# Organizational Behavior 10e

## Emerging Knowledge. Global Reality.

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ORGANIZATIONAL BEHAVIOR: EMERGING KNOWLEDGE, GLOBAL REALITY, TENTH EDITION

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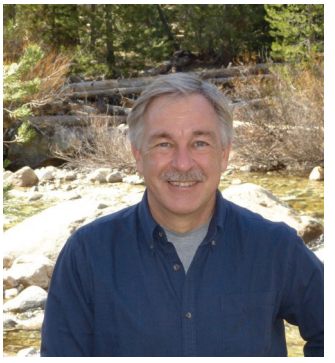

Courtesy of Donna McClement

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Mary Ann Von Glinow

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# dedication

Dedicated with love and devotion to Donna, and to our wonderful daughters, Bryton and Madison

**—S.L.M.**

Dedicated to Zack, Emma, Googun, Blue, Chloe, Jackson, and Boomer

**—M.A.V.G.**

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# preface

Welcome to the fascinating and highly relevant field of organizational behavior! Knowledge is replacing infrastructure. Digital communication platforms and remote teams are transforming the way employees work together. Employees are guided more by values and self-leadership rather than command-and-control management. Companies seek out employees with emotional intelligence and effective problem-solving, analytical, communication, and teamwork skills, not just technical smarts.

*Organizational Behavior,* Tenth Edition, is written in the context of these emerging workplace realities. This edition explains how design thinking and agile methodologies are improving creativity and decision making in organizations; how self-concept is a significant determinant of individual behavior, team cohesion, and leadership; how employees increasingly communicate and coordinate through emerging digital channels; how emotions influence employee motivation, attitudes, and decisions; and how global mindset has become an important employee attribute in this increasingly diverse and inclusive interconnected world. This book also adopts the view that organizational behavior is not just for managers; it is relevant and valuable to anyone who works in and around organizations.

## Linking Theory with Reality

Every chapter of *Organizational Behavior* is filled with examples that make OB knowledge more meaningful and illuminate the relevance and excitement of this field. These stories about real people and organizations translate academic theories into useful knowledge and real-life applications.

For example, we describe how Gitlab, one of the world's largest distributed companies (it has no physical offices), helps its remote workers fulfill their drive to bond through a variety of innovative virtual events and practices; how executives at Levi Strauss & Co. have applied several organizational change initiatives to transform the clothing company into an innovative digital leader in that industry; how cloud communications company RingCentral supports an inclusive workforce; how executives at Expedia, Netflix, and other companies have been questioned by investment analysts for engaging in self-serving bias to explain poor financial results; how local law enforcement agencies in Washington State, Ohio, and elsewhere are training officers to improve their emotional intelligence; and how digital business payments company Bill.com believes that a successful organizational culture depends on vibrant subcultures.

These and many other stories—which the authors of this book personally researched, selected, and wrote from diverse sources—appear in many forms. This edition is filled with photo captions, features, and in-text anecdotes about work life. Each chapter opens with a brief case vignette of events in a real organization related to one or more central topics in that chapter. *Global Connections* features "connect" OB concepts with events in real-world companies around the planet. Case studies in each chapter also link OB concepts to emerging workplace realities. Students will use their diagnostic skills to apply the OB theories and practices to analyze the causes and offer solutions to these cases. These anecdotes and detailed descriptions discuss large and small organizations around the world and in a wide range of industries.

## Global Focus

From its first edition, this book has been crafted with the recognition that globalization has had a profound influence on the workplace. We continue this global focus by discussing international and cross-cultural issues in many chapters. Furthermore, every chapter includes truly global examples, not just how American companies operate in other parts of the world.

For example, this Tenth Edition describes how senior executives at German technology company Robert Bosch led an organization-wide change toward agile practices by applying those methodologies in their own executive boardroom; how Shiseido Company, the Tokyo-based cosmetics company, became a more globalized business by adopting a product-geographic matrix organizational structure; how the Norwegian Armed Forces developed and applied its version of the five factor personality model; how Nigerian software company Softcom motivates employees through job enrichment; how Tri-Mer Global Technologies, the global air pollution control systems company, created an obeya room to improve cross-functional teamwork at its headquarters near Milan, Italy; how ENWIN Utilities in Windsor, Canada, relies on a parallel learning structure to introduce employee-led organizational change; how the witty "You People!" commercial produced by South African restaurant chain Nando's pokes fun at our tendency to stereotype others; and how Singapore-headquartered food and agri-business Olam International practices employee involvement through dozens of workshops in which employees identify more sustainable practices.

