Fundamentals of
ORGANIZATIONAL BEHAVIOUR

Key Concepts, Skills, and Best Practices
SECOND CANADIAN EDITION

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ABOUT THE AUTHORS

Angelo Kinicki (pictured on the right) is a Professor and Dean’s Council of 100 Distinguished Scholar at Arizona State University. He joined the faculty in 1982, the year he received his doctorate in business administration from Kent State University. His specialty is Organizational Behaviour.

Angelo is recognized for both his research and his teaching. He has published over 75 articles in a variety of leading academic and professional journals, and has co-authored three textbooks. Angelo’s success as a researcher also resulted in his selection to serve on the editorial review boards for the Academy of Management Journal, the Journal of Vocational Behavior, and the Journal of Management. He received the All Time Best Reviewer Award from the Academy of Management Journal for the period 1996–99. Angelo’s outstanding teaching performance resulted in his selection as the Graduate Teacher of the Year and the Undergraduate Teacher of the Year in the W P Carey School of Business at Arizona State University. He also was acknowledged as the Instructor of the Year for Executive Education from the Center for Executive Development at Arizona State University.

One of Angelo’s strengths is his ability to teach students at all levels within a university. He uses an interactive environment to enhance undergraduates’ understanding of management and organizational behaviour. He focuses MBAs on applying management concepts to solve complex problems; PhD students learn the art and science of conducting scholarly research. Angelo also is a busy consultant and speaker with companies around the world. His clients are many of the Fortune 500 companies as well as a variety of entrepreneurial firms. Much of his consulting work focuses on creating organizational change aimed at increasing organizational effectiveness and profitability. One of Angelo’s most important and enjoyable pursuits is the practical application of his knowledge of management and organizational behaviour.

Angelo and his wife Joyce have enjoyed living in the beautiful Arizona desert for 22 years, but are natives of Cleveland, OH. They enjoy travelling, golfing, and hiking.

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Among his consulting and executive development clients have been American Express, SABRE Computer Services, Honeywell, Motorola, Amdahl, the Hopi Indian Tribe, State Farm Insurance, Goodyear Aerospace, Doubletree Hotels, Bank One-Arizona, Nazarene School of Large Church Management, US Steel, Ford, Caterpillar, and Allied Signal. In 1981–82 he served as Chairman of the Academy of Management’s Management Education and Development Division.

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Nina has published articles in both academic journals and industry publications, and has led seminars to assist managers in these challenging areas. She has spoken and written on these topics on numerous occasions and has also co-authored textbooks on human resources management and compensation.

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We know of no documented case of a student saying, “I want a longer, more expensive textbook with more chapters.” We got the message! Indeed, there is a desire for shorter and less expensive textbooks in today’s fast-paced world where work overload and tight budgets are a way of life. Within the field of organizational behaviour (“OB”), so-called “essentials” texts have attempted to satisfy this need. Too often, however, brevity has been achieved at the expense of up-to-date examples, artful layout, and learning enhancements. We believe “brief” does not have to mean outdated and boring.

**A New Standard**

Kreitner, Kinicki, and Cole’s *Fundamentals of Organizational Behaviour: Key Concepts, Skills, and Best Practices* (Second Canadian Edition) continues the new standard in OB essentials textbooks. The following guiding philosophy inspired our quest for this new standard: “Create a short, up-to-date, practical, user-friendly, interesting, and engaging introduction to the field of organizational behaviour.” Thus, in this book, you will find lean and efficient coverage of topics recommended by AACSB International conveyed with pedagogical features found in full-length OB textbooks. Among those pedagogical enhancements are up-to-date chapter-opening cases, a rich array of contemporary in-text examples, an appealing four-colour presentation, interesting captioned photos, instructional chapter summaries, special boxed features (on international OB, managing diversity, and business ethics), and three types of exercises at the end of each chapter—Experiential Exercises, Personal Awareness and Growth Exercises, and Internet Exercises—in addition to CBC Video Cases and Questions for Discussion.

