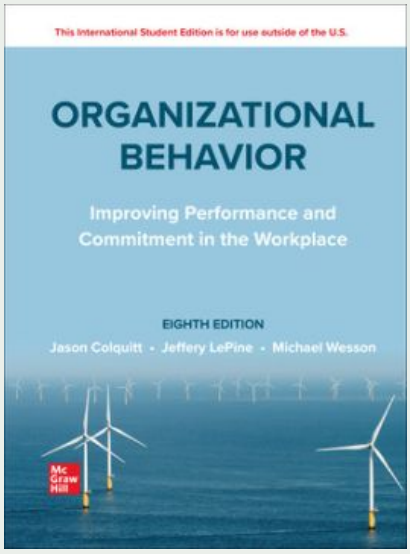
Mc Graw Hill

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LIST OF CHANGES

Organizational Behavior: Improving Performance and Commitment in the Workplace

8th Edition

Jason Colquitt, Jeffery LePine, Michael Wesson

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Colquitt, LePine, and Wesson's, *Organizational Behavior*, 8th edition continues to offer a novel approach that uses an integrative model to illustrate how individual, team, leader, and organizational factors shape employee attitudes—and how those attitudes impact job performance and organizational commitment. This model reminds students where they are, where they've been, and where they're going while elevating two topics that receive less coverage in other books: job performance and organizational commitment. The text also continues to include features that encourage students to see OB concepts playing out all around them, such as OB on Screen, OB at the Bookstore, and OB Assessments.

New to This Edition: The text's wraparound cases, box features, and chapter examples illustrate many of the ways that the COVID-19 pandemic has impacted employees and organizations. Indeed, the Great Resignation that has occurred in the wake of the pandemic illustrates the importance of fostering organizational commitment on the part of employees. The text also addresses other issues salient to the workplace, such as employee activism, social justice, loneliness, and shifts to work-from-home. In addition to the content updates, we've made digital updates in McGraw Hill Connect®, including new click and drag exercises; case analyses; Manager's Hot Seat videos; Self-Assessments; and role-playing Application-Based activities to help keep your students engaged while developing their critical thinking skills.

Take Students Higher

McGraw Hill supports you in moving students from foundational cognitive skills to higher-order thinking and application with a variety of digital content and assignable assets. Within Connect, each asset's alignment to the levels of Bloom's Taxonomy is identified so you can easily assign and receive reporting on student progress. The chart below outlines the asset type and how it aligns to Bloom's Taxonomy.

LOWER → HIGHER

ASSET	DESCRIPTION	REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
SmartBook 2.0	Smartbook 2.0 is an adaptive learning solution that provides personalized learning to individual student needs, continually adapts to pinpoint knowledge gaps and focuses learning on concepts requiring additional study. It fosters more productive learning, takes the guesswork out of what to study, and helps students better prepare for class. Our adaptive reading experience has been made more personal, accessible, productive, and mobile.	■	■				
eBook/ReadAnywhere app	The eBook in Connect is a digital textbook of the course title and is automatically included with student's Connect access at no additional cost. The eBook is a full version of the print textbook and includes resources like content reference sources, highlighting, notes, and term definitions. Student can also use the free ReadAnywhere mobile app for smartphone and tablets to access their eBook offline, so they can study anytime, anywhere, when it's convenient for them.	■	■				
Click and Drag/ Matching/Multiple Choice Activities	These activities help make the connection between theory and application.	■	■	■			
iSeeIt! Videos	These brief, contemporary, and engaging videos offer dynamic, student-centered introductions, illustrations, and animations that guide students through challenging concepts with assignable assessment questions.	■	■	■			
Self-Assessments	These introspective, research-based surveys elicit feedback about oneself to promote student self-awareness and self-reflection.	■	■	■	■		
Case Analyses	A variety of cases, found in most chapters, provide an opportunity for students to delve further into the topical content and read about real-life products and companies. Accompanied by assignable, thought-provoking questions that check students' ability to apply the course material to these scenarios, these case analyses help students foster their critical thinking abilities and develop their workplace-readiness skills.	■	■	■	■	■	
Video Cases	An assortment of short video cases challenge students to analyze concepts as they manifest in real-life products and companies. Accompanied by assignable, thought-provoking questions that check the students' ability to apply the course material to these video cases, they help to develop students' critical thinking abilities and workplace-readiness skills.	■	■	■	■	■	