## Contemporary Theory Foundation

Vivid real-world examples and practices are valuable only if they are connected to good theory. *Organizational Behavior* has developed a reputation for its solid foundation of contemporary and classic research and writing. This evidence-based knowledge is apparent from the number and quality of literature cited in each chapter, including dozens of articles, books, and other sources. This results in what we believe is the most up-to-date organizational behavior textbook available. These references also reveal that we reach out to marketing, information management, human resource management, and other disciplines for new ideas. This book is rigorously focused on information that is valuable to its readers, namely OB knowledge and practices. Consequently, with a few classic exceptions, we avoid writing a "who's who" book; most scholars are named in the references, not in the main text.

One of the driving forces for writing *Organizational Behavior* has been to provide a more responsive conduit for emerging OB knowledge to reach students, practitioners, and fellow scholars. To its credit, *Organizational Behavior* is apparently the first major OB book to discuss the full self-concept model (not just core self-evaluation), the importance of emotions in several OB topics (perceptions, attitudes, motivation, decisions), social identity theory, design thinking, five strategies for regulating emotions, global mindset, four-drive theory, two main types of matrix organizational structures, specific elements of social networks, appreciative inquiry, affective events theory (but without the jargon), somatic marker hypothesis (also without the jargon), four criteria for selecting the preferred communication channel, Schwartz's values model, learning orientation, predictors of moral sensitivity, social and information processing characteristics of job design, and several other groundbreaking topics.

This edition continues this leadership by introducing the latest knowledge on the shifting trends in digital communication in organizations, including the increasing use of emojis and other forms of digital nonverbal communication (Chapter 9); specific types of unintended consequences of performance-based rewards (Chapter 6); the underlying meaning of "culture add" rather than "culture fit" in the attraction-selection-attrition process (Chapter 14); and specific ways to practice boundary management in work–life integration (Chapter 1).

## Diversity, Equity, and Inclusion

*Organizational Behavior*, Tenth Edition, continues to emphasize theories and practices around diversity, equity, and inclusion (DEI). A broad array of OB topics are connected to these objectives, so people of all backgrounds feel psychologically safe, engaged, valued,

authentic, listened to, and respected. Here is a brief list of the main areas where DEI receives considerable attention in this book.

- The first chapter includes an entire section on workplace diversity and inclusion. It describes these concepts in detail, summarizes how they are practiced in organizations, and identifies their benefits, challenges, and moral imperative.
- The self-concept model in Chapter 3 explains the authentic self, how self-concept awareness and acceptance allows people of all identities to be fully themselves while contributing to the organization, and how inclusion in informal workplace groups is an important part of everyone's self-concept.
- Chapter 3 also explains the effect of perceptual processes on DEI objectives, including the problems of stereotyping, systemic and intentional discrimination, and stereotype threat. The chapter also describes (with a detailed company example) how nonconscious bias training can improve self-awareness and minimize biased perceptions and prejudices.
- Chapter 5 presents a full discussion of equity as well as various forms of justice in organizational settings. It also distinguishes the equity concept from the concepts of equality and need. Beyond this chapter, equity and justice are also discussed in the context of several other OB topics, such as ethical values, organizational commitment, third-party conflict management, ethical organizational culture, and fairness in the process of organizational change.
- Chapter 10 explains how social networks can create a more inclusive workplace, with a detailed example of employee resource groups (support and information networks around gender, ethnicity, parenthood, and other specific commonalities). It also warns that some social networks potentially undermine workplace inclusion and equity.
- Chapter 14 discusses the potential advantages of diverse subcultures and introduces the emerging debate about whether organizations should aim for "culture add" rather than "culture fit." The question is whether the former inherently undermines diversity, equity, and inclusion, whereas the latter supports those objectives and recognizes the benefits of diverse subcultures.
- Several chapters in this book present information on gender, ethnic, generational, and cultural differences across many topics, such as communication, conflict handling, and leading others.

## Organizational Behavior Knowledge for Everyone

Another distinctive feature of *Organizational Behavior* is that it is written for everyone in organizations, not just managers. The philosophy of this book is that everyone who works in and around organizations needs to understand and make use of organizational behavior knowledge. People throughout the organization—systems engineers, production employees, accounting professionals—are taking on more responsibilities as companies remove layers of management and give the rest of us more autonomy and accountability for our work outcomes. This book helps everyone make sense of organizational behavior, and provides the conceptual tools to work more effectively in the workplace.

## Active Learning and Critical Thinking Support

Teaching organizational behavior is an important part of our careers, so we understand how important it is to use a textbook that offers deep support for active learning and critical thinking. Business school accreditation associations also emphasize the importance of

the learning experience, which further reinforces our attention on classroom activities whether that be face-to-face, hybrid, or online. This Tenth Edition includes more than two dozen case studies in various forms and levels of complexity, and a similar number of team and class exercises. These learning resources engage students to apply OB concepts so they can solve problems, make decisions, or resolve conflicts described in those cases and exercises. This book also has four dozen self-assessments, most of which have been empirically tested and validated.