**Efficient and Flexible Structure**

The 13 chapters in this text are readily adaptable to traditional 12- or 13-week academic terms, summer and intersessions, management development seminars, and distance learning programs via the Internet. Following highlighted coverage of important topics—including business ethics, international OB, and managing diversity—the topical flow of this text goes from micro (individuals) to meso (groups and teams) to macro (organizations). Mixing and matching chapters (and topics within each chapter) in various combinations is not only possible, but strongly encouraged to create optimum teaching/learning experiences.

**Engaging Pedagogy**

We have a passion for teaching organizational behaviour in the classroom and via textbooks because it deals with the intriguing realities of working in modern organizations. Puzzling questions, insights, and surprises hide around every corner. Seeking useful insights about how and why people behave as they do in the workplace is a provocative, interesting, and oftentimes fun activity. After all, to know more about organizational behaviour is to know more about both ourselves and life in general. We have designed this text to facilitate active learning by relying on the following learning enhancements:

- **Learning Outcomes at the start of each chapter** to focus attention on key topics, themes, and objectives
- **brief Chapter Opening Cases** to provide a real-world context for the topics at hand
- **an efficient get-right-down-to-business writing style**
- **numerous up-to-date examples from the real world weaved into**
textual discussions to bring them to life for the reader
• special boxed features: International OB, Focus on Diversity, and Ethics at Work
• Summaries of Key Concepts in each chapter related to each of the learning outcomes for handy review
• Key Terms with handy page references and Discussion Questions to cover key concepts from the chapter
• Personal Awareness and Growth Exercises following each chapter to help the reader personalize and expand upon key concepts
• Experiential Exercises following each chapter that require thoughtful interaction in order to gain hands-on experience with the concepts in the chapter
• detailed and challenging Internet Exercises following each chapter to tap the immense potential of the Internet as a learning resource (details on the Online Learning Centre)
• a CBC Video Case is included with each chapter, offering the opportunity to highlight key concepts for situational analysis in the classroom or individual study—complete with discussion questions
• OB in Action Cases, a group of supplementary cases at the end of the text allow for further individual study or group projects
Robert Kreitner, Angelo Kinicki, and Nina Cole have developed this text to provide lean and efficient coverage of topics such as diversity in organizations, ethics, and globalization, which are recommended by AACSB International—the Association to Advance Collegiate Schools of Business. Up-to-date chapter-opening cases, learning outcomes, a wealth of skill-building experiential end-of-chapter material, four-colour presentation, lively writing style, and real-world, in-text examples are all used to enhance this overall educational package.

This successful author team has designed this text to facilitate active learning by relying on the following pedagogical features:

Chapter Pedagogy

Brief Chapter Opening Cases—
For some real-world context, these cases use topics that are timely and relevant to actual life situations.

Special Boxed Features—
Each chapter contains updated boxed features called Focus on Diversity, International OB, and Ethics at Work to highlight examples of real companies, personalities, and issues to offer students practical experience.
End-of-Chapter Pedagogy

Summary of Key Concepts—
This section includes responses to the learning objectives in each chapter, making it a handy review tool for all users.

Key Terms—
Key terms are bolded within the text and defined in the margins for easy reference.

Discussion Questions—
These sets of review questions cover key concepts of the chapter and can be used to generate classroom discussion or for individual review.

Internet Exercises—
These detailed and challenging exercises are described at the end of each chapter and found on the Online Learning Centre at www.mcgrawhill.ca/college/kreitner. They help students understand how to use the Internet as a powerful resource in business practice.
ACTIVE LEARNING

Experiential Exercises—
These additional exercises are designed to sharpen users’ skills by either recommending how to apply a concept, theory, or model or giving an exemplary corporate application. Students will benefit from real-world experiences and direct skill-building opportunities.

Personal Awareness and Growth Exercises—
These exercises are included to help readers personalize and expand upon key concepts as they are presented in the text. They encourage active and thoughtful interaction rather than passive reading.

