12th edition

ORGANIZATIONAL BEHAVIOR

John R. Schermerhorn, Jr. | Ohio University
Richard N. Osborn | Wayne State University
Mary Uhl-Bien | University of Nebraska
James G. Hunt | Texas Tech University

WILEY John Wiley & Sons, Inc.

brief contents

part 1 Organizational Behavior Today

1 Introducing Organizational Behavior 3

part 2 Individual Behavior and Performance

2 Individual Differences, Values, and Diversity 25
3 Emotions, Attitudes, and Job Satisfaction 53
4 Perception, Attribution, and Learning 75
5 Motivation Theories 101
6 Motivation and Performance 121

part 3 Teams and Teamwork

7 Teams in Organizations 145
8 Teamwork and Team Performance 169
9 Decision Making and Creativity 195
10 Conflict and Negotiation 219

part 4 Influence Processes and Leadership

11 Communication and Collaboration 241
12 Power and Politics 263
13 Leadership Essentials 291
14 Leadership Challenges and Organizational Change 319

part 5 Organizational Context

15 Organizational Culture and Innovation 347
16 Organizational Goals and Structures 373
17 Strategy, Technology, and Organizational Design 399

OB Skills Workbook

Learning Style Inventory W-9
Student Leadership Practices Inventory W-13
Self-Assessment Portfolio W-33
Team and Experiential Exercises W-55
Cases for Critical Thinking W-99

OB Module Online

Research Methods in OB

part 1 Organizational Behavior Today

1 Introducing Organizational Behavior 3

Introducing Organizational Behavior 4
- Why Organizational Behavior Is Important 4
- Scientific Foundations of Organizational Behavior 4
- Organizational Behavior in a Changing World 6

Organizations as Work Settings 8
- Organizational Behavior in Context 9
- Organizational Environments and Stakeholders 9
- Diversity and Multiculturalism 10

Management and Leadership 11
- Managerial Activities and Roles 12
- Managerial Skills 13
- Leadership in Organizations 14
- Ethical Management and Leadership 16

Learning about Organizational Behavior 17
- Learning from Experience 18
- Learning Styles 18
- Learning Guide to *Organizational Behavior 12/E* 19

Chapter 1 Study Guide 20

part 2 Individual Behavior and Performance

2 Individual Differences, Values, and Diversity 25

Individual Differences 26
- Self-Awareness and Awareness of Others 26
- Components of Self 26
- Nature versus Nurture 27

Personality 29
- Big Five Personality Traits 29
- Social Traits 29
- Personal Conception Traits 31
- Emotional Adjustment Traits 34

Personality and Stress 35
- Sources of Stress 35
- Outcomes of Stress 36
- Managing Stress 37

Values 38
- Sources of Values 38
- Personal Values 39
- Cultures Values 40

Diversity 42
- Importance of Diversity 42
- Types of Diversity 42
- Challenges in Managing Diversity 47

Chapter 2 Study Guide 48

3 Emotions, Attitudes, and Job Satisfaction 53

Understanding Emotions and Moods 54
- The Nature of Emotions 54
- Emotional Intelligence 54
- Types of Emotions 56
- The Nature of Moods 56

How Emotions and Moods Influence Behavior 57
- Emotion and Mood Contagion 58
- Emotional Labor 58
- Cultural Aspects of Emotions and Moods 59
- Emotions and Moods as Affective Events 60

How Attitudes Influence Behavior 60
- Components of Attitudes 61
- Linking Attitudes and Behavior 62
- Attitudes and Cognitive Consistency 62
- Types of Job Attitudes 62

Job Satisfaction and Its Importance 63
- Components of Job Satisfaction 64
- Job Satisfaction Trends 65
- How Job Satisfaction Influences Work Behavior 66
- Linking Job Satisfaction and Job Performance 67

Chapter 3 Study Guide 70

4 Perception, Attribution, and Learning 75

The Perception Process 76
- Factors Influencing Perception 76
- Information Processing and the Perception Process 78
- Perception, Impression Management, and Social Media 80

Common Perceptual Distortions 81
- Stereotypes 81
- Halo Effects 83
- Selective Perception 83
- Projection 84

Contrast Effects 84
Self-Fulfilling Prophecies 85
Perception, Attribution, and Social Learning 86
Importance of Attributions 86
Attribution Errors 87
Attribution and Social Learning 87
Learning by Reinforcement 89
Operant Conditioning and the Law of Effect 89
Positive Reinforcement 90
Negative Reinforcement 94
Punishment 94
Extinction 94
Reinforcement Pros and Cons 95
Chapter 4 Study Guide 95