Student critical thinking is further aided with a *Debating Point* in each chapter. This feature demonstrates that even the most obvious OB knowledge may be contested by contrary evidence and logical counterarguments. *Debating Point* encourages students to continuously seek out divergent viewpoints and evidence rather than unquestioningly accept the validity of existing theories and practices.

*Organizational Behavior,* Tenth Edition, is also a rich resource for remote and face-to-face learning activities. Most of these cases and exercises are available only in this book, such as Deciphering the (Social) Network; The Cross-Cultural Communication Game, and the Personal Values Exercise.

## Changes to the Tenth Edition

*Organizational Behavior,* Tenth Edition, continues to keep students and instructors up to date with new concepts, real-world examples, and useful learning resources. A unique strength of this book is that the authors personally researched and wrote all of the conceptual content, in-text examples, captioned photos, and features. They also wrote most of the new exercises and cases. In addition, the authors personally developed the instructors' manual and PowerPoint slides. This high-level involvement provides better integration of the knowledge and ensures that the examples are truly relevant and useful additions to the learning experience.

### NEW LEARNING RESOURCES

The first thing you might notice about this edition is the significant number of new exercises and cases. In fact, almost half of the end-of-chapter learning activities are new, more than in any previous edition. The Additional Cases section at the end of the book also has two new case studies. Here is the complete list of new exercises and cases in *Organizational Behavior,* Tenth Edition:

CH01: Team Exercise: Wye & Valve Plumbing: A MARS Diagnostic Exercise
CH02: Case Study: Personality and Values at Bridgewater Associates
CH02: Team Exercise: Ethics Dilemma Vignettes (one new vignette)
CH03: Team Exercise: Why Did They Do That?
CH03: Team Exercise: My User Manual
CH04: Team Exercise: What Does That Face Tell You?
CH04: Team Exercise: Attitudes Toward Mel the Manager
CH05: Case Study: Motivated to Work in the Slow Lane
CH05: Team Exercise: Motivation Dilemma Incidents
CH06: Team Exercise: Job Design Scenarios
CH08: Case Study: The Operating Room Surgical Team
CH09: Case Study: Difficult Connections
CH10: Team Exercise: Power, Influence, and Politics Mini-Cases
CH12: Case Study: IbexTel
CH12: Team Exercise: World Café on Leadership
CH13: Case Study: Sloan & Wu, Inc.
CH13: Team Exercise: Organizational Structure Scenarios
CH14: Case Study: CommsOne Bank
CH14: Team Exercise: Corporate Culture Dilemma Vignettes
CH14: Team Exercise: Organizational Culture GIF Memes
CH14: Team Exercise: Socialization Diagnostics Exercise
CH15: Case Study: Delta Palm Mill
CH15: Team Exercise: Organizational Change Incidents
CH15: Team Exercise: Applying Lewin's Force Field Analysis
Additional Cases: Bayou Life Assurance and Waltham Financial
Additional Cases: CentraClear Inc.

## NEW CONCEPTUAL CONTENT AND REAL-WORLD EXAMPLES

Every chapter of *Organizational Behavior,* Tenth Edition, provides new information about OB concepts and practices, thanks to reviews by organizational behavior instructors, along with our regular practice of scanning the diverse literature for new ideas that have gained sufficient evidential support. These conceptual updates are most apparent in Chapter 1 (Introduction to the Field of Organizational Behavior), Chapter 6 (Applied Performance Practices), Chapter 8 (Team Dynamics), Chapter 9 (Communicating in Teams and Organizations), and Chapter 14 (Organizational Culture).

*Organizational Behavior,* Tenth Edition, replaces most examples with new real-world stories that satisfy our criteria of being relevant, recent, and interesting. Fourteen of the 15 chapter-opening case studies are new (the remaining one is substantially revised). The majority of captioned photos and Global Connections features are new or updated. We have also added dozens of new in-text examples to help readers understand OB concepts and their relevance in organizations.

Here are the main conceptual improvements and new real-world features in *Organizational Behavior,* Tenth Edition:

*Chapter 1: Introduction to the Field of Organizational Behavior*

- Significantly updated content on personal strategies to improve work–life integration and ways to practice boundary management across roles.
- Revised and updated discussion on why OB is important to you and to organizations.
- The systematic research anchor has updated analysis on why organizational leaders overlook evidence-based knowledge, as well as ways to minimize these problems.
- The section on individual behavior and performance (MARS model) now includes habits as one of three aspects of ability.
- New exhibit on the three types of individual performance.
- New exhibit on strategies to improve work–life integration.
- Significantly updated exhibit on the most important skills for new hires.
- Completely revised factoid on "Mind the MARS Gap."
- New Global Connections feature on why and how cloud-based communication company RingCentral fosters inclusion rather than just workforce diversity.
- New Global Connections feature about remote working at Automattic, the distributed (fully remote) organization.
- New chapter-opening case study describes why three individuals became participants in the Great Resignation.

