

Eighth Edition

ORGANIZATIONAL BEHAVIOR

CONCEPTS ♦ CONTROVERSIES ♦ APPLICATIONS

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My publisher tells me that since its fifth edition this book has continually been the number-one-selling organizational behavior (OB) textbook in the United States and worldwide. Confirming the trend toward globalization of markets, this book actually sells more copies each year outside the U.S. than inside. For instance, the last edition (and its adaptations or translations) was the market leader in Australia, Hong Kong, Malaysia, the Philippines, India, Mexico, Brazil, Central America, and Scandinavia.

The previous comments, however, relate to the *past* editions. I expect you're more interested in what's in *this* edition. Therefore, let me highlight those features that adopters continue to tell me they like (and have been retained in this revision) as well as what's new.

Retained from the Previous Edition

- ◆ *Three-level model of analysis.* The book continues to organize OB around three levels of analysis. We begin with individual behavior and then move on to group behavior. Finally, we add the organization system to capture the full complexity of organizational behavior.
- ◆ *Writing style.* This text continues to present concepts in a clear and straight-forward manner. Considerable effort is made to carefully



explain complex topics and to illustrate application through extensive use of examples.

- ◆ *Comprehensive literature coverage.* This book is regularly singled out for its comprehensive and up-to-date coverage of OB—from both academic journals as well as business periodicals. For instance, this book had a chapter on conflict in 1979 and a chapter on organizational culture in 1983. Additionally, it was one of the first OB books to include the topics of diversity, globalization, power and politics, negotiation, socialization, the demise of bureaucracy, the virtual organization, the bi-modal workforce, and the importance of building trust.
- ◆ *Pedagogy.* The eighth edition continues the tradition of providing the most complete assortment of pedagogy available in any OB book. This includes review and discussion questions, point-counterpoint debates, individual and group exercises, ethical dilemma exercises, case incidences and video cases, and an integrative part-ending case.

New to the Eighth Edition

Continuing the history of leadership in the market, users of previous editions will notice several significant changes.

- ◆ *First*, the material that previously was included in a separate chapter—“Responding to Global and Cultural Diversity”—has now been integrated throughout the text. As illustrated in Exhibit A,



you'll find discussions of ethics, workforce diversity, and globalization covered in most chapters. This change is in keeping with my efforts at integrating issues rather than leaving them as isolated topics.

- ◆ *Second*, this edition represents the first attempt in organizational behavior texts to fully integrate technology. Each copy of OB 8/E includes a CD-ROM containing the text and video shot specifically for this text. In addition, there is an Internet connection to a text-specific web site **<http://www.prenhall.com/robbinsorgbeh>**. There students can find an interactive study guide, links to additional organizational behavior sites, and up-to-date news articles linked to their texts.

As with the last edition, the text will be supported by **PHLIP**—Prentice Hall's Learning on the Internet Partnership—a faculty support web site featuring Instructor's Manual, PowerPoint slides, current news articles, and links to related Internet sites.

- ◆ *Third*, based on the success of the ABC News videos (which have been retained and revised) we are introducing "On Location" videos. These are customized video cases shot specifically for this text, and intended to clearly demonstrate organizational behavior principles as they appear in real companies. **The Knitting Factory**, a small New York City based music label, is the featured company. Its global network and reliance on technology for rapid growth present interesting examples of individual, group, and organizational issues and concepts discussed in the text. These



Exhibit P-1 Integrative Topics (with specific page references)

Chapter	Ethics	Diversity	Globalization
1	17–18, 32	13–14, 32–34	12–13
2		42–45	65–66
3	103, 117–19, 120, 126–27		116–17, 120
4	137	149–50	138, 140
5			167, 192–93
6	231–32	224	208, 210, 214, 217–18, 231
7		261–63, 264	261
8		299–300	294–96
9		330–32, 342–43	309–10, 315, 330, 332–34, 341–42
10	384–85	377–78	351–53, 382–83
11	422–23	395–96, 408–10, 430–31	395–96
12		445–47, 454	454–55
13	510–11		496
14	548–49		
15	575, 589–90	559, 561, 580–83, 590	558, 579–80, 586, 587
16	618	602	593–94, 600–01, 604
17			625–26, 637, 651–52, 671–72
Appendixes	A-2, A-23		

videos can be accessed on the enclosed CD-ROM and are also available on VHS for classroom use.

- ◆ *Fourth*, the entire research base from the seventh edition has been reviewed and updated for this edition.
- ◆ *Finally*, there are numerous changes and additions to many of the chapters. The most significant is the movement of stress management from the chapter on work design (old chapter 15) to the concluding chapter on organizational change (new chapter 17). The following list highlights what's new in OB, 8e:

Chapter 2: Foundations of Individual Behavior. New “Concepts to Skills” box on effective discipline skills.

Chapter 3: Perception and Individual Decision Making. Additional material on creativity in decision making, revised decision-making material emphasizing behavioral decision-making literature, and additional material on heuristics and decision-making styles.

Chapter 4: Values, Attitudes, and Job Satisfaction. Material on international cultural differences now included in this chapter and new material added on genetic influences on job satisfaction.

Chapter 6: Motivation: From Concepts to Applications. New material on employee recognition programs and on the challenges in motivating low-skilled service workers and people doing highly repetitive tasks.

Chapter 10: Leadership. New material on visionary leadership and team leadership, and on whether there is a moral dimension to leadership.

Chapter 14: Work Design. New section added on physical working conditions and work space design, and new material on team-based work design.

Chapter 15: Human Resource Management. New material on basic literacy training and on individualizing training; revised career development material, which reflects new emphasis on self-managed careers; and a new section on managing diversity.

Chapter 16: Organizational Culture. New “Concepts to Skills” box on reading an organization’s culture.

Chapter 17: Organizational Change and Stress Management. New material on culture’s effect on change efforts.

Glossary/Subject Index. The newly created “Glindex” integrates the subject index and the glossary. This now provides a one-stop location for finding and defining key terms and concepts.

Acknowledgments

A number of colleagues have been kind enough to review this revised edition and offer suggestions for improvement. I thank the following for their insights:

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Regardless of how good the manuscript is that I turn in, it's only three or four floppy disks until my friends at Prentice Hall swing into action. Then PH's crack team of editors, production personnel, designers, marketing specialists, and sales representatives turn those couple of million digital characters into a bound textbook and see that it gets into faculty and students' hands. My thanks on this project go to David Shafer, Natalie Anderson, Jim Boyd, Sandy Steiner, Bill Oldsey, Stephanie Johnson, Judy Leale, Ann France, Christopher Stogdill, Lisamarie Brassini, Nancy Moudry, Teri Stratford, and all my friends at Prentice-Hall of Canada, Prentice Hall of Australia, Prentice Hall Hispanoamericana, Prentice Hall of Brazil, Prentice Hall of India, and Simon & Schuster Asia who have been so supportive of this book over its many editions.

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A special thank you is extended to Rob Panco. Rob's openness and honesty continues to make this book's integrative case a unique feature among OB texts.

Finally, I want to acknowledge my wife, Laura Ospanik. Writing is a demanding activity. It is also something that I do by myself, hidden away in my office, almost every day of the year. Not many wives would understand such self-imposed isolation. As an artist, Laura does, and I want to use this space to publicly thank her for her tolerance and support.

Stephen P. Robbins

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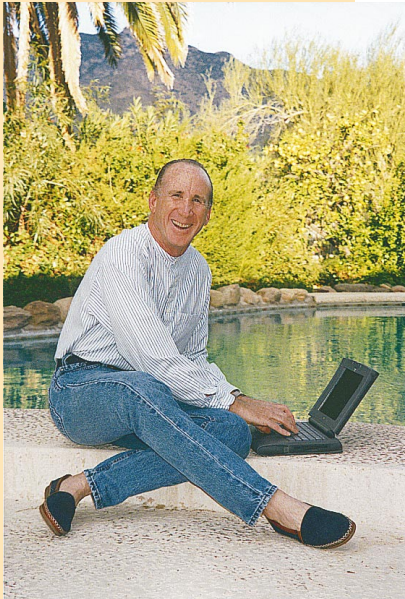


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About the Author

STEPHEN P. ROBBINS received his Ph.D. from the University of Arizona. He previously worked for the Shell Oil Company and Reynolds Metals Company. Since completing his graduate studies, Dr. Robbins has taught at the University of Nebraska at Omaha, Concordia University in Montreal, the University of Baltimore, Southern Illinois University at Edwardsville, and San Diego State University. Dr. Robbins' research interests have focused on conflict, power, and politics in organizations, as well as the development of effective interpersonal skills. His articles on these and other topics have appeared in such journals as *Business Horizons*, the *California Management Review*, *Business and Economic Perspectives*, *International Management*, *Management Review*, *Canadian Personnel and Industrial Relations*, and *The Journal of Management Education*. In recent years, Dr. Robbins has been spending most of his professional time writing textbooks. His other Prentice Hall books include *Managing Today!*, *Management*, 5th edition (with Mary Coulter); *Fundamentals of Management*, 2nd edition (with David De Cenzo); *Essentials of Organizational Behavior*, 5th edition; *Training in InterPersonal Skills*, 2nd edition (with Phillip Hunsaker); *Organization Theory*, 3rd edition; and *Supervision Today!* These books are used at more than 1,000 U.S. colleges and universities, as well as hundreds of



schools in Canada, Australia, New Zealand, Singapore, Hong Kong, Malaysia, China, the Philippine Islands, Mexico, the Netherlands, and Scandinavia.

In Dr. Robbins' "other life," he participates in masters' track competitions. In 1995 he reaffirmed his title of "the world's fastest human—age 50 and over"—by winning the U.S. national indoor championships at 60 meters and 200 meters; winning the U.S. outdoor nationals at 100 meters and 200 meters; and capturing four gold medals (and setting three world records) at the XIth World Veteran Games. At the World Games, he won the 100-meter, 200-meter, and 400-meter dashes, and he anchored the victorious U.S. 4x1 relay team. Robbins was named the outstanding age-40-and-over male track and field athlete of 1995 by the Masters Track and Field Committee of USA Track & Field, the national governing body for athletics in the United States.