LOWER → HIGHER

ASSET	DESCRIPTION	REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
Manager's Hot Seat Videos	These videos allow students to assume the role of a manager as they immerse themselves in video-based scenarios in which managers in realistic situations deal with employees and complex issues. Through a series of assignable questions, students will use their critical thinking skills to apply, analyze, and evaluate these managerial challenges while learning from the manager's mistakes.	■	■	■	■	■	
Application-Based Activities	These highly interactive, automatically graded exercises provide students a safe space to practice using problem-solving skills to apply their knowledge to realistic scenarios. Each scenario addresses key concepts and skills that students must use to work through and solve course specific problems, resulting in improved critical thinking and relevant workplace skills. Students take on specific roles to complete an OB-related task within a real-world context. These tasks often involve multiple decision-making paths that students can take as they work to complete the task. Students see the impact of their decisions immediately and feedback is provided all along the way.	■	■	■	■	■	
Video Capture powered by GoReact™	Video Capture powered by GoReact™ is the market leader in recording and grading student presentations and is fully integrated in Connect. Students and instructors can capture video of presentations with ease. With customizable rubrics, time--stamped comments, and visual markers, students will see feedback at exactly the right moment, in context, to help improve their speaking, presentation skills, and confidence.	■	■	■	■	■	■

The Value of Upgrading Connect

- **NEW!** More mobility. Free access to the ReadAnywhere app and a Connect Tablet App allowing student full access to their Connect course to complete assignments, read their eBook, and check their grades just like they would on a laptop browser.
- **NEW!** Integration of Proctorio provides remote proctoring, browser-locking capabilities, and verification options.
- **NEW!** More instructor flexibility in assigning content & creating review assignments personalized to students' weakest areas.
- **NEW!** Writing Assignment tool.
- Accessibility enhancements to ensure new content and technology follows the WCAG version 2.1 AA guidelines and best practices. Some examples of enhancements include alt descriptions added to eBook for screen reader users, increased accessibility to the presentation PowerPoint, and read-aloud functionality added to SmartBook.
- More advanced student and class reporting capabilities.
- World-class reliability with 99.9% platform uptime.
- Option for students to purchase a loose-leaf version of the text at a significant discount.

And our new partnership with the Online Learning Consortium (OLC) provides an even higher level of expertise and support when transitioning your course.



Chapter-by-Chapter Changes

- ***Chapter 1: What Is Organizational Behavior?—***This chapter opens with a new wraparound case on Google. The case describes how the organization uses data to inform all of its people-related decisions. In particular, the case describes how one group at Google undertook a research study to see whether managers matter—whether better managers are associated with less employee turnover and better employee attitudes. The OB at the Bookstore feature is now *Think Again*, which describes how "rethinking" can be vital for adaptability, innovation, and wisdom.

- ***Chapter 2: Job Performance***—This chapter features a new wraparound case on Uber, which describes how and why the company changed the way it evaluates the job performance of its regular employees. In light of an EEOC lawsuit, and bad press regarding the company's toxic culture, Uber abandoned its stack ranking system in favor of a system that emphasizes concrete goals related to both job responsibilities and doing good for others inside and outside the organization. Our OB at the Bookstore feature has been changed to *Feedback (and Other Dirty Words)*. This book describes challenges of providing feedback and provides examples of ways to improve feedback between managers and employees. *Ad Astra*, which provides a vivid illustration of how the different aspects of job performance do not always go hand in hand, is the new OB on Screen feature. The chapter includes updated information on the decline of stack ranking systems, and the rise of social media–based performance management systems (social performance management). The chapter now also discusses "gig work" and the implications to job performance.

