with a Conscience)
- New *Case Incident* (Creative Deviance: Bucking the Hierarchy?)
- Updated *Case Incident* (Siemens' Simple Structure—Not)

Chapter 16: Organizational Culture

- Entirely new *Opening Vignette* (Ursula M. Burns and the Culture of Xerox)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Employees Treat Customers the Same Way the Organization Treats Them”)
- New review of basic issues in organizational culture and subcultures
- Enhanced discussion of ethical culture
- Review of culture and organizational performance
- Revised discussion of organizational socialization practices and outcomes
- New *Point–Counterpoint* (Organizations Should Strive to Create a Positive Organizational Culture)
- New *An Ethical Choice* (Designing a Culture of Ethical Voice)
- New *Case Incident* (Did Toyota's Culture Cause Its Problems?)
- Updated *Case Incident* (Mergers Don't Always Lead to Culture Clashes)

Chapter 17: Human Resource Policies and Practices

- Entirely new *Opening Vignette* (Testing NFL Quarterbacks)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Work Is Making Us Fat”)
- Discussion of the implications of the Great Recession
- New material on legal issues
- Updated discussion of the effects of high performance work practice on employee attitudes and behavior
- Expanded discussion of the effects of staffing decisions on employee turnover
- New section on *Job Performance and Workplace Civility*
- New material related to performance appraisals and rater goals
- New *Point–Counterpoint* (Social Media Is a Great Source of New Hires)
- New *An Ethical Choice* (Recruiting the Unemployed)
- New *Case Incident* (The End of the Performance Appraisal?)
- Updated *Case Incident* (Job Candidates Without Strong SAT Scores Need Not Apply)

Chapter 18: Organizational Change and Stress Management

- Entirely new *Opening Vignette* (Sweet Changes at Cadbury?)
- New feature: **gLOBalization!**
- New *Myth or Science?* (“Men Experience More Job Stress Than Women”)
- Updated review of research on individual readiness for organizational change
- Discussion of maladaptive behavioral response to stress at work
- Updated discussion of coping strategies
- Implications of the stress-health relationship
- New *Point–Counterpoint* (Responsible Managers Relieve Stress on Their Employees)
- New *An Ethical Choice* (Responsibly Managing Your Own Stress)
- New *Case Incident* (Starbucks Returns to Its Roots)
- Updated *Case Incident* (The Rise of Extreme Jobs)

Teaching and Learning Support

MyManagementLab (www.mymanagementlab.com) is an easy-to-use online tool that personalizes course content and provides robust assessment and reporting to measure student and class performance. All the resources you need for course success are in one place—flexible and easily adapted for your course experience.

Instructor's Resource Center

At www.pearsonhighered.com/irc, instructors can access a variety of print, digital, and presentation resources available with this text in downloadable format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content on your campus server.

If you need assistance, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit 247pearsoned.custhelp.com for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available to adopting instructors (for detailed descriptions, please visit www.pearsonhighered.com/irc):

- Instructor's Manual—updated and revised to provide ideas and resources in the classroom.
- Test Item File—Revised and updated to include questions that require students to apply the knowledge that they've read about in the text through Learning Objectives and Learning Outcomes. Questions are also tagged to reflect the AACSB Learning Standards.
- TestGen Test Generating Software—Test management software that contains all material from the Test Item File. This software is completely user-friendly and allows instructors to view, edit, and add test questions with just a few mouse clicks. All of our TestGens are converted for use in Blackboard and WebCT and are available for download from www.pearsonhighered.com/irc.
- PowerPoint Presentation—A ready-to-use PowerPoint slideshow designed for classroom presentation. Use it as is, or edit content to fit your individual classroom needs.
- Image Library—includes all the charts, tables, and graphs that are found in the text.

Videos on DVD

Adopters can access the 48 videos on the 2013 Organizational Behavior Video Library DVD. These videos have been produced to depict real-world OB issues and give students a taste of the multi-faceted nature of OB in real companies.

Learning Management Systems

BlackBoard and WebCT Course Cartridges are available for download from www.pearsonhighered.com/irc. These standard course cartridges contain the Instructor's Manual, TestGen, Instructor PowerPoints, and when available, Student PowerPoints and Student Data Files.

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A hallmark of the Robbins series, S.A.L. is a unique learning tool that allows you to assess your knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. Self-assessments have been integrated into each chapter, including a self-assessment at the beginning of each chapter. S.A.L. helps students better understand their interpersonal and behavioral skills as they relate to the theoretical concepts presented in each chapter.

Highlights

- **69 research-based self-assessments**—All 69 instruments of our collection are from sources such as *Journal of Social Behavior and Personality*, *Harvard Business Review*, *Organizational Behavior: Experiences and Cases*, *Journal of Experimental Education*, *Journal of Applied Measurement*, and more.
- **Work-life and career focused**—All self-assessments are focused to help individuals better manage their work lives or careers. Organized in four parts, these instruments offer you one source from which to learn more about yourself.
- **Choice of formats**—The Prentice Hall Self-Assessment Library is available in CD-ROM, online, or print format.
- **Save feature**—Students can take the self-assessments an unlimited number of times, and they can save and print their scores for class discussion.
- **Scoring key**—The key to the self-assessments has been edited by Steve Robbins to allow students to quickly make sense of the results of their score.
- **Instructor's manual**—An *Instructor's Manual* guides instructors in interpreting self-assessments and helps facilitate better classroom discussion.