*Chapter 2: Individual Differences: Personality and Values*

- MBTI and Jungian theory in the workplace has been updated with more discussion about the strengths and weaknesses of this personality model.
- This edition includes more details about ways to support ethical values and practices.
- The Dark Triad discussion now has its own section of the chapter.
- The topics of personal values and ethical principles have been updated.
- New factoid on ethical challenges in the workplace.
- New Global Connections feature on the COVID-19 pandemic's effect on personality changes.
- New Global Connections feature on "gapjil" problems in South Korea's high power distance culture.
- New chapter-opening case study examines the use of personality testing to select job applicants, and concerns with that practice.

*Chapter 3: Perceiving Ourselves and Others in Organizations*

- The attribution process topic provides further details about the concept as it was actually described in the original and subsequent scholarly literature.
- The topic of awareness of perceptual biases has been updated with more complete discussion.
- This edition introduces two limitations or adverse consequences when trying to improve self-awareness of perceptual biases.
- Self-concept characteristics, perceptual organization, problems with stereotyping, and attribution errors have some revised content.
- New factoid on positive self-evaluation in the workplace.
- New Global Connections feature on how executives use self-serving bias to explain away poor financial results.
- New Debating Point feature on whether empathy is always beneficial in the workplace.
- New chapter-opening case study describes how two executives changed career directions guided by their self-concepts.

*Chapter 4: Workplace Emotions, Attitudes, and Stress*

- This book pioneered the inclusion of emotions in several OB topics (perceptions, attitudes, motivation, decisions). This edition further refines and updates details about how people regulate their emotions.
- Other updates and rewriting are found within the topics of generating positive emotions at work, continuance commitment, and changing stress perceptions.
- New exhibit summarizing the five deep acting emotion regulation strategies.
- Completely revised factoid on workplace stress.
- Updated exhibit on job satisfaction in selected countries.
- New Global Connections feature on stress from dysfunctional conflict at the City of Edmonton.
- New Global Connections feature on improving police empathy and deescalation through emotional intelligence training.
- New opening case study about two companies that measure employee attitudes through timely pulse surveys.

*Chapter 5: Foundations of Employee Motivation*

- This edition updates information about evaluating OB Mod, including a brief introduction to "nudge" practices.
- The topics of goal setting, strengths-based coaching, and organizational justice have new introductions.
- Completely revised factoid on how well (or poorly) companies motivate employees through performance-to-outcome expectancies.
- New Global Connections feature on how distributed company Gitlab helps its 1,500 remote workers fulfill their drive to bond through innovative online social interaction events and practices.
- Completely revised chapter-opening case study highlights three companies that replaced their traditional performance appraisal process with meaningful feedback and developmental reviews.

*Chapter 6: Applied Performance Practices*

- The job design section now delineates the four main ways that job specialization improves work efficiency, including how it minimizes the attention residue effect.
- The section on financial rewards updates writing about job evaluation and internal pay inequity. That section also has a large number of new in-text examples to illustrate several types of pay practices.

- Two negative effects of job specialization on work quality are described more distinctly.
- The two social job characteristics (social interaction requirement and social feedback) are more distinctly presented.
- New Global Connections feature discusses (with specific examples) how financial rewards can lead to four specific types of unintended consequences.
- New chapter-opening case study describes how Expensify motivates employees with enriched jobs, an empowering work environment, equitable pay practices, and a culture that encourages self-leadership.

*Chapter 7: Decision Making and Creativity*

- This edition identifies multiple types of meta-decision making in the rational choice decision process.
- The topic of decision choice maximization now describes conditions in which decision paralysis is avoided or minimized when a large number of alternatives are presented.
- The topics of rational choice decision making, problems with information processing, evaluating decision outcomes more effectively, and contingencies of employee involvement have been noticeably revised.
- Completely revised factoid on using intuition or data analysis in organizational decision making.
- Revised exhibit on employee involvement contingencies and outcomes.
- New Global Connections feature on how sparks of creativity help employees develop new products at Bluedrop Training and Simulation.
- New Debating Point feature on whether organizations should encourage "fail fast" for creativity.
- New chapter-opening case study explains why employees at global packaging firm Syntegon Technology apply different decision making processes depending on the type of issue and situation.