- ***Chapter 3: Organizational Commitment***—Amazon serves as the new wraparound case in this edition, spotlighting the tensions that have simmered between the company and its employees, even as it took an outsized role in people's lives during the pandemic. The case also describes the increased activism evidenced by Amazon employees, and how such activism impacts employee commitment. This edition's OB on Screen feature is *Nomadland*, which illustrates the transient life sometimes lead by part-time and seasonal employees—including the kinds who work for Amazon. The new OB at the Bookstore feature is *Lonely Century*, which describes the epidemic of loneliness that has gripped many in society—especially when the pandemic triggered more isolation from one's colleagues.

- ***Chapter 4: Job Satisfaction***—This chapter's new wraparound case highlights Hilton. Hilton does a number of things to keep its employees satisfied, including improving uniforms, updating break rooms, offering opportunities for education and development, and supporting furloughed employees during the pandemic. The OB on Screen selection is *Working Man*, which depicts a man who continues to go to work in his plastics factory even after its shuts down—just because it offers a sense of purpose. The OB at the Bookstore selection is *Joy at Work*, which applies Marie Kondo's system of "tidying" to work. The book illustrates how a decluttering of physical and digital objects allows for the experience of more joy in the workplace.

- ***Chapter 5: Stress***—General Motors is featured in the new wraparound case for this chapter. Employees at General Motors, one of the largest and most successful vehicle manufacturers in the world, face a number of stressful job demands. The case describes programs the company uses to help employees cope with these demands. Our OB on Screen feature has been changed to *The Lighthouse*, which provides a chilling example of an ineffective means of coping with stress. *Overload* is our new OB at the Bookstore feature. The book's authors describe how strategies people typically use to deal with a high workload are actually not effective in reducing stress and enhancing well-being.

- ***Chapter 6: Motivation***—This chapter opens with a new wraparound case on Netflix. The case describes the hard-driving culture at Netflix, which can be described with the phrase "we give adequate performers a generous severance package." The case describes how Netflix

implements that culture day-to-day on the job, and the implications of such experiences for motivation. This edition's OB on Screen feature focuses on the interplay of motivation and ability using *1917*, where a British general needs to get a message to a distant battalion that's headed into a trap. He does so by identifying a soldier who's good with maps—and has a brother in that battalion. The OB at the Bookstore focuses on *Atomic Habits*, which lays out the importance of small habits as the building blocks of long-term results. The discussion of habits applies many principles from the scientific study of motivation.

- ***Chapter 7: Trust, Justice, and Ethics***—Ben & Jerry's serves as the new wraparound case for the revised chapter. The ice cream maker has a long-established reputation for corporate activism and engagement. In particular, the case illustrates how Ben & Jerry's responded to the protests surrounding racial justice, and also how it grapples with ethical issues pertaining to its business. *21 Bridges* is the new OB on Screen selection for the chapter. The film illustrates the trust dynamics that emerge when a collection of law enforcement and government personnel must make quick decisions when trying to apprehend two suspects on the run.

- ***Chapter 8: Learning and Decision Making***—Chobani's unique learning culture and the use of refugees and immigrants to drive its plants serves as the new wraparound case in this edition. The case describes how Chobani faces challenges by focusing so much on its community to fill out its workforce. A new OB at the Bookstore feature highlights the best-selling *Upstream* by Dan Heath and how often we fail to identify the correct problem before coming up with solutions in decision making. *Tenet* is the chapter's OB on Screen selection and focuses on the development of expertise. The chapter also includes a number of research updates as well as several new company examples such as Nextdoor.

- ***Chapter 9: Personality and Cultural Values***—This chapter's new wraparound case is focused on Bridgewater Associates—the largest and most profitable hedge fund in the world. The case describes how the company uses assessments to create "baseball cards" that represent employees' personality traits. The data on employees' baseball cards then get updated, using an iPad app, as their behaviors are observed by others during meetings. *Soul* is the chapter's OB on Screen selection. The film shows what happens in The Great Before, when new souls are given personality traits by the counselors who work there—before those souls go on to inhabit newborn babies. That conceit becomes an interesting metaphor for the genetic basis of personality.