5 Motivation Theories 101
What Is Motivation? 102
Motivation Defined 102
Types of Motivation Theories 102
Needs Theories of Motivation 103
Hierarchy of Needs Theory 103
ERG Theory 104
Acquired Needs Theory 104
Two-Factor Theory 106
Equity Theory of Motivation 107
Equity and Social Comparisons 107
Equity Theory Predictions and Findings 108
Equity and Organizational Justice 109
Expectancy Theory of Motivation 111
Expectancy Terms and Concepts 111
Expectancy Theory Predictions 111
Expectancy Implications and Research 112
Goal-Setting Theory of Motivation 112
Motivational Properties of Goals 113
Goal-Setting Guidelines 113
Goal Setting and the Management Process 115
Chapter 5 Study Guide 116

6 Motivation and Performance 121
Motivation and Rewards 122
Integrated Model of Motivation 122
Intrinsic and Extrinsic Rewards 122
Pay for Performance 124
Motivation and Performance Management 127
Performance Management Process 127
Performance Measurement Methods 128
Performance Measurement Errors 131
Motivation and Job Design 131
Scientific Management 132
Job Enlargement and Job Rotation 133
Job Enrichment 133
Job Characteristics Model 134
Alternative Work Schedules 136
Compressed Workweeks 137
Flexible Working Hours 137
Job Sharing 138
Telecommuting 138
Part-Time Work 138
Chapter 6 Study Guide 139

part 3 Teams and Teamwork

7 Teams in Organizations 145
Teams in Organizations 146
Teams and Teamwork 146
What Teams Do 147
Organizations as Networks of Teams 147
Cross-Functional and Problem-Solving Teams 149
Self-Managing Teams 150
Virtual Teams 151
Team Effectiveness 152
Criteria of an Effective Team 152
Synergy and Team Benefits 153
Social Facilitation 153
Social Loafing and Team Problems 153
Stages of Team Development 156
Forming Stage 156
Storming Stage 156
Norming Stage 157
Performing Stage 157
Adjourning Stage 158
Understanding Teams at Work 158
Open Systems Model of Teams 158
Team Resources and Setting 159
Nature of the Team Task 160
Team Size 160
Membership Composition of the Team 161
Diversity and Team Performance 162
Team Processes 164
Chapter 7 Study Guide 164

8 Teamwork and Team Performance 169

High Performance Teams 170
- Characteristics of High-Performance Teams 170
- The Team-Building Process 171
- Team-Building Alternatives 172

Improving Team Processes 173
- Entry of New Members 174
- Task and Maintenance Leadership 174
- Roles and Role Dynamics 175
- Team Norms 176
- Team Cohesiveness 179
- Inter-Team Dynamics 180

Improving Team Communications 182
- Communication Networks 183
- Proxemics and Use of Space 184
- Communication Technologies 184

Improving Team Decisions 185
- Ways Teams Make Decisions 185
- Assets and Liabilities of Team Decisions 187
- Groupthink Symptoms and Remedies 188
- Team Decision Techniques 189

Chapter 8 Study Guide 190

9 Decision Making and Creativity 195

The Decision-Making Process 196
- Steps in Decision Making 196
- Ethical Reasoning and Decision Making 197
- Types of Decisions 200
- Decision Environments 201
- Risk Management in Decision Making 202

Decision-Making Models 202
- Classical Decision Model 203
- Behavioral Decision Model 203
- Systematic and Intuitive Thinking 204

Decision-Making Traps and Issues 205
- Judgmental Heuristics 205
- Decision Biases 206
- Knowing When to Decide 206
- Knowing Who to Involve 207
- Knowing When to Quit 209

Creativity in Decision Making 211
- Stages of Creative Thinking 211
- Personal Creativity Drivers 212
- Team Creativity Drivers 212

Chapter 9 Study Guide 214

10 Conflict and Negotiation 219

Conflict in Organizations 220
- Types of Conflict 220
- Levels of Conflict 220
- Functional and Dysfunctional Conflict 222
- Culture and Conflict 223

Conflict Management 224
- Stages of Conflict 224
- Hierarchical Causes of Conflict 225
- Contextual Causes of Conflict 225
- Indirect Conflict Management Strategies 226
- Direct Conflict Management Strategies 228

Negotiation 230
- Negotiation Goals and Outcomes 230
- Ethical Aspects of Negotiation 232
- Organizational Settings for Negotiation 232

Negotiation Strategies 232
- Approaches to Distributive Negotiation 233
- How to Gain Integrative Agreements 234
- Common Negotiation Pitfalls 235
- Third-Party Roles in Negotiation 235

Chapter 10 Study Guide 237

part 4 Influence Processes and Leadership

11 Communication and Collaboration 241

The Nature of Communication 242
- The Communication Process 242
- Feedback and Communication 243
- Nonverbal Communication 244

Interpersonal Communication 245
- Communication Barriers 245
- Active Listening 246
- Cross-Cultural Communication 248

Organizational Communication 251
- Communication Channels 251
- Communication Flows 252
- Status Effects 255