*Chapter 8: Team Dynamics*

- This edition has a significantly fuller description of team mental models and assigns it as a separate topic within team processes.
- The team development topic has been revised and updated, and is now presented as a meta-model of team processes.
- The topic of team norms has been significantly updated, including more explanation on why norms develop.
- The topic of brainstorming more fully explains why real-world success of this practice differs from laboratory research findings.
- Task interdependence, team building, remote teams, team roles, and electronic brainstorming have been rewritten and updated.
- Completely revised factoid on the importance of effective team behaviors in organizations.
- Revised exhibit on the team effectiveness model, which now identifies team roles and team mental models as two distinct team processes.
- New exhibit on types of team roles.
- New Global Connections feature on how Norwegian law firm Thommessen supports teamwork.
- New Global Connections feature on how Italian firm Tri-Mer Global Technologies supports team decisions by installing an obeya room.

- New chapter-opening case study describes why Cisco Systems has shifted its attention to teams rather than just individual employees, and how the company supports a team-oriented workplace.

*Chapter 9: Communicating in Teams and Organizations*

- This book has been at the forefront of new research and practices on the rapid development of digital communication in the workplace. This edition continues that leadership with analysis of multiple digital channel trends over the past decade.
- The communication channels section has a new subtopic on digital nonverbal communication, which looks at workplace communication using emojis and animated GIFs.
- Several other updates and rewriting are found throughout the chapter, but particularly on the importance of communication, influences on effective encoding and decoding, the four factors in choosing the best communication channel, and communication through workspace design.
- Revised most statements in the factoid on how well organizations support internal communication.
- Significantly updated exhibit on the changing use of digital communication channels in the workplace.
- New Debating Point feature on whether emojis are beneficial or problematic in workplace communication.
- New chapter-opening case study explains how professional services firm RealFoundations has almost completely replaced email with an enterprise communication platform that supports its team-oriented and "work out loud" culture.

*Chapter 10: Power and Influence in the Workplace*

- This chapter more fully discusses the troubling issue of deference to power in organizations.
- The consequences of power topic receives more discussion and is moved earlier in the chapter.
- The organizational politics section now provides more clarity on its conceptual meaning, as well as discussion of dark triad personality as an individual predictor of organizational politics.
- The meaning of power, nonsubstitutability, and social network power through many ties have some revised content.
- New Global Connections feature about one professional's use of extreme impression management (lying on his résumé) as an influence tactic.
- New chapter-opening case study in which several executives explain why and how employees should engage in upward influence (manage their boss).

*Chapter 11: Conflict and Negotiation in the Workplace*

- The section on task conflict and relationship conflict has further clarification on these approaches to conflict.
- The logical fallacy of argumentum ad hominem is described as a characteristics of relationship conflict.
- This edition revises and updates writing on several other topics, but notably on differentiation as a source of conflict, minimizing or reducing conflict through better communication and mutual understanding, gathering information in negotiations, and managing concessions in negotiations.
- Revised most statements in the factoid on the tendency of people to steer clear of (i.e., avoid) workplace conflict.

- New Global Connections feature on how a technology executive's third-party conflict resolution strategy was to have two feuding managers permanently switch jobs.
- New Global Connections feature on the importance of knowing your BATNA when negotiating pay increases.
- New chapter-opening case study about the problems of having too much of a "nice" company culture that discourages task-oriented conflict.

*Chapter 12: Leadership in Organizational Settings*

- The most significant change in this chapter is that the discussion about transformational leadership and charisma has an updated conceptualization of charisma.
- This edition also has some revised content on path–goal theory contingencies, leadership substitutes, and a few leadership attributes (e.g., drive).
- Completely revised factoid on how employees perceive and rate their managers.
- New Global Connections feature on servant leadership at TDIndustries.
- New chapter-opening case study describes the leadership style and attributes of Canva cofounder Melanie Perkins.

*Chapter 13: Designing Organizational Structures*

- The topic of matrix organizational structures has been revised and updated, particularly regarding types of matrix structures in global companies.
- The topic of coordination through informal communication has updated writing on liaison roles.
- Significantly revised exhibit on the three types of divisional structure, each with a new real-world example.
- New exhibit in the section on contingencies of organizational structure summarizing the recommended structure for various contingency variables.
- New exhibit depicting a simplified adaptation of the matrix organizational structure at Shiseido Company.
- New Global Connections feature on how Samsung Electronics is becoming more nimble by flattening its organizational structure and reducing status differences across the hierarchy.
- New Global Connections feature on how German engineering and technology company Robert Bosch is replacing its hierarchical organizational structure with one built around teams.
- New Global Connections feature on the risk of too much centralization of authority during pandemics.
- New chapter-opening case study documents Twitter's evolving organizational structure in recent years in attempts to improve innovation, collaboration among work units, and efficient decision making.