Video Cases—
A CBC or McGraw-Hill Management Library Video Case with discussion questions is included with each chapter. This resource offers the opportunity for situational analysis in the classroom, or individual viewing through video streaming through our Online Learning Centre at www.mcgrawhill.ca/college/kreitner.

End-of-Text Pedagogy

OB in Action Cases—
An Appendix at the end of the text containing supplementary cases called: “OB in Action Cases” is great for more in-depth individual study or group assignments.
Instructor’s Resource CD-ROM (including Instructor’s Resource Manual, Computerized Test Bank, and Microsoft® PowerPoint® Presentations)


This CD-ROM contains all of the text’s visually oriented supplement items in one presentation management system. By collecting many features of the PowerPoint® Presentations, Computerized Test Bank, and lecture material in an electronic format, this CD offers a comprehensive and convenient tool that allows instructors to customize their lectures and presentation.

• Instructor’s Resource Manual. The Instructor’s Resource Manual, available on the Instructor’s Resource CD-ROM and the Online Learning Centre, is a creative guide to understanding organizational behaviour. It includes the traditional elements of chapter outlines, learning outcomes, and opening case introductions; discussion guides regarding the International OB boxes, the Focus on Diversity boxes, and the Ethics at Work boxes; OB in Action Case Studies; and a guide to maximizing effective use of the Personal Awareness and Growth Exercises, the Experiential Exercises, the Internet Exercises, and the CBC Video Cases. It also includes additional review and discussion questions and answers, critical thinking exercises and solutions, and research insights for class discussion. Each element will assist the instructor and students in maximizing the ideas, issues, concepts, and important management approaches included in each chapter.

• Computerized Test Bank. The Computerized Test Bank consists of approximately 20 true/false, 40–50 multiple choice, and five essay questions per chapter, allowing you to add and edit questions, save and reload multiple tests, select questions on the basis of type, difficulty, keyword, and more.


CBC Videos


A complete set of CBC videos, including segments from Venture and The Fifth Estate, offers instructors the opportunity to highlight such topics as Conflict Management, Diversity, Motivation, Stress Management, Teamwork, and Organizational Culture—all for situational analysis in the classroom. Video cases for the students can be found in the text at the end of the chapter for 13 segments in all, each including discussion questions. Video teaching notes are available in the Instructor’s Resource Manual, and are downloadable from the Instructor section of the Online Learning Centre as well.
Instructor Section of the Online Learning Centre (OLC)

(www.mcgrawhill.ca/college/kreitner)

The Online Learning Centre (OLC) is a Web site that follows the text chapter by chapter, with additional materials and quizzes that enhance the text and/or classroom experience. A secured Instructor Resource Centre stores essential course materials and saves prep time before class. This area also stores the Instructor’s Resource Manual, PowerPoint® Presentations, CBC video material, and additional readings and exercises.

Team Learning Assistant (TLA)

The Team Learning Assistant (TLA) is an interactive online resource that monitors team members’ participation in a peer review. The program is designed to maximize the team learning experience and to save professors and students valuable time. (Available as an optional package.)

Manager in the Hot Seat Resources

In today’s workplace, managers are confronted daily with issues such as ethics, diversity, working in teams, and the virtual workplace. The Manager’s Hot Seat is an interactive online resource that allows students to watch as 15 real managers apply their years of experience to confront these issues.

Group-Video Resource Manual

This instructor supplement, available in both a hard-copy manual and a Web site with hotlinked exercises, offers additional exercises, teaching notes, and instructor PowerPoint® Presentations linked to the Manager in the Hot Seat resources, as well as group exercises and lecture supplements. The online resource conveniently hotlinks to additional self-assessment exercises, test-your-knowledge exercises, group exercises, and the Hot Seat segments, grouped in a resource matrix sorted by OB topic.

Classroom Performance System (CPS) by eInstruction

Classroom Performance System (CPS), offered through eInstruction Corporation, brings interactivity into the classroom. It’s a wireless response system that gives the instructor and students immediate feedback from the entire class. The wireless response pads are essentially remotes that are easy to use and engage students.
CPS allows you to:

- increase student preparation, interactivity, and active learning so you can receive immediate feedback and know what students understand
- administer quizzes and tests, and provide immediate grading
- create lecture questions in multiple choice, true/false, and subjective
- evaluate classroom attendance, activity, and grading for your course as a whole. All results and scores can easily be imported into Excel and can be used with various classroom management systems

CPS-ready content is available for use with Fundamentals of Organizational Behaviour, Second Canadian Edition. Please contact your iLearning Sales Specialist for more information on how you can integrate CPS into your OB classroom.

PageOut

PageOut is the McGraw-Hill Ryerson Web site development centre. Visit www.mhhe.com/pageout to create a Web page for your course using our resources. This Web page–generation software is free to adopters and is designed to help faculty create an online course, complete with assignments, quizzes, links to relevant Web sites, and more—all in a matter of minutes.

WebCT/Blackboard

In addition, content cartridges are available for the course management systems WebCT and Blackboard. These platforms provide instructors with user-friendly, flexible teaching tools. Please contact your local McGraw-Hill Ryerson iLearning Sales Specialist for details.

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Through McGraw-Hill Ryerson’s custom publishing division, Primis, instructors are able to select cases to accompany Fundamentals of Organizational Behaviour in a number of ways. Create your own case set or browse the selection of cases that correspond to the chapter material. Contact your McGraw-Hill Ryerson iLearning Sales Specialist for more information.

Superior Service

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community have helped us to understand the needs of students and educators across the country, and allowed us to foster the growth of truly innovative, integrated learning.

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- **iLearning Services Program.** McGraw-Hill Ryerson offers a unique iServices package designed for Canadian faculty. Our mission is to equip providers of higher education with superior tools and resources required for excellence in teaching. For additional information, visit [www.mcgrawhill.ca/highereducation/iservices](http://www.mcgrawhill.ca/highereducation/iservices).

**Teaching, Technology & Learning Conference Series**

The educational environment has changed tremendously in recent years, and McGraw-Hill Ryerson continues to be committed to helping you acquire the skills you need to succeed in this new milieu. Our innovative Teaching, Technology & Learning Conference Series brings faculty together from across Canada with 3M Teaching Excellence award winners to share teaching and learning best practices in a collaborative and stimulating environment. Pre-conference workshops on general topics, such as teaching large classes and technology integration, will also be offered. We will also work with you at your own institution to customize workshops that best suit the needs of your faculty at your institution.
Student Online Learning Centre

(www.mcgrawhill.ca/college/kreitner)

The Online Learning Centre (OLC) is the perfect solution for Internet-based content. This Web site follows the textbook chapter by chapter and contains text pedagogy and supplementary material. As students read through the book, they can refer to the OLC for learning outcomes, chapter summaries, sample test questions, CBC video streaming and exercises, audio glossary, cases and exercises, and self-assessment activities.

The First Canadian Edition of Fundamentals of Organizational Behaviour included a Student CD-ROM with the text. For the Second Edition, the additional material on that CD has been conveniently relocated to the OLC: namely, interactive modules that encourage hands-on learning about such topics as Motivation, Leadership, and Organizational Communication; interactive chapter quizzes; and exercises and quizzes to enhance videos.

Organizational Behaviour (OB) Online

OB Online is a Web site where you can stay current and expand your knowledge about the many OB topics. When you select a topic, you access two or more online discussion questions or exercises. “Business around the World” offers an outstanding global resource for researching and exploring organizational behaviour online. This includes business and management news and analysis, as well as country facts, news, and insights about over 35 countries.
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This project has been a joy from start to finish. We enjoyed reading and learning more about the latest developments within the field of organizational behaviour. To the students who use this book—we hope you enjoy it. Best wishes for success!