Collaborative Work Environments 255
- Collaboration Technologies 255
- Interactional Transparency 256
- Supportive Communication Principles 257

Chapter 11 Study Guide 258

12 Power and Politics 263

Power and Influence 264
- Interdependence, Legitimacy, and Power 264
- Obedience 265
- Acceptance of Authority and the Zone of Indifference 266

Sources of Power and Influence 268
- Position Power 268
- Personal Power 270
- Power and Influence Capacity 272
- Relational Influence Techniques 274

Empowerment 275
- Keys to Empowerment 275
- Power as an Expanding Pie 276
- From Empowerment to Valuing People 277

Organizational Politics 278
- Traditions of Organizational Politics 278
- Politics of Self-Protection 281
- Politics and Governance 283

Chapter 12 Study Guide 286

13 Leadership Essentials 291

Leadership 292
- Managers versus Leaders 292
- Trait Leadership Perspectives 293
- Behavioral Leadership Perspectives 294

Situational Contingency Leadership 296
- Fiedler's Leadership Contingency View 296
- Path-Goal View of Leadership 300
- Hersey and Blanchard Situational Leadership Model 301
- Substitutes for Leadership 304

Follower-Centered Approaches 305
- Implicit Leadership Theories (ILTs) 305
- Implicit Followership Theories 307

Inspirational and Relational Leadership Perspectives 309
- Charismatic Leadership 309
- Transactional and Transformational Leadership 310
- Leader–Member Exchange Theory 313

Chapter 13 Study Guide 314

14 Leadership Challenges and Organizational Change 319

Moral Leadership 320
- Authentic Leadership 320
- Spiritual Leadership 320
- Servant Leadership 322
- Ethical Leadership 323

Shared Leadership 324
- Shared Leadership in Work Teams 324
- Shared Leadership and Self-Leadership 326

Leadership across Cultures 327
- The GLOBE Perspective 328
- Leadership Aspects and Culture 329
- Culturally Endorsed Leadership Matches 330
- Universally Endorsed Aspects of Leadership 331

Leading Organizational Change 332
- Contexts for Leadership Action 332
- Leaders as Change Agents 335
- Planned Change Strategies 338
- Resistance to Change 339

Chapter 14 Study Guide 342

part 5 Organizational Context

15 Organizational Culture and Innovation 347

Organizational Culture 348
- Functions of Organizational Culture 348
- Subcultures and Countercultures 350
- National Culture and Corporate Culture 351

Understanding Organizational Cultures 353
- Layers of Cultural Analysis 353
- Stories, Rites, Rituals, and Symbols 354
- Cultural Rules and Roles 355
- Shared Values, Meanings, and Organizational Myths 356

Innovation in Organizations 360
- The Process of Innovation 361
- Product and Process Innovations 362
- Balancing Exploration and Exploitation 364

Managing Organizational Culture and Innovation 365
- Management Philosophy and Strategy 365
- Building, Reinforcing, and Changing Culture 366
- Tensions Between Cultural Stability and Innovation 367

Chapter 15 Study Guide 368

16 Organizational Goals and Structures 373

Organizational Goals 374
- Societal Goals 374

Output Goals 375
Systems Goals 375
Hierarchy and Control 377
Organizations as Hierarchies 377
Controls Are a Basic Feature 380
Centralization and Decentralization 383
Organizing and Coordinating Work 384
Traditional Types of Departments 385
Coordination 388
Bureaucracy and Beyond 392
Mechanistic Structures and the Machine Bureaucracy 392
Organic Structures and the Professional Bureaucracy 393
Hybrid Structures 393
Chapter 16 Study Guide 394

17 **Strategy, Technology, and Organizational Design** 399
Strategy and Organizational Learning 400
Strategy 400
Organizational Learning 401
Linking Strategy and Organizational Learning 403
Strategy and Organizational Design 404
Organizational Design and Strategic Decisions 404
Organizational Design, Age, and Growth 405
Smaller Size and the Simple Design 406
Technology and Organizational Design 408
Operations Technology and Organizational Design 408
Adhocracy as a Design Option for Innovation and Learning 409
Information Technology and Organizational Design 411
Environment and Organizational Design 413
Environmental Complexity 414
Using Networks and Alliances 415
Strategic Leadership of the Whole Organization 416
Strategic Leadership and the Challenges at Multiple Levels 416
Developing a Top-Management Team 417
Using Top-Management Leadership Skills 419
Chapter 17 Study Guide 421

OB Skills Workbook W-1
Learning Style Inventory W-9
Student Leadership Practices Inventory W-13
Self-Assessment Portfolio W-33
Team and Experiential Exercises W-55
Cases for Critical Thinking W-99

Glossary G-1
Self-Test Answers ST-1
Notes N-1
Photo Credits PC-1
Organization Index OI-1
Name Index NI-1
Subject Index SI-1