*Chapter 14: Organizational Culture*

- The attraction-selection-attrition topic describes and analyzes the recent debate about "culture fit" versus "culture add."
- Some subtopics on changing and strengthening organizational culture have been revised, such as new writing on the role of communication and several new in-text examples throughout this section.
- The organizational culture concept has been revised to include norms as an element of that concept.
- The organizational socialization section more clearly delineates the four inherent conflicts between employers and job applicants during preemployment socialization.
- New factoid highlighting the importance of organizational culture.

- Revised exhibit depicting the elements and artifacts of organizational culture.
- New Global Connections feature explaining why the founder of Bill.com appreciates the digital software company's subcultures, not just its dominant organizational culture.
- New Global Connections feature on the debate about hiring for "culture add" rather than for "culture fit."
- New Global Connections feature on the award-winning onboarding process developed at Singapore-based mobile network operator Circles.Life.
- New chapter-opening case study describes the strategies Workday, Inc. has applied to maintain a strong people-focused corporate culture.

*Chapter 15: Organizational Change*

- The section on understanding resistance to change has a new opening example and now describes specific variations of resistance due to negative valence of change.
- The topic of creating an urgency for change has been revised, along with new in-text examples.
- The force field analysis model topic now notes that the unfreezing and refreezing metaphor was introduced after Kurt Lewin's original model.
- This edition also has some new writing within the topics of guiding coalitions and appreciative inquiry.
- New factoid on the challenges of resistance to organizational change.
- New Global Connections feature describing how the management board at Robert Bosch GmbH led the German company's organizational change to agile methodologies by modeling agile practices in the boardroom.
- New chapter-opening case study examines organizational change practices that transformed Levi Strauss & Co. from a declining business to an innovative digital leader in the clothing industry.

# acknowledgments

Organizational behavior is an incredibly relevant and valuable field of study, which becomes apparent while developing a world-class book such as *Organizational Behavior,* Tenth Edition. Throughout this project, we witnessed the power of teamwork, the excitement of creative thinking, and the motivational force of the vision that we collectively held as our aspiration. The tight coordination and innovative synergy was evident throughout this venture. This development process is even more amazing when you consider that most team members on this project are scattered throughout the United States and the lead coauthor (Steve) spends most of his time on the other side of the planet! And all of this effort occurred while we began to emerge from a global pandemic.

Portfolio director Mike Ablassmeir led the development of *Organizational Behavior* with unwavering enthusiasm and foresight. Lead product developer Kelly Pekelder orchestrated the overall launch and process to ensure that this edition met her high standards. Product developer Allison Marker, product developer Laura Spell (Editors, Inc.), and senior content project manager Sherry Kane led the daily process with superhuman skill and determination, which is particularly important given the magnitude of this revision, the pressing deadlines, the 24-hour time zones, and later-stage pandemic in which we operated. Content licensing specialist Sarah Flynn fulfilled the critical permissions and copyright activities with professional scrutiny. Our photo researcher, Nichole Nalenz, proficiently identified photos that depict the examples we wrote about. We also extend our thanks to Laurie Lawrie for superb copyediting and to Debbie Clare for her excellent marketing development work.

Paula Kepos smoothly guided development of the Test Bank to reflect the significantly updated content of this edition. Many thanks to those involved in updating our Connect content. This has been a truly wonderful journey!

Several dozen instructors around the world reviewed parts or all of *Organizational Behavior,* Tenth Edition, or related editions in other countries over the past few years. Their compliments were energizing, and their suggestions significantly improved the final product. The following people from U.S. colleges and universities provided the most recent feedback for improvements specifically for this edition:

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# supporting the learning process

### AN INTERNATIONAL AUTHOR TEAM FOR THE GLOBAL EMPLOYEE

Drawing on their extensive international teaching and research experience, the authors have produced a book that is highly regarded for its global focus. Steve McShane has taught organizational behavior in Australia, Singapore, Canada, China, and elsewhere. As director of the Center for International Business Education, Mary Ann Von Glinow regularly visits and conducts research in South America, China, and elsewhere around the world.

### DEBATING POINTS

The Debating Point feature in each chapter helps students think critically and recognize that even seemingly obvious ideas have logical counterarguments. Debating Points also raise the bar by focusing on topics that are central to the world of work.

### REAL-WORLD EXAMPLES BRING OB TO LIFE

Every chapter is filled with examples to make OB knowledge more meaningful and reflect the relevance and excitement of this field. Opening case studies set the stage; captioned photos depict OB concepts; and Global Connections features present more detailed examples of OB concepts in practice.

### SELF-ASSESSMENTS

Self-assessments are an important and engaging part of the active learning process. This edition features self-assessments associated with content in every chapter, such as power-distance orientation, romance of leadership, preferred organizational structure, work centrality, sensing-intuitive type, and guanxi orientation. These self-assessments are available online in Connect with self-scoring results and written feedback.

### CASES AND EXERCISES

Cases and exercises at the end of each chapter provide a rich resource for remote and face-to-face learning activities. Most of these cases and exercises are available only in this book, and more than two dozen of them are new in this edition. Additional Cases at the end of the book provide students with an opportunity to explore how the concepts apply in real-world organizations.

# student and instructor support materials

*Organizational Behavior,* Tenth Edition, includes a variety of supplemental materials to help instructors prepare and present the material in this textbook more effectively. The following items are available in Connect:

## INSTRUCTOR'S MANUAL

This is one of the few textbooks for which the authors write the *Instructor's Manual,* ensuring that this valuable teaching resource is consistent with the textbook's content and supports instructor needs. Each chapter includes the learning objectives, glossary of key terms, a chapter synopsis, complete lecture outline that align with the PowerPoint slides, and suggested answers to the end-of-chapter critical thinking questions. Also included are teaching notes for the chapter case(s), team and class exercises, and self-assessments. The *Instructor's Manual* also provides complete teaching notes for the additional cases.

## TEST BANK AND TEST BUILDER

Updated for this edition, the Test Bank includes more than 2,000 multiple-choice, true/false, and essay questions. Each question identifies the relevant learning objective, Bloom's taxonomy level, AACSB standard for assurance of learning, and difficulty level.

Available within Connect, Test Builder is a cloud-based tool that enables instructors to format tests that can be printed or administered within an LMS. Test Builder offers a modern, streamlined interface for easy content configuration that matches course needs, without requiring a download.

Test Builder allows you to:

- Access all test bank content from a particular title.
- Easily pinpoint the most relevant content through robust filtering options.
- Manipulate the order of questions or scramble questions and/or answers.
- Pin questions to a specific location within a test.
- Determine your preferred treatment of algorithmic questions.
- Choose the layout and spacing.
- Add instructions and configure default settings.

Test Builder provides a secure interface for better protection of content and allows for just-in-time updates to flow directly into assessments.

## POWERPOINT PRESENTATION SLIDES

The PowerPoint slides have been prepared by the authors, allowing seamless integration between the slides and the *Instructor's Manual.* Each chapter includes more than two dozen slides, featuring key points, photographs, and figures from the text, as well as teaching tips and notes for using the slides.

# Connect Resources

## 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.

## READANYWHERE APP

Read or study when it's convenient for you with McGraw Hill's free ReadAnywhere® app. Available for iOS or Android smartphones or tablets, ReadAnywhere gives users access to McGraw Hill tools including the eBook and SmartBook® 2.0 or Adaptive Learning Assignments in Connect. Take notes, highlight, and complete assignments offline—all of your work will sync when you open the app with Wi-Fi access. Log in with your McGraw Hill Connect username and password to start learning—anytime, anywhere!

## INTERACTIVE EXERCISES

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.

## MANAGER'S HOT SEAT

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.

## DIVERSITY, EQUITY, INCLUSION

Reflecting the Diverse World Around Us McGraw Hill believes in unlocking the potential of every learner at every stage of life. To accomplish that, we are dedicated to creating products that reflect, and are accessible to, all the diverse, global customers we serve. Within McGraw Hill, we foster a culture of belonging, and we work with partners who share our commitment to equity, inclusion, and diversity in all forms. In McGraw Hill Higher Education, this includes, but is not limited to, the following:

- Refreshing and implementing inclusive content guidelines around topics including generalizations and stereotypes, gender, abilities/disabilities, race/ethnicity, sexual orientation, diversity of names, and age.
- Enhancing best practices in assessment creation to eliminate cultural, cognitive, and affective bias.
- Maintaining and continually updating a robust photo library of diverse images that reflect our student populations.
- Including more diverse voices in the development and review of our content.
- Strengthening art guidelines to improve accessibility by ensuring meaningful text and images are distinguishable and perceivable by users with limited color vision and moderately low vision.

## PROCTORIO

Remote Proctoring & Browser-Locking Capabilities and logos Remote proctoring and browser-locking capabilities, hosted by Proctorio within Connect, provide control of the assessment environment by enabling security options and verifying the identity of the student.

Seamlessly integrated within Connect, these services allow instructors to control the assessment experience by verifying identification, restricting browser activity, and monitoring student actions.

Instant and detailed reporting gives instructors an at-a-glance view of potential academic integrity concerns, thereby avoiding personal bias and supporting evidence-based claims.

## OLC-ALIGNED COURSE

Implementing High-Quality Instruction and Assessment through Preconfigured Courseware In consultation with the Online Learning Consortium (OLC) and our certified Faculty Consultants, McGraw Hill has created pre-configured courseware using OLC's quality scorecard to align with best practices in online course delivery. This turnkey courseware contains a combination of formative assessments, summative assessments, homework, and application activities, and can easily be customized to meet an individual instructor's needs and desired course outcomes. For more information, visit https://www.mheducation.com/highered/olc.

# Create

Your Book, Your Way

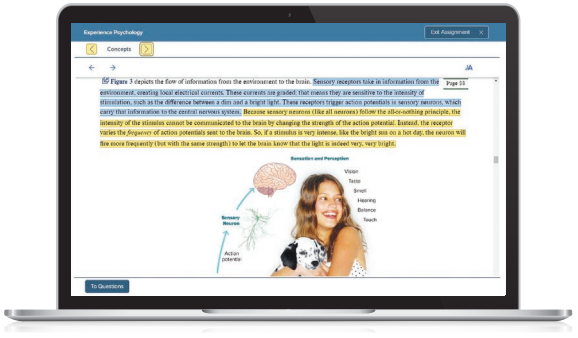
McGraw Hill's Content Collections Powered by Create® is a self-service website that enables instructors to create custom course materials—print and eBooks—by drawing upon McGraw Hill's comprehensive, cross-disciplinary content. Choose what you want from our high-quality textbooks, articles, and cases. Combine it with your own content quickly and easily, and tap into other rights-secured, third-party content such as readings, cases, and articles. Content can be arranged in a way that makes the most sense for your course, and you can include the course name and information as well. Choose the best format for your course: color print, black-and-white print, or eBook. The eBook can be included in your Connect course and is available on the free ReadAnywhere® app for smartphone or tablet access as well. When you are finished customizing, you will receive a free digital copy to review in just minutes! Visit McGraw Hill Create®—www.mcgrawhillcreate.com—today and begin building!

# Instructors
## The Power of Connections

### A complete course platform

Connect enables you to build deeper connections with your students through cohesive digital content and tools, creating engaging learning experiences. We are committed to providing you with the right resources and tools to support all your students along their personal learning journeys.

**65%**
**Less Time Grading**




Laptop: Getty Images; Woman/dog: George Doyle/Getty Images

### Every learner is unique

In Connect, instructors can assign an adaptive reading experience with SmartBook® 2.0. Rooted in advanced learning science principles, SmartBook 2.0 delivers each student a personalized experience, focusing students on their learning gaps, ensuring that the time they spend studying is time well-spent.
**mheducation.com/highered/connect/smartbook**

### Affordable solutions, added value

Make technology work for you with LMS integration for single sign-on access, mobile access to the digital textbook, and reports to quickly show you how each of your students is doing. And with our Inclusive Access program, you can provide all these tools at the lowest available market price to your students. Ask your McGraw Hill representative for more information.

### Solutions for your challenges

A product isn't a solution. Real solutions are affordable, reliable, and come with training and ongoing support when you need it and how you want it. Visit **supportateverystep.com** for videos and resources both you and your students can use throughout the term.

SUPPORT AT every step

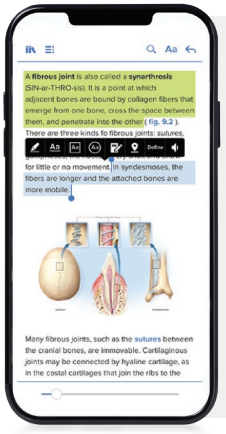
# Students
## Get Learning that Fits You

### Effective tools for efficient studying

Connect is designed to help you be more productive with simple, flexible, intuitive tools that maximize your study time and meet your individual learning needs. Get learning that works for you with Connect.

### Study anytime, anywhere

Download the free ReadAnywhere® app and access your online eBook, SmartBook® 2.0, or Adaptive Learning Assignments when it's convenient, even if you're offline. And since the app automatically syncs with your Connect account, all of your work is available every time you open it. Find out more at **mheducation.com/readanywhere**




iPhone: Getty Images

***"I really liked this app—it made it easy to study when you don't have your text-book in front of you."***

- Jordan Cunningham,
Eastern Washington University



### Everything you need in one place

Your Connect course has everything you need—whether reading your digital eBook or completing assignments for class—Connect makes it easy to get your work done.

### Learning for everyone

McGraw Hill works directly with Accessibility Services Departments and faculty to meet the learning needs of all students. Please contact your Accessibility Services Office and ask them to email accessibility@mheducation.com, or visit **mheducation.com/about/accessibility** for more information.