- ***Chapter 10: Ability***—This chapter's new wraparound case features PepsiCo. The case describes how PepsiCo relies on artificial intelligence to augment the abilities of its employees. *Chatter* is our OB at the Bookstore feature for this edition. The author of this book outlines a set of tools people can use to manage the cycle of dysfunctional thoughts and emotions that can thwart our ability to cope effectively. The movie for our new OB on Screen feature is *Knives Out*. This film illustrates how a detective uses a range of cognitive abilities to solve a complicated crime.

- ***Chapter 11: Teams: Characteristics and Diversity***—This chapter includes expanded coverage of diversity, including material on unconscious biases and inclusion. Our new wraparound case describes how Nissan Motor Company actively encourages and promotes diversity and inclusion. Our OB on Screen feature discusses the movie *Avengers: Endgame*, which provides a vivid example of the power of goal and outcome interdependence in motivating a diverse team to work together effectively. *Belonging* is discussed in our OB at the Bookstore feature. The authors of this book suggest that progress in managing diversity in organizations requires that every member of the organization has to be involved in creating an environment that engenders a sense of belongingness to its members.

- ***Chapter 12: Teams: Processes and Communication***—This chapter includes a new wraparound case featuring Mayo Clinic. The case describes how medical teamwork has provided synergy that

has fueled the organization's success and growth over the last 150 years. The OB on Screen feature now centers on the movie *Greyhound*. This film illustrates how a crew's success in the most difficult of circumstances hinges on effective communication. Our OB at the Bookstore feature has been changed to *Social Chemistry*. This book's author makes the interesting point that, in terms of career success and life satisfaction, the structure of one's social network is more important than the size of one's social network.

- ***Chapter 13: Leadership: Power and Negotiation***—This chapter features a new wraparound case on UPS's new CEO Carol Tomé. As UPS's first female CEO, she was also its first "outsider." This raises some unique views about where power comes from and how to build it. The case details Tomé's willingness to drive a hard bargain and make hard decisions based on new priorities. The chapter has been updated with new research and some new company examples. The OB on Screen feature for this edition uses *The Assistant* and highlights how coercive power and harassment go hand-in-hand.

- ***Chapter 14: Leadership: Styles and Behaviors***—The chapter begins with a new wraparound case featuring a CEO in what might have been the world's most difficult follow-up role ever in Tim Cook at Apple. The opener and case help highlight how his style was so different than Steve Jobs's, his willingness to announce that he was gay, and why he's been successful at Apple. A new OB at the Bookstore feature highlights David Marquet's best-selling *Leadership Is Language*, a book that highlights how the words a leader uses form their "style" as opposed to their actual intentions. The new OB on Screen is *The Way Back*, which describes how a highly imperfect person can still be a transformational leader under the right circumstances.

- ***Chapter 15: Organizational Structure***—Procter & Gamble is the focus of this chapter's new wraparound case that highlights the company's restructuring largely as a result of pressure from an outside stakeholder. It primarily involves the dismantling of a matrix structure that had gone awry. A new OB on Screen features *Ford v Ferrari*, which illustrates how a heavily bureaucratic organizational structure can affect even a race car team. A new OB at the Bookstore feature highlights David Epstein's best-selling *Range: Why Generalists Triumph in a Specialized World*, which has some strong thoughts and lessons on the impacts that a company's decisions on how to organize jobs have for employees' careers.

- ***Chapter 16: Organizational Culture***—This chapter has a new wraparound case that focuses on McDonald's and how its "party culture" was created and then upended by a CEO's reckless behavior. McDonald's new CEO, his desire to reorient the culture by rebuilding trust, and the company's decision to be very public about the issues it had faced are the focus of the case. The OB at the Bookstore feature now highlights Bob Iger's *The Ride of a Lifetime.* The book largely describes how Iger used his prior experience with and use of mergers and acquisitions to drive culture change at Disney. A number of new and updated company examples